

Strategy

2022-2025



All of us, as a collective group, connected and belonging despite our broad range of stakeholders and disciplines.

Whakarite taone e ora ai ngā hāpori

Showcasing the link between property and people – property creates spaces for people to live, work, play and shop.

Together, shaping cities where communities thrive

Not just planning, building, developing and creating, but shaping our urban landscape.

Positive and enduring.
Active but evolving.



Plan on a Page: Strategy 2022-2025

| Purpose | Together, shaping cities where communities thrive <i>Whakarite taone e ora ai ngā hapori</i> | | | | |
|----------------------|---|--|--|--|--|
| Values | Kaitiakitanga We are guardians of the land and built environment, protecting, respecting and growing Aotearoa for future generations. | Manaakitanga We respect and care for one another's wellbeing, nurturing relationships and engaging to find solutions. | Whakatinanatia We deliver quality, sustainable cities, spaces and regions for all to live, work, and play. | Hapori We foster and embrace community, ensuring Aotearoa is a place where everyone belongs. | |
| Goals | Inspirational Industry Leadership We are the recognised and trusted industry leader that champions property in our community. | Influential Advocacy We influence government and decision makers to support outcomes that have a positive impact on the property industry and our communities. | Communications With Impact We showcase the property industry's contribution to the community and the New Zealand economy. | Exceptional Member Value We engage, educate and foster mutually beneficial relationships for our members and the wider industry. | A Dynamic & Secure Organisation We ensure the organisation is future-proofed and has the resilience, capability, and capacity to deliver quality services to our members |
| 2022-2025 Priorities | 1. Lead initiatives that support thriving communities, precincts and cities. 2. Enhance key trusted stakeholder relationships. 3. Champion diversity and inclusion. | 4. Increase the impact and influence of our advocacy programme. 5. Overhaul our research and publication programme to better meet member and industry needs. | 6. Actively move the dial of public perception to highlight the property industry's role as city shapers. 7. Increase the impact and reach of our member communication. | 8. Maintain and grow our membership. 9. Expand, leverage and elevate our events and services, to enhance our member's expertise and experience. | 10. A financially sound, future-focused, high-performing organisation. |



Welcome to Our Strategy

Whaia te iti kahurangi; ki te tuohu koe, me he maunga teitei.
Strive for excellence; you should only bow to the most lofty mountain.

This strategy has been crafted to deliver clear value to our members and reaffirm the organisation's future direction.

Three years ago, Property Council New Zealand began a journey of transformational change. The first marker on this pathway was the development of Property Council's first ever strategic plan, launched in August 2019. Since this time, the organisation has undergone a rapid evolution in the face of global disruption unlike anything seen before.

Despite the impact of the ongoing pandemic, 18 of the 19 original priorities identified in the 2019 strategy have been completed (the 19th having been necessarily delayed due to competing priorities). We reach 2022 a more organised, professional and financially stable organisation than ever, giving us a strong foundation to build on this momentum as we elevate Property Council for the next chapter.

This strategy is the result of significant

work by Property Council's Board and Leadership Team, with vital input from its Committees, Advisory Group and staff.

Property Council has transformed into a purpose-orientated industry leader, and our objective now is to increase our impact and influence and take the organisation to another level.

We have retained our five clear goals: strong industry leadership, influential advocacy, communications with impact, exceptional member value and a dynamic and secure organisation.

To achieve these goals, we have defined 10 priorities across five areas of the organisation.

Our industry has a big role to play in Aotearoa's prosperity; to take the lead in debates, present thoughtful research and insights, and campaign for sound public policy. Strengthening Property Council's ties with the wider industry and better articulating our story are central to the success of this strategy.

Thank you to all those who contributed to the development of this strategic plan; to the 120+ volunteers who sit on the National Board, Advisory Group, Regional and National Committees, Member Taskforces, and our dedicated team. The success of any organisation hinges on its people, and it is because of you that we stand here today, ready to tackle the next 50 years.

Ngā mihi nui.



Scott Pritchard
National Chair



Leonie Freeman
Chief Executive



We All Belong in Property

Tō mana. Tōku mana.
Your success. Our success.

Connecting people from throughout Aotearoa and across all property disciplines is what makes our organisation unique.

As a trade membership body, Property Council represents over 550 member companies. But more importantly, we connect 15,000 property professionals through our events, voluntary committees, member taskforces and member community. These people are our customers, they are strongly embedded in the organisation, providing our advocacy mandate, empowering our influence, enhancing our credibility and partnering with us to deliver valuable services.

Without people, there is no property.

This ethos is underscored by our values, where people and communities are at the heart of everything we do:

Together, shaping cities where communities thrive



Kaitiakitanga

We are guardians of the land and built environment, protecting, respecting and growing Aotearoa for future generations.



Manaakitanga

We respect and care for one another's wellbeing, nurturing relationships and engaging to find solutions.



Whakatinanatia

We deliver quality, sustainable cities, spaces and regions for all to live, work, and play.



Hapori

We foster and embrace community, ensuring Aotearoa is a place where everyone belongs.

Inspirational Industry Leadership

Influential Advocacy

Communications with Impact

Exceptional Member Value

Dynamic Organisation



Our Members



The Path Forward: Our Goals

Collectively, the priorities in this document deliver on our 2022-2025 goals:

| Priorities | Inspirational Industry Leadership We are the recognised and trusted industry leader that champions property in our community. | Influential Advocacy We influence government and decision makers to support outcomes that have a positive impact on the property industry and our communities. | Communications with Impact We showcase the property industry's contribution to the community and the New Zealand economy. | Exceptional Member Value We engage, educate and foster mutually beneficial relationships for our members and the wider industry. | Dynamic Organisation We ensure the organisation is future-proofed and has the resilience, capability, and capacity to deliver quality services to our members. |
|--|--|---|--|---|---|
| 1. Lead initiatives that support thriving communities, precincts and cities. | ★★★★ | ★★★★ | ★★★★ | ★★★★ | ★ |
| 2. Enhance key trusted stakeholder relationships. | ★★★★ | ★★★★ | ★★★★ | ★★ | ★ |
| 3. Champion diversity and inclusion. | ★★★★ | ★ | ★★ | ★★ | ★★ |
| 4. Increase the impact and influence of our advocacy programme. | ★★★★ | ★★★★ | ★★★★ | ★★★★ | ★ |
| 5. Overhaul our industry publications and research programme to better meet member and industry needs. | ★★★★ | ★★★★ | ★★★★ | ★★★★ | ★ |
| 6. Actively move the dial of public perception to highlight the property industry's role as city shapers. | ★★★★ | ★★★★ | ★★★★ | ★★★★ | ★★★★ |
| 7. Increase the impact and reach of our member communication. | ★★★★ | ★★★★ | ★★★★ | ★★★★ | ★★★★ |
| 8. Maintain and grow our membership. | ★ | ★★ | ★★★★ | ★★★★ | ★★★★ |
| 9. Expand, leverage and elevate our events and services, to enhance our member's expertise and experience. | ★ | ★ | ★★ | ★★★★ | ★★★★ |
| 10. A financially sound, future focused and well performing organisation. | ★ | ★ | ★ | ★★★★ | ★★★★ |

Inspirational industry leadership

We are the recognised and trusted industry leader that champions property in our community.

Action Plan:

2022

1.



Be an expert solutions provider on industry issues such as housing, sustainability and resilience, value capture, seismic strengthening, mixed use developments and creating sustainable, thriving cities.

2.

Develop, implement, and monitor proactive stakeholder plans for central and local government politicians and officials and industry groups.

3.



Educate stakeholders and decision makers to improve their understanding of the property ecosystem

2023+

4.

Launch Champions for Change.

5.



Expand our Diversity and Inclusion programme initiatives.

Objectives:

1. **Lead initiatives that support thriving communities, precincts and cities.**
2. **Enhance key trusted stakeholder relationships.**
3. **Champion diversity and inclusion.**

Success is:

1. Solutions focused, expert industry leadership on issues affecting our communities and cities.
2. Key stakeholders and decision makers have an improved understanding of the property sector and how it works.
3. Property Council is well recognised as having a collective, unified and credible voice on key issues.
4. Proactive, trusted and collaborative relationships with local, regional and central government.
5. Property Council is positioned as a leader and integrator across the property sector and within the broader business community.
6. Greater diversity representation at Property Council events, in governance and overall member engagement.
7. A strong public voice that takes a leadership role on property issues that impact our communities.
8. Taking the lead to positively influence and impact outcomes on property-related issues.

Influential advocacy

We influence government and decision makers to support outcomes that have a positive impact on the property industry and our communities.

Action Plan:

2022**1.**

Continue to deploy clear, well organised advocacy campaigns on behalf of members.

2.

Release the Built Environment Sustainability Framework Ratings Snapshot Tool.

3.

Better showcase advocacy workstreams at Property Council events.

4.

Increase the understanding of advocacy with our members.

5.

Release the Measurement Guide publication.

2023+**6.**

Review and update the Property Council Industrial, Office and Retail Leases.

7.

Develop a research strategy.

8.

Undertake a business case for the Operating Expenditure research publication.

9.

Undertake a business case for the Shopping Centre Guide publication.

10.

Investigate alternative options for key research initiatives and possible partners.

11.

Undertake the Quality Building Matrix publication.

Objectives:

1. **Increase the impact and influence of our advocacy programme.**
2. **Overhaul our industry publications and research programme to better meet member and industry needs.**

Success is:

1. A high-impact advocacy agenda focusing on key issues at a national and regional level.
2. We influence government and relevant decision makers to make decisions that are in the interest of the property industry.
3. A proactive advocacy communication strategy to our members, stakeholders and the public.
4. Clear alignment of our research strategy with the organisation's industry leadership and advocacy objectives.
5. Providing valuable industry publications and insights that are valued by our members.

Communications with impact

We showcase the property industry's contribution to the community and the New Zealand economy.

Action Plan:

2022

1.



Develop a proactive media plan for Property Council's events, advocacy and industry leadership workstreams, with clear and measurable deliverables.

2.

Launch a continuous campaign to highlight the vital contribution the sector makes to New Zealand communities and cities. This could include open days and public education.

3.

Investigate including a People's Choice Award as part of the Property Industry Awards.

4.



Explore partnership opportunities with media, other organisations, and stakeholders to better showcase the industry.

5.

Investigate opportunities for regular media appearances/publications by Property Council's chief executive.

6.

Amplify and accelerate Property Council's member communications strategy, for example:

- Diversifying the way that we deliver content.
- Increase awareness and highlight the value of our advocacy work and priorities.
- Investigate and implement automated email marketing campaigns.
- Create targeted campaigns and services for younger industry professionals.

7.

Launch and manage Property Council's online community, Hono.

8.

Consider opportunities to leverage the knowledge and expertise of our Industry Leaders in a thought-leadership capacity.

Objectives:

1. **Actively move the dial of public perception to highlight the property industry's role as city shapers.**
2. **Increase the impact and reach of our member communication.**

Success is:

1. A greater awareness of Property Council's purpose and offering by members, the wider industry and the public.
2. A streamlined communications process that meets members where they are at, engaging and informing in a valuable and consistent manner.
3. Deepening our member engagement and augmenting the service experience.
4. Shifting the dial of public perception so the public better understands the property industry's contribution to Aotearoa.

Exceptional member value

We engage, educate and foster mutually beneficial relationships for our members and the wider industry.

Objectives:

1. **Maintain and grow our membership.**
2. **Expand, leverage and elevate our events and services, to enhance our member's expertise and experience.**

Success is:

1. Our renewal target is higher than the industry standard.
2. Increased engagement of new members in Property Council activities.
3. Continued growth in membership and member retention.
4. A structured and consistent approach to onboarding and engaging new members.
5. A clear value proposition for members of all levels.
6. Improved member feedback and participation.
7. A sponsorship strategy that delivers value to sponsors and enhances Property Council's events.
8. Members who are our chief advocates, promoting Property Council and the property industry at every opportunity.

Action Plan:

2022

1.

Implement a continuous campaign to ensure the integrity of our membership database.

2.



Implement an annual membership survey to benchmark and measure member engagement and satisfaction.

3.

Develop an overarching events strategy that encompasses both regional and national events.

2023+

4.

Undertake a strategic sponsorship review.

5.

Review and refine the member lifecycle, including improving the onboarding process and encouraging greater member engagement at every touchpoint.

6.

Investigate opportunities to produce a greater range of member services, including:

- Industry Leader retreats.
- International study tours.
- Creation of a PropTech taskforce or special interest group.
- Innovation opportunities where we showcase industry innovation and foster ideas.
- Property Training Academy or training courses with universities.
- International speakers/topics delivered via webinar.
- Ways to profile and engage younger members in the Property Council community.
- Nationwide events held in regions throughout Aotearoa on key topics.
- Explore options for other special interest groups, assessing the demand and expanding services to meet their needs as required. E.g. iwi, listed property owners, retirement village owners, charity property owners.

7.



Investigate initiatives to attract talent to the industry.

A dynamic organisation

We ensure the organisation is future-proofed and has the resilience, capability, and capacity to deliver quality services to our members.

Action Plan:

2022

1.



Explore training opportunities to upskill the Property Council team.

2.

Continuous improvement of systems and processes, including Upbeat software.

2023+

3.



Automate the election and committee process.

4.

Achieve our \$2m Financial Resilience Fund target.

5.

Review existing reporting and accounting software.

Objective:

1. A financially sound, future-focused, high-performing organisation.

Success is:

1. An organisation that motivates, develops and retains its staff talent.
2. An organisation that has the capacity and capability to deliver exceptional services to members.
3. The financial resilience fund target of \$2m is met and proactively managed.
4. A coordinated and streamlined election process for our governance roles.

Whakarite taone e ora ai ngā hapori

Together, shaping cities where communities thrive