



Strategy

2026-2029



Whakarite taone e ora ai ngā hapori.

Together, shaping cities where communities thrive.

Welcome to our Strategy

New Zealand's property industry helps shape the places where people live, work, learn and connect. As our cities and communities evolve, so too must the organisation that represents the people and businesses behind them.

Property Council New Zealand exists to bring together the organisations shaping our built environment. Through advocacy, leadership and connection, we help create better outcomes for our members and the communities they serve.

This Strategy sets our direction for 2026–2029, building on 50 years of industry leadership and a seven-year transformation that has strengthened our influence, capability and financial resilience. The property industry has a significant role to play in New Zealand's prosperity. Over the next three years, Property Council New Zealand will continue to lead important conversations, present practical research and insight, and campaign for public policy that supports thriving cities, communities and regions.

This Strategy reflects months of engagement with industry leaders, members and stakeholders, including regional workshops held across the country. Thank you to everyone who contributed, including the 400+ volunteers who sit on our National Board, Advisory Group, and Regional and National Committees.

While many of our priorities continue the work already underway, members identified three areas that require greater focus over the next three years:

01 Help the industry navigate risk, resilience and sustainability

We will support practical, commercially realistic approaches to sustainability and resilience, influence policy settings, and showcase the positive work already being led across the sector.

02 Turn reform into reality

We will work with central and local government to help ensure major reforms are implemented in a way that is practical, coordinated and workable for the property sector.

03 Build stronger relationships with iwi

We will create opportunities for iwi and the property sector to share perspectives, build understanding and explore shared outcomes for the benefit of communities across Aotearoa.

Our success is only possible because of our members, volunteers, partners and the wider property community. Our success belongs to you.



Mark Thomson
National Chair



Leonie Freeman
Chief Executive

A black and white photograph of an awards ceremony. A man in a suit is smiling and holding a framed award that says "Auckland Property People Awards". A woman in a dark dress stands next to him. In the foreground, the backs of several audience members' heads are visible. The background features a stage with large, reflective spheres on stands.

*Engaki ana a mua,
e tōtō mai ana a muri.*

First clear the weeds, then plant.

Strategy 2026-2029

Together, shaping cities where communities thrive.

Our values



Kaitiakitanga
Guardianship, stewardship

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



Manaakitanga
Hospitality, support

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



Whakatinanatia
Implement, deliver

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



Hapori
Community

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

Our goals

01 Influential Advocacy and Industry Leadership

We are a trusted industry leader championing property in our community, influencing government and decision-makers to achieve positive outcomes for the property sector and the communities it serves.

02 Communications with Impact

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

03 Exceptional Member Value

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

04 Dynamic Organisation

We ensure Property Council has the resilience, capability and capacity to deliver quality services to members now and in the future.

Our priorities

1. Lead with impact and influence to advocate on our national priorities for thriving cities, communities and regions.
2. Champion risk, resilience and sustainability, and support the implementation of legislative reform.
3. Bring the property sector together to solve challenges that no organisation can solve alone.
4. Support civic leaders driving city and regional transformation, with a dedicated advocacy priority in every region.
5. Strengthen our suite of industry research and publications.
6. Build stronger engagement with iwi organisations.
7. Shift public perception to position the property industry as "city shapers".
8. Position Property Council, our Chief Executive and our members as trusted voices on the property issues that matter to New Zealand.
9. Strengthen and streamline our member communications.
10. Explore new formats for storytelling and thought leadership.
11. Connect people, ideas and opportunities across the property sector.
12. Maintain and grow our membership, income and engagement.
13. Expand and elevate our events, training and services.
14. Champion diversity, equity and inclusion.
15. Attract, develop and retain high-calibre talent, while continuing to foster a positive team culture.
16. Maintain strong financial stewardship.
17. Continually evolve our internal systems, governance and technology.

01

Influential Advocacy and Industry Leadership

We are a trusted industry leader championing property in our community, influencing government and decision-makers to achieve positive outcomes for the property sector and the communities it serves.



01 Influential Advocacy and Industry Leadership

OUR PRIORITIES

- Lead with impact and influence to advocate on our national priorities for thriving cities, communities and regions.
- Champion risk, resilience and sustainability, and support the implementation of legislative reform.
- Bring the property sector together to solve challenges that no organisation can solve alone.
- Support civic leaders driving city and regional transformation, with a dedicated advocacy priority in every region.
- Strengthen our suite of industry research and publications.
- Build stronger engagement with iwi organisations.

KEY ACTIONS

- Develop strategic advocacy campaigns on our five national priorities and keep members informed through briefings, webinars and practical resources.
- Build a clear plan for our risk, resilience and sustainability priorities, working alongside the Sustainable Roundtable and Member Taskforce.
- Work closely with government officials and elected representatives to ensure the property sector's practical insights are reflected as new legislation is implemented.
- Deepen relationships with Ministers, MPs, Mayors and Councillors, and support civic leaders driving transformation at a regional level.
- Create opportunities for iwi and the property sector to share perspectives and build mutual understanding, from a national level through to specific cities and precincts.
- Work alongside like-minded industry groups in New Zealand and overseas where collaboration strengthens outcomes for members.
- Strengthen our research and publications programme so it aligns with our advocacy priorities and delivers ongoing industry standards, leases and publications members rely on.

SUCCESS LOOKS LIKE

- ✓ Property Council recognised as having a collective, unified and credible voice on key issues.
- ✓ A high-impact advocacy agenda at national and regional level, delivering legislative and policy wins backed by data and member stories.
- ✓ Stronger, more proactive relationships with local, regional and central government.
- ✓ Strong member engagement through Member Taskforces and advocacy working groups.
- ✓ A cohesive approach to research and industry publications that aligns with our overall purpose and advocacy priorities.
- ✓ Improved understanding between iwi and the property sector.

A dark, grayscale photograph of a large crowd of people at a social gathering. The image is slightly out of focus, showing a diverse group of individuals in various poses and interactions. Overlaid on the left side of the image is the Māori phrase "Kia kotahi te kaihoe i te waka, kia ū ki uta." in a white, elegant script font. Below this phrase is a thin white horizontal line.

*Kia kotahi te kaihoe i
te waka, kia ū ki uta.*

Only by rowing our canoe in unison will we reach our destination.

02

Communications with Impact

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



02 Communications with Impact

OUR PRIORITIES

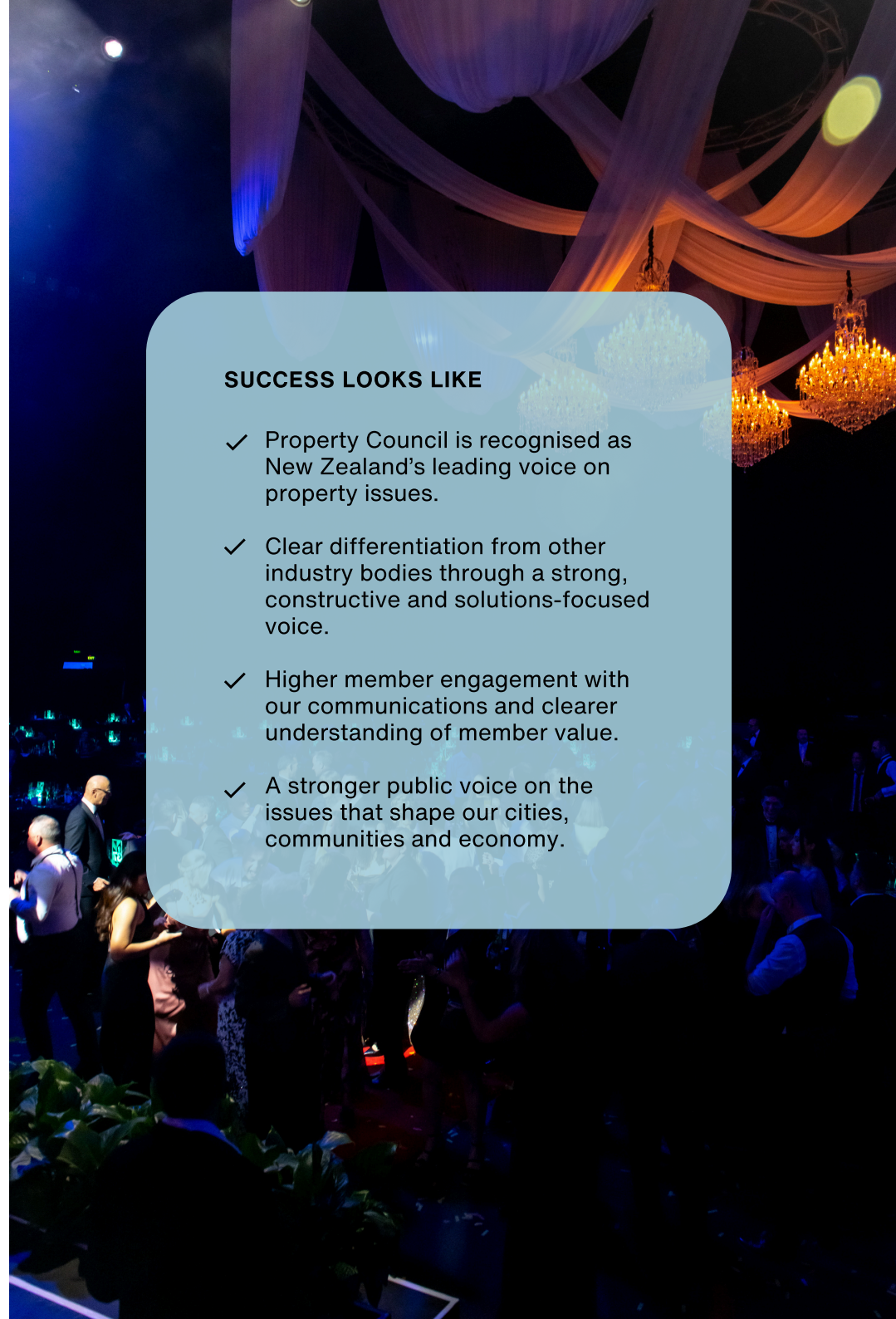
- Shift public perception to position the property industry as “city shapers”.
- Position Property Council, our Chief Executive and our members as trusted voices on the property issues that matter to New Zealand.
- Strengthen and streamline our member communications.
- Explore new formats for storytelling and thought leadership.

KEY ACTIONS

- Strengthen Property Council’s position as a trusted national voice on property issues through strong media relationships and regular commentary.
- Maintain a strong programme of speaking engagements and grow opportunities for opinion and thought leadership in mainstream media.
- Carry the “city shapers” story forward beyond our 50th anniversary year.
- Review our member and non-member communications to reduce duplication, lift engagement and make our value clearer.
- Lift our digital storytelling with more member, project and advocacy stories across the channels our audiences use.

SUCCESS LOOKS LIKE

- ✓ Property Council is recognised as New Zealand’s leading voice on property issues.
- ✓ Clear differentiation from other industry bodies through a strong, constructive and solutions-focused voice.
- ✓ Higher member engagement with our communications and clearer understanding of member value.
- ✓ A stronger public voice on the issues that shape our cities, communities and economy.





*He aha te kai a te
rangatira?
He kōrero, he kōrero,
he kōrero.*

What is the food of leaders? Is it communication.

03

Exceptional Member Value

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



03 Exceptional Member Value

OUR PRIORITIES

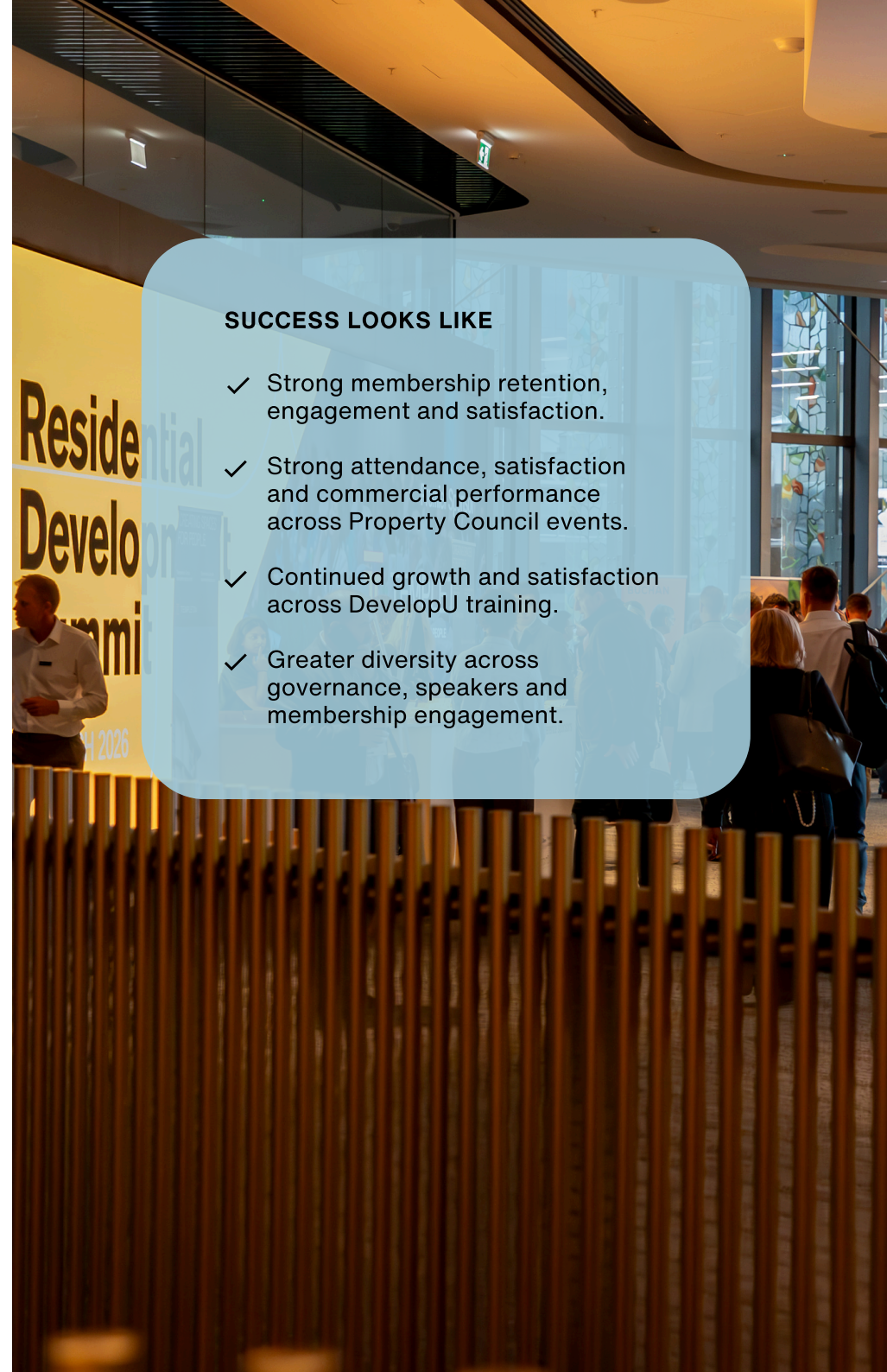
- Connect people, ideas and opportunities across the property sector.
- Maintain and grow our membership, income and engagement.
- Expand and elevate our events, training and services.
- Champion diversity, equity and inclusion.

KEY ACTIONS

- Review our membership structure, services and processes, and deliver a clear approach to renewals, onboarding and new member engagement.
- Deliver our national events programme, including the Property Industry Awards, Property Conference, RECON, Reset and the Residential Development Summit, alongside regional events and free member webinars.
- Grow our DevelopU training programme.
- Progress Inclusion Alliance initiatives, including a Gender Pay Gap baseline report, and continue to grow Women of Impact in Property.
- Strengthen our use of te reo Māori across events and communications and continue building engagement with iwi.

SUCCESS LOOKS LIKE

- ✓ Strong membership retention, engagement and satisfaction.
- ✓ Strong attendance, satisfaction and commercial performance across Property Council events.
- ✓ Continued growth and satisfaction across DevelopU training.
- ✓ Greater diversity across governance, speakers and membership engagement.





Whiria te tāngata.

Weave people together.

04

A Dynamic Organisation

We ensure Property Council has the resilience, capability and capacity to deliver quality services to members now and in the future.



04 A Dynamic Organisation

OUR PRIORITIES

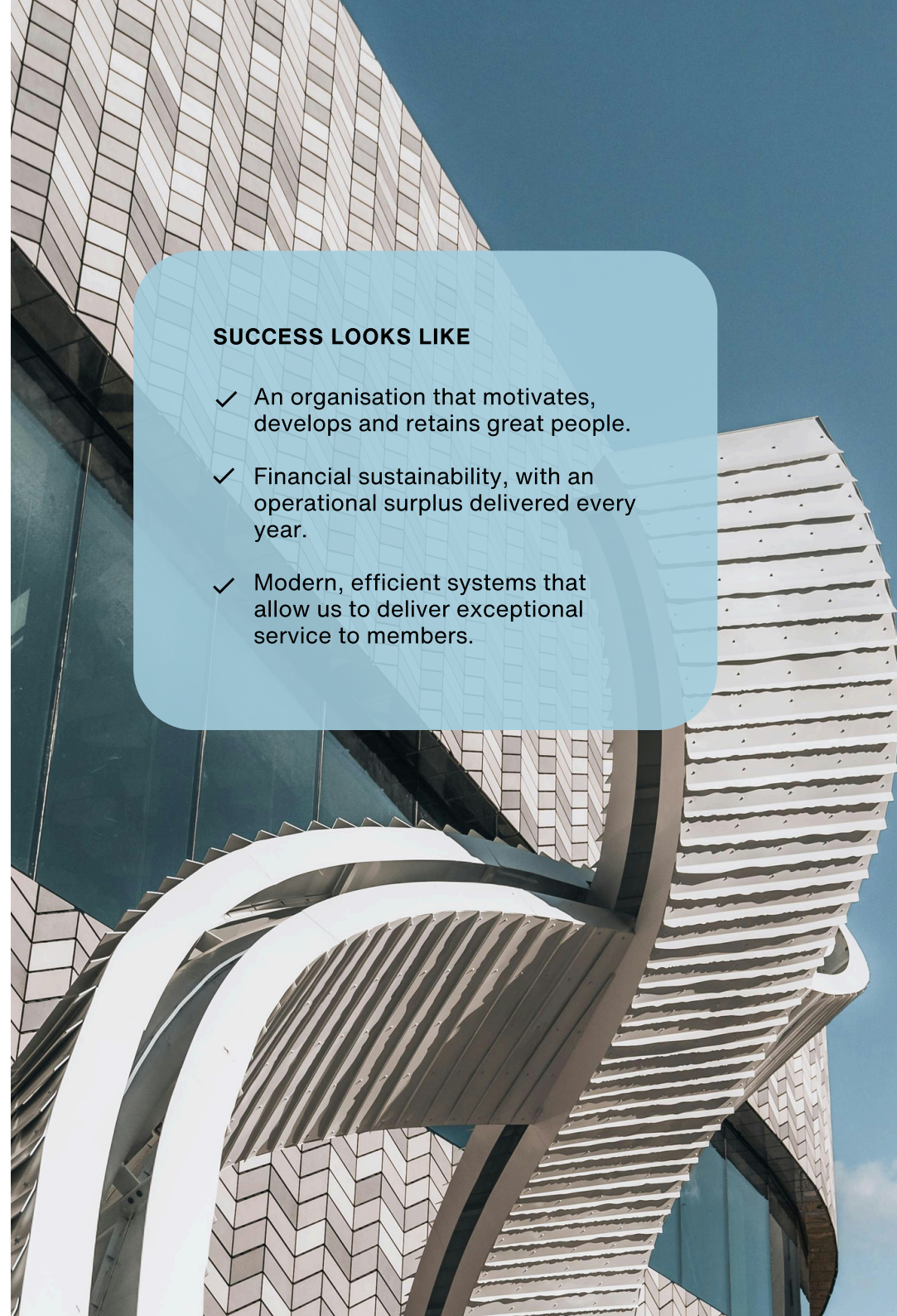
- Attract, develop and retain high-calibre talent, while continuing to foster a positive team culture.
- Maintain strong financial stewardship.
- Continually evolve our systems, governance and technology.

KEY ACTIONS

- Foster a positive team culture and support our people's professional development.
- Maintain disciplined budgeting and grow our financial resilience over time.
- Improve internal systems and processes, including clear approaches to AI, cybersecurity, data and digital tools.
- Evaluate technology and governance improvements that make it easier for members to engage with Property Council.

SUCCESS LOOKS LIKE

- ✓ An organisation that motivates, develops and retains great people.
- ✓ Financial sustainability, with an operational surplus delivered every year.
- ✓ Modern, efficient systems that allow us to deliver exceptional service to members.



OUR PURPOSE

TOGETHER, SHAPING CITIES WHERE COMMUNITIES THRIVE.

OUR AMBITION

To bring together the people, ideas
and influence needed to shape better places.



PEOPLE

+



IDEAS

+



INFLUENCE

OUR FOCUS: FOUR STRATEGIC GOALS

01

INFLUENCE

Influential Advocacy
and Industry Leadership

02

CONNECT

Exceptional
Member Value

03

COMMUNICATE

Communications
with Impact

04

STRENGTHEN

A Dynamic
Organisation

OUR FOUNDATION: OUR 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.



WHAKATINANGA

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.



Te Kaunihera Papanoho o Aotearoa

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