

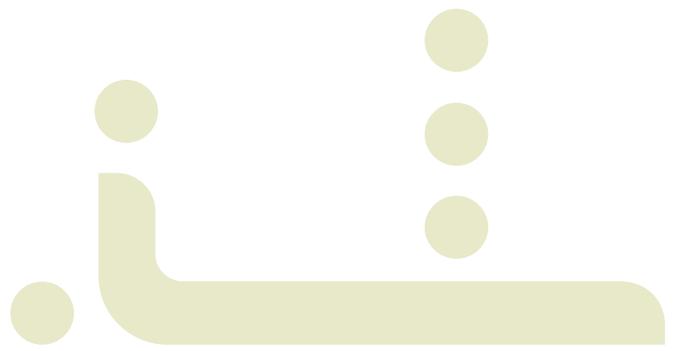
invest**Logan**

Corporate Plan

2018 - 2022



Benefiting Logan residents.



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A leading and visionary design-driven entity.

Introduction

investLogan's vision is to be a leading and visionary design-driven entity, bringing investment into the City of Logan and returning benefits to Logan residents.

The Corporate Plan (the Plan) is our primary strategic planning document and sets out the strategies we will pursue to achieve our objectives over the next four years.

The plan provides details of investLogan's areas of focus, actions and expected results, and provides the framework to be used to evaluate the performance of investLogan and its activities.

In summary, investLogan's priorities over 2018 – 2022, which will benefit, or can reasonably be expected to benefit the City of Logan, include:

- facilitating property development activities;
- acquisition of and investment in property;
- delivering social or community benefit from our activities to the City of Logan;
- facilitating the achievement of strategic development opportunities for the City of Logan to assist in achieving its vision as an innovative, dynamic, city of the future;

- research and development in property and related activities;
- identifying other potential economic development and financial investment activities;
- partnering and collaborating with our Shareholder – the City of Logan – the community, and current and potential future investors in the City.

investLogan's commitment to fully implement the Corporate Plan will ensure we move closer to achieving our vision –

To be a leading and visionary design driven entity, bringing investment into the City of Logan and returning benefits to Logan residents.

investLogan will strategically use holistic design across all aspects of its enterprise to deliver better environments that make the City of Logan prosperous.

investLogan will contribute to the city's economic growth, whilst delivering social and community benefit.



Steve Greenwood
Chair



Todd Rohl
Chief Executive



Attracting investment opportunities.

About investLogan



The key focus for investLogan is to attract investment opportunities and identify emerging industry trends, to significantly boost economic and social outcomes for the City of Logan.

In August 2016, Logan City Council resolved to establish investLogan as a 'for profit' entity, where activities may be undertaken toward economic outcomes for Council, as the sole shareholder.

In June 2017, Council identified the key focus for investLogan: to attract investment opportunities and identify emerging industry trends, to significantly boost economic and social outcomes for the City of Logan.

Governing Legislation

investLogan was established under – and is governed by – the following key pieces of legislation and regulations:

- Local Government Act 2009;
- Local Government Regulations 2012;
- Corporations Act 2001.

Under the Auditor-General Act 2009, investLogan is classified as a public-sector entity, as it is a controlled entity of a local government. For this reason, investLogan will require an annual audit and the appointed auditor must be the Auditor-General of Queensland.

The Independent Board

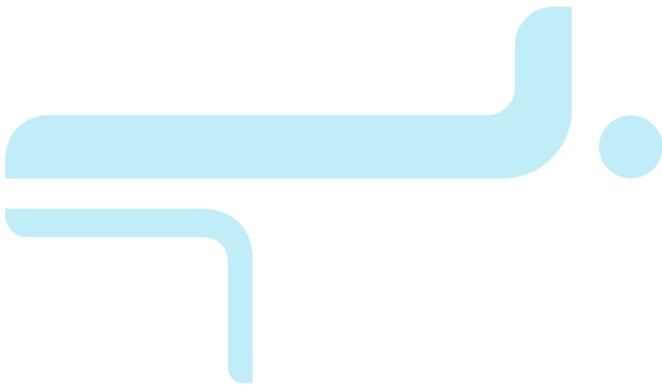
investLogan has an independent board which can have a maximum of six board members. The current sitting members are:

- Mr Steven Greenwood (Chair);
- Ms Annabelle Pegrum AM;
- Mr James Stokes.

In November 2017, Logan City Council resolved that its Chief Executive Officer be the shareholder's corporate representative. The corporate representative can attend Board meetings in an 'observer only' capacity, with no voting rights, ensuring the independence of the Board. Logan City Council is the sole shareholder and as such has access to investLogan's records and the Boards discussions and decisions.

The Board sets the strategic direction for investLogan, consistent with the objectives of the constitution, including the annual budget, strategic projects and major financial decisions.

The Board determines whether dividends are payable to the shareholder at the end of each financial year. The decision to pay a dividend – and the nature and amount of the dividend – will be balanced against the need of future operating requirements.



Our Role

Property development

Activities which will benefit, or can reasonably be expected to benefit, the City of Logan including:

- tendering, or otherwise approaching the market, negotiating with and appointing developers to assist investLogan to undertake property development;
- acquisition of and investment in property;
- development for social or community benefit, or to achieve strategic development objectives for Logan City;
- research and development;
- entering into joint venture or other project delivery arrangements to deliver property development projects;
- identifying and obtaining all necessary approvals required in relation to property development projects;

- giving guarantees, mortgages or other security over the assets of investLogan, or any other form of security to help facilitate property development projects;
- negotiating any commercial arrangements relevant to property development projects;
- taking any other steps, which are consistent with the undertaking property development.

Other

Activities which will benefit, or can reasonably be expected to benefit, the City of Logan as may be determined by ordinary resolution of the shareholder from time to time, including economic development and financial investment activities.



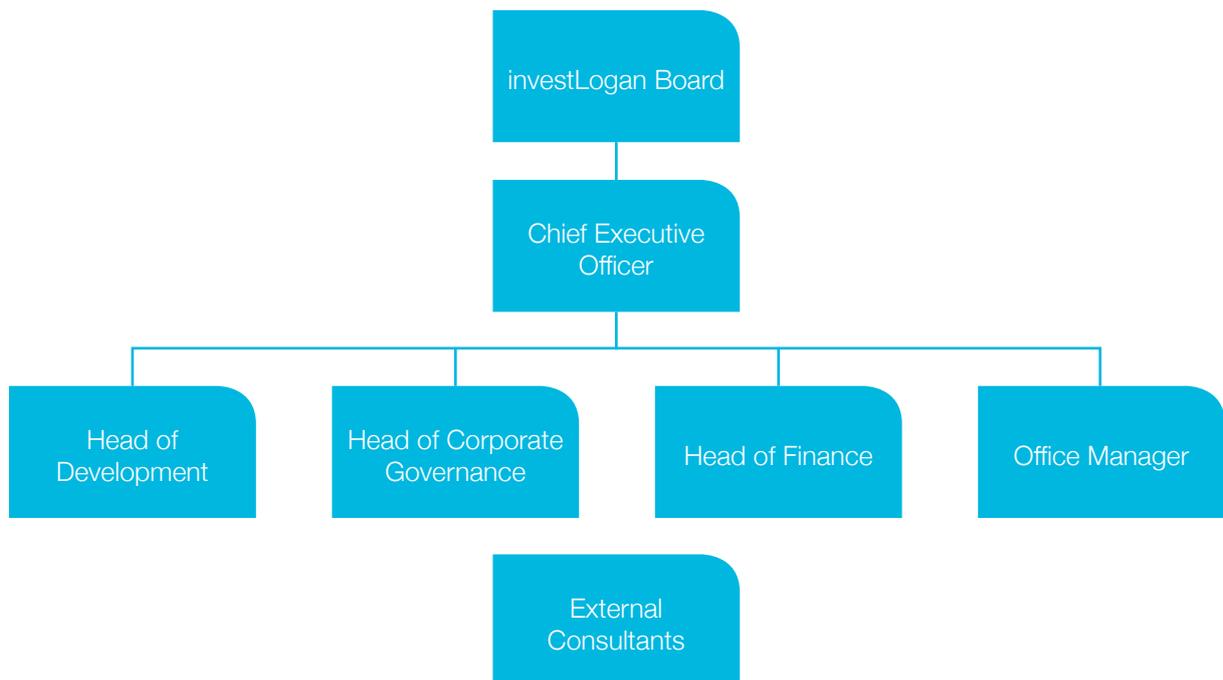
Our Team

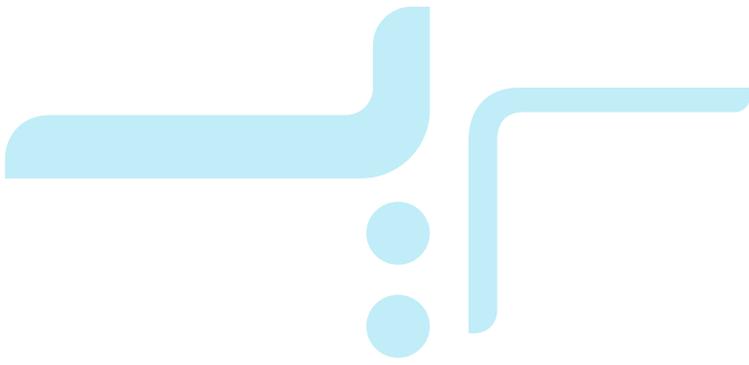
Our people are our most valuable assets.

To support the achievement of our role, a small dynamic team has been established, as articulated in the figure below.

The team objectives are to:

- ensure that it has the right people, with the right skills, in the right jobs, at the right time;
- ensure a strong focus on achieving excellence in outcome delivery;
- focus on outstanding service to our shareholder and customers;
- have a motivated, well-informed leadership team;
- provide learning and development opportunities for all staff in the best interests of investLogan.





Governance Framework

investLogan understands the importance of good corporate governance and that it plays a vital role in the activities undertaken by investLogan. Our governance framework ensures transparency and accountability, and maintains the integrity and efficiency of investLogan and its operations.

investLogan has established a suite of governance documents. These incorporate relevant state policies, including the Queensland Procurement Policy and Guidelines such as the Guidelines for the Formation, Acquisition and Post Approval Monitoring of Companies, and – where appropriate – recommended practices outlined in Australian Standards.

Our governance framework strives to ensure:

- effective delivery and monitoring of strategic objectives;
- clarity of objectives;
- clarity in decision making;
- productivity and operational efficiency;
- accountability;
- transparency.

Managing Risk

investLogan recognises that risk management is an essential element of effective governance, development and planning that must be incorporated into all processes to maximise our ability to achieve our goal.

investLogan has established a Risk and Compliance Policy (including risk appetite), Procedure and Register that provides the foundation and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving the identification and management of risks across investLogan.



Boosting economic and social outcomes.



Maximising the value of every dollar.



Our Plan

Our plan aims to maximise the potential economic, social and environmental value of every dollar we earn.

The plan, has been prepared to outline investLogan's areas of focus, actions and expected results aligned with its sole shareholder, Logan City Council's Corporate Plan.

The plan responds to the Council resolution to establish investLogan as a for-profit entity, where activities may be undertaken toward economic development outcomes for Logan City Council as the sole shareholder.

For the purposes of identifying and reporting against our priorities, our activities have been focussed on the following six key areas:

- property development;
- acquisitions and investment;
- social and/or community benefit and strategic development opportunities;

- research and development;
- economic development and financial investment activities;
- partnerships and collaboration.

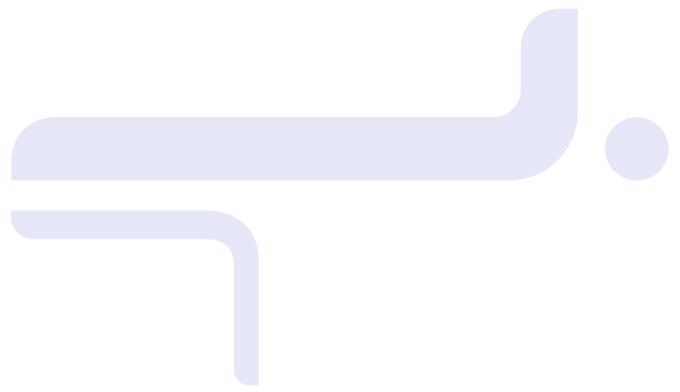
Our plan aims to maximise the potential economic, social and environmental value of every dollar we earn for our shareholder, attract returns through responsible investment, invest in the Logan community and be a model local government investment company.

Details on investLogan's actions and expected results are outlined below. These will be used to measure performance and for the purposes of preparing investLogan's annual performance statements against each key area.



Property Development

Action	Expected Result
Undertake due diligence to determine the development potential of existing underutilised or unused Logan City Council owned land and buildings.	<p>Identifying land and buildings where a return on investment, whether economic, social and/or environmental can be achieved.</p> <p>Prioritising transfer of land and buildings from Logan City Council to investLogan and seek shareholder approval.</p> <p>Identify how the best return on investment can be achieved, negotiate the best outcome, offer to the market and formalise transaction.</p>
Develop a process for the shareholder to seek advice from investLogan on property development matters.	Shareholder approval of process for seeking advice on property development matters.
Facilitate well designed developments that promote best practice urban design.	Deliver high quality, well-designed projects in partnership with the private, public and/or community sector.
Investigate the development potential of the land and buildings known as the Loganholme Tourism Precinct.	Identify how the best return on investment can be achieved, negotiate the best outcome, offer to the market and formalise a transaction.
Investigate the development potential of the land known as the TMR Land at Loganholme.	Identify how the best return on investment can be achieved, negotiate the best outcome, offer to the market and formalise transaction.
Diversify property development opportunities and create future revenue sources by investigating the development of a planning, development and design service.	Create a stand-alone business entity to assist current and potential future city investors in property development and related activities.



Acquisitions and Investments

Action	Expected Result
<p>Investigate deploying capital responsibly to stimulate the local economy and create jobs.</p>	<p>Understand investment attraction and divestment opportunities to guide strategic property acquisitions.</p> <p>Identify land and buildings where a return on investment, whether economic, social and/or environmental can be achieved.</p> <p>Identify how the best return on investment can be achieved, negotiate the best outcome, offer to the market and formalise transaction.</p> <p>Acquire and invest in property with short, medium and long term transformational or catalytic projects in mind.</p>
<p>Facilitate the acceleration of market access to gaps in the property market in the City of Logan.</p>	<p>Identify land use gaps in the property market and work with private, public and/or community sectors to respond to these market opportunities through property development activities.</p>
<p>Attract investment, local jobs growth and create higher value jobs with a focus on renewal and revitalisation of key Logan centres.</p>	<p>Identify gaps in the market in Beenleigh, Jimboomba, Logan Central, Logan Village, Meadowbrook and Springwood and work with private, public and/or community sectors to fill these gaps.</p>



Social and/or Community Benefit and Strategic Development Opportunities

Action	Expected Result
Facilitate the delivery of social and community benefit in property and economic development projects.	Deliver projects with social and/or community benefit.
Facilitate the acceleration of market access to gaps in the property market in the City of Logan.	Identify land use gaps in the property market and work with private, public and/or community sectors to respond to these market opportunities through property development activities.
Facilitate emerging industries, promote start-ups, including those in the renewable energy industry and monitor megatrends to create real employment opportunities for future generations.	Partner with public, private and/or community sectors to focus on current and future strategic development opportunities. Present opportunities for facilitate investment in strategic investment opportunities.
Create a philanthropic model.	Establish a framework to leverage community and social benefit from investLogan projects. Identify in consultation with the shareholder a major piece of community infrastructure to be funded through the philanthropic model for the city. Deliver strategic development opportunities in partnership with private, public and/or community sectors by leveraging off the philanthropic model.
Assist in the delivery of strategic development opportunities with social and community benefit.	Advocate with and partner with others to deliver social and community transformational projects for the city.



Research and Development

Action	Expected Result
Undertake research and development on property development and related activities.	<p>Deliver key research and data analysis to underpin and inform investLogan property development and related activities to attract investment to the city.</p> <p>Partner with the all relevant sectors to deliver the research.</p>
Undertake research and development on emerging trends in economic and financial investment and related activities.	<p>Deliver key research and data analysis to underpin and inform investLogan future economic and financial investment opportunities for the city.</p> <p>Partner with the all relevant sectors to deliver the research.</p>

Economic Development and Financial Investment Activities

Action	Expected Result
Identify economic and financial investment opportunities that deliver return on investment.	Seek investment in opportunities that deliver positive economic, social and/or community and outcomes for the City of Logan.
Undertake a review of government businesses, programs and activities to identify any ways to maximise benefits for investLogan and Government.	Shareholder approval of existing or future government businesses, programs, services or activities that could be operated by investLogan.
Investigate potential economic and financial business development opportunities.	Identify and assess the risks and rewards of business diversification opportunities that could be operated by investLogan.

Partnerships and Collaboration

Action	Expected Result
Engage with the shareholder, businesses and investors to deliver for the future of the City of Logan.	An established strong relationship with the shareholder, businesses, community and investors in the city.
Work in partnership with our shareholder, businesses and investors to advocate for the City of Logan.	Collaborate with the shareholder, private, public and community sector's in driving government investment across the city.
Create local, regional, national and global opportunities to increase local jobs and stimulate the local economy.	Partner with local, regional, national and global investors to deliver Logan residents with increased job opportunities and stimulate the economy.



Addressing the priorities.

Reporting



To provide confidence our plan is being delivered we have developed a robust reporting framework.

To assist the shareholder in ensuring our plan is being delivered and to assess investLogan's performance in addressing the priorities identified in the plan, we have implemented three reporting initiatives:

- a Quarterly Shareholder Activities Report;
- an investLogan Annual Report;
- an annual review of the Corporate Plan by the Board.

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