



invest**Logan**

investing in Logan
for Logan

2019 – 2023



'investLogan respectfully acknowledges the Traditional Custodians of the lands, and extends that respect to the Elders, past, present and emerging for they hold the memories, the traditions, the cultures and hopes of Australia's First Peoples.'

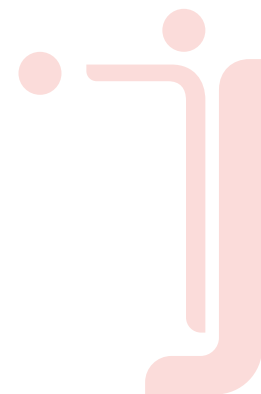


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A leading and visionary design-driven entity.



Letter from the Chair

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

Our goal is ambitious and our strategy is about the long-term – seeking value propositions and opportunities that will go beyond the early years and will contribute to the City's economic growth, whilst delivering social and community benefit.

We are focused on responsibly managing the business and securing the long-term sustainability of investLogan for our Shareholder and our stakeholders.

To us, long-term success means creating jobs and opportunities for future generations – opportunities that create both economic and community value. Of note, we acknowledge the important role the Shareholder and the Shareholder's representative plays in our early success and the long-term sustainability of our business.

The investLogan Plan (the Plan) sets out what directions and actions we will pursue to achieve our objectives over the next four years. The Plan provides details of investLogan's priorities, actions and expected results and outlines the framework to be used to evaluate the performance of investLogan and its activities.

The Plan outlines our priorities over 2019 – 2023, which are aligned to the objectives in our Constitution, including:

- property development activities;
- acquisition and investment;
- social or community enrichment;
- research and development;
- economic development and financial investment activities;
- partnering and collaborating.

InvestLogan is committed to fully implement the Plan to ensure we move closer to achieving our Vision to deliver economic growth and social and community benefit for the City of Logan.

Steve Greenwood
Chair

investLogan at a Glance



INDEPENDENT

investLogan is an independent investment company that is 100 percent owned by the Logan City Council.

The company is run by a Board which is independent from the Logan City Council.



ENRICHING COMMUNITY

investLogan is not just about delivering strong financial returns for the people of Logan, but also significant social, community and economic benefits to the City of Logan.

We are committed to investing in social and community capital that will maximise our contribution to the Logan community.



AN ECONOMIC CATALYST

investLogan is focused on delivering a broad portfolio of diverse property development activities and other investments that will contribute to the city's economic growth. Property development activities are the current mainstay of our operations.

We are committed to investing in strategic projects in Logan that will not only deliver an investment return to the city, but will also act as a catalyst for further investment.



DRIVEN BY DESIGN

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

We are committed to good design which is good for business. We are design-driven across all aspects of our business to deliver quality and innovative outcomes to create outstanding architecture and great places.



ADVOCATOR & COLLABORATOR

investLogan is an advocate for Logan.

We are committed to actively partnering and collaborating in the local market, with local people, to deliver outcomes that build wealth in the City of Logan.



RESEARCH & DEVELOPMENT

investLogan is thirsty for local knowledge and insights.

We are committed to undertaking Logan-based research and development as a conduit for innovation, business improvements and as an investment attractor.



FINANCIAL SUSTAINABILITY

investLogan is focused on generating long-term, sustainable investment to maximise the returns to the Shareholder and Logan City's future generations and which ultimately lead to self-sufficiency.

We are committed to our long-term financial sustainability but recognise this is dependent on the good will and good faith of our Shareholder in the short to medium term.

Our History



In our second year of operation, we are powered by the energy and drive of our people and will remain dependent on the good will and good faith of the Shareholder to support our long-term vision.

In 2016, with the advice from an external team of industry experts and in collaboration with an insightful and forward-thinking Shareholder, investLogan emerged. The objective was to establish an organisation focused on delivering a range of opportunities that would contribute to the strategic and economic growth of the City of Logan, returning benefits to the community.

Our mandate is reflected in our Constitution.

In brief, our mandate is about:

- partnering, collaborating and engaging with our Shareholder and other stakeholders to carry out and deliver transformative projects;
- unlocking the value of surplus or under-utilised assets owned by Logan City Council to strengthen the economy;

- undertaking exemplar developments and infrastructure projects;
- demonstrating drive and innovation in planning, design, building and infrastructure solutions that contribute quality outcomes to the community;
- operating with a level of commerciality, with intent to establish returns for Logan City Council – financial, social and community;
- advocacy across stakeholder groups including government, private sector and the broader community.

We are proudly Logan based, investing in Logan.



An Independent Board

Unlike, other similar organisations, our Constitution, approved by the Shareholder, requires investLogan to have an independent Board.

That means no elected officials sit on our Board and we are independent.

Our Board can have up to six Directors and they each play an important role in setting the strategic direction for investLogan, consistent with the objects of the Constitution, including approval of key projects, the annual budget and major financial decisions.

All Board members are approved by the Shareholder and are limited to a maximum term of four years to ensure renewal, refreshment and revitalisation of the Board and its direction.

There are currently four Directors, including:

- **Mr Steven Greenwood** (Chair);
- **Ms Annabelle Pegrum AM** (Chair – Risk and Compliance Committee);
- **Mr Medy Hassan** (Chair – Finance and Audit Committee);
- **Mr Craig Newnham**





Mr Steve Greenwood

Chair

Steve currently sits on the Interim Management Committee at Ipswich City Council.

He founded and is currently Chief Executive of the Queensland Futures Institute, a unique partnership of academic, business, community and social services, government, industry and research organisations that seek faster economic and community growth through collaborative public policy reform.

Prior to this, as Chief Executive of Australian Canegrowers, he led landmark reforms to the sugar industry's environmental and productivity research programs. As Queensland Head of the Property Council of Australia, he was able to indulge in his great passion for property, planning and development. He has also held management positions with the Local Government Association of Queensland; heavily engaged in Local, State and Federal Government policy reform.

Steve has successfully led complex public policy reform initiatives, has extensive experience as a media spokesperson and regularly provides comment on current public policy issues.

His years of experience across a multitude of industries has allowed him to build extensive professional networks throughout various sectors, public and private.

Steve's career is built on the continuous improvement of organisations, with a proven history of implementing strategic transformation in the organisations he has led.



Ms Annabelle Pegrum AM

Chair – Risk and Legal Committee

Annabelle is a Canberra Architect, a Life Fellow of the Australian Institute of Architects and an Adjunct Professor in architecture at the University of Canberra.

She has held chief executive and senior management positions in city operations, urban design and planning in the private and public sector and in academe including extensive experience as a member on boards, design juries and advisory/review committees. For ten years she was the Chief Executive of the National Capital Authority responsible for the planning and development of Canberra as Australia's national capital.

Most recently she was a member of the NSW Independent Planning Commission determining state significant developments including for infrastructure.

Annabelle is recognised as a leader and advocate for excellence in city-making and has managed various promotional campaigns and communication strategies to foster an awareness of Canberra as the National Capital.

Annabelle is an award winning architect (Australian Institute of Architecture Presidents Award, 2001 Centenary Medal, Telstra ACT Business Women of the Year) with unusually broad experience and recognition in planning and design strategy and policy.

In 2007 she was appointed as a Member in the Order of Australia for service to the planning, promotion, enhancement and development of Australia's national capital, and to architecture, particularly as a mentor to women in the profession.

She is familiar with the City of Logan and Logan City Council having previously provided consultancy services to Council regarding the development of local plan codes and was invited to speak at the 2015 Planning & Development Forum.



Mr Medy Hassan

Chair – Finance and Audit Committee

Medy Hassan is an expert in private equity, property and the construction industry, and whose passion is collaborating to drive innovation, global excellence and sustainable, environmentally beneficial outcomes. He founded Haus Holdings in 2014 with a clear view to using his industry experience to add “best for project” value to his customers.

To realise key opportunities, Medy established and co-founded Vitae Capital, a culturally aligned private equity group. His approach focuses on innovation and research through the Centre of Integrated Project Solutions RMIT, influencing decision makers through national industry participation at senior levels within MBA, PCA, QBCC, and AIB; driving excellent strategic, commercial and business outcomes. In addition, Medy has recently been appointed as Executive Director and Board Member for MedCIRC National Rural Medical Health Group.

As Managing Director of Haus Holdings, Medy enjoys the complexity and diversity of operating at both a strategic leadership and operational delivery level to ensure value creation for his customers.

With over 25 years’ experience and \$3.5B of projects successfully completed in the property and construction industry, Medy has led state and national teams for one of the country’s leading integrated property and construction companies, along with working intimately with Federal, State and Local governments, major national institutions and private investors, developing new forms of whole of life innovative project funding and delivery models for use nationally and internationally.



Mr Craig Newnham

A property specialist with over 35 years’ experience across all real estate sectors and disciplines, Craig possesses a broad skill set and deep understanding of property fundamentals and the risks inherent in real estate investment and development.

Craig is a registered Valuer and licenced Real Estate Agent and runs his own property consultancy business which is focused on providing investment, development, finance and corporate real estate advice.

Prior to this Craig was a Director in charge of Lloyds International’s Investment Management business and was responsible, in his capacity as Development Director, for representing the Bank’s interests on 11 different property joint venture boards with the likes of property companies such as Mirvac and Australand.

Over the course of his career Craig has been instrumental in developing, managing and transacting major commercial office towers, retail shopping centres and residential and industrial properties.

He has worked for major property development and investment institutions including Queensland Investment Corporation and Macquarie Bank.



Corporate Representative

The Corporate Representative, the Chief Executive Officer of Logan City Council, is critical to the success of investLogan.

The Corporate Representative provides:

- Shareholder visibility and oversight;
- the integral feedback loop between the Shareholder, the organisation and investLogan;
- leadership and assistance in the development of the necessary relationships between the Shareholder, organisation and investLogan to enable achievement of the company objectives, as approved by the Shareholder.

Importantly, the Corporate Representative is invited to all investLogan Board meetings as an observer and not a decision maker.

The role of the Corporate Representative does not carry the same responsibilities as a formally appointed Director, and as such the Corporate Representative must put the appropriate measures in place to ensure they, and the organisation, are not subject to the same duties and liabilities of a Director under the *Corporations Act 2009*.



Benefiting Logan residents.

Our Team

Our people are our most valuable and important asset.

Each individual member is an integral cog of the investLogan wheel, all supporting and driving the achievement of our vision.

We acknowledge that team culture drives behaviours and ultimately the experience of the customer.

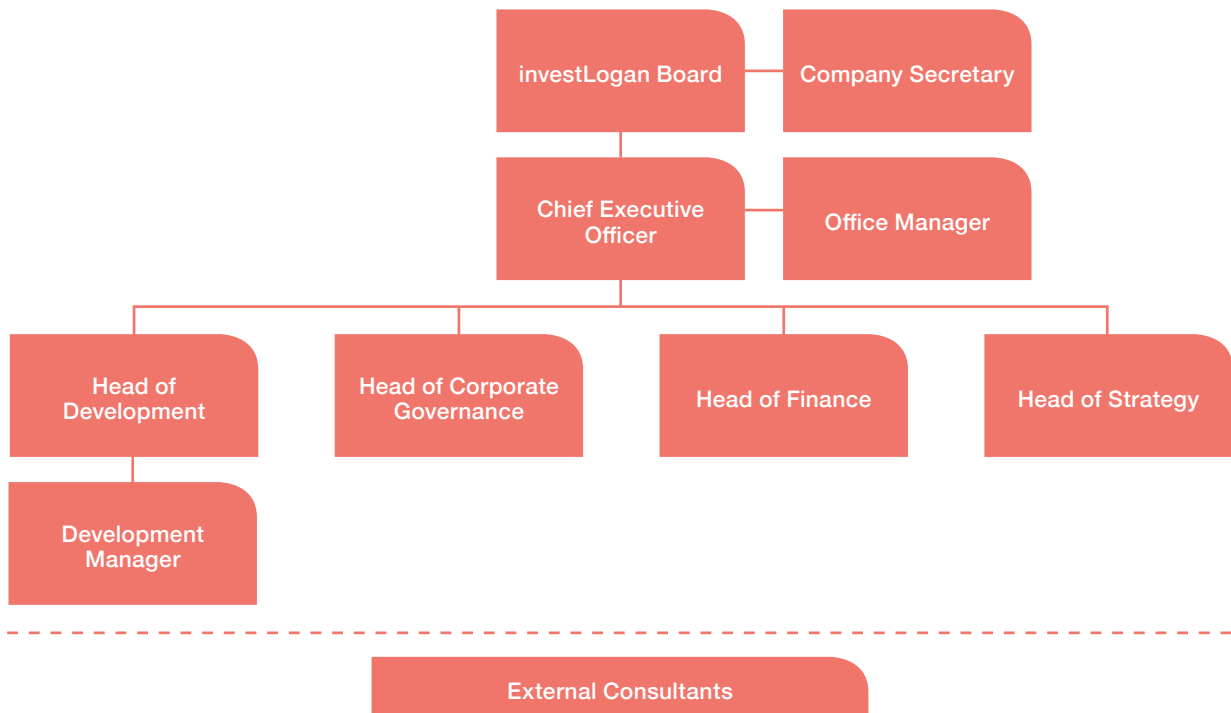
In recognising that the culture of our team is fundamental to our success, we have made the conscious decision for corporate culture to be an important part of discussions at each and every Board meeting.

Our team is motivated to achieve our Shareholder's goals and we believe that we are doing something worthwhile and making a difference to the community and the City of Logan.

Our team objectives are to:

- ensure that we have 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 in the best interests of investLogan.

Our organisational structure is aligned to our statutory and constitutional responsibilities. To support these responsibilities our structure includes a Chief Executive Officer, Company Secretary, Head of Development, Head of Finance, Head of Corporate Governance, Head of Strategy, Development Manager and Office Manager and relies on external consultants for inputs.



Corporate Governance

investLogan understands the importance of good corporate governance and the vital role it plays in all of our activities.

Our approach to Corporate Governance is to represent best practice and therefore our framework ensures transparency and accountability to maintain integrity and efficiency of investLogan and our operations.

We were established under, and are governed by, the following key legislation:

- *Local Government Act 2009*;
- *Local Government Regulations 2012*;
- *Corporations Act 2001 (Cth)*.

As a company wholly owned and 'controlled' by a local government, investLogan is classified as a public sector entity under the *Auditor-General Act 2009*. As such investLogan will be audited annually by the Auditor-General of Queensland.

Our governance framework is supported by a suite of governance documents that incorporate relevant State policies and guidelines, including the Queensland Procurement Policy and the Guidelines for the Formation, Acquisition and Post Approval Monitoring of Companies.

Where applicable and appropriate, investLogan adopts relevant Australian Standards and other best practice processes and procedures.

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.

Our governance framework, and the procurement, delegation and reporting policies and procedures have undergone a full independent legal review, audit and forensic audit to ensure we go above and beyond the relevant legislative requirements and are achieving our objectives.



Risk Management

investLogan takes a proactive approach to identifying and managing risk. The Risk Management Framework is an essential component of our governance framework and assists in the delivery of outcomes through ongoing identification, mitigation, management and monitoring of our risks.

We do this through:

- identification of potential risks;
- examination of possible solutions/remedies;
- selection of the most appropriate solution/remedy;
- implementation of the selected solution/remedy;
- monitoring of the solution to ensure effectiveness.

Our Risk and Compliance Committee ensures the effective management and operation of the Risk Management Framework, which includes fraud and corruption controls, in line with our strategy.

Finance and Audit matters are managed by the Finance and Audit Committee. The minutes of both Committees are provided to the Directors at every Board meeting. In this way risk, finance and audit are comprehensively managed to support strong governance.





Maximising the value of every dollar.



Financial Sustainability

In achieving financial sustainability, we are conscious that as an organisation we need to be as lean and efficient as possible yet have the right mix of people to ensure we achieve our objectives. We are working towards a self-sufficient and funded business that can help to achieve our independent Board's desired asset mix and benchmark returns, whilst always ensuring solvency.

Transparency and accountability

Our approach to financial sustainability involves being transparent and accountable for everything we do.

This commitment is demonstrated in our approach to developing surplus or under-utilised Council land and buildings. This approach makes us think strategically and long-term and enables the Shareholder to reduce the cost of maintaining these assets. This approach also reduces the impact on the ratepayers of the City of Logan.

We recognise that this approach will impact on our short and medium-term profitability and that we may remain dependent on the good will and good faith of our Shareholder for several years. However, we are confident that this approach will bring more long-term economic and social and community benefits to the residents and the City of Logan.

Financial reporting

investLogan is regulated under the *Corporations Act 2009*. Whilst we are required by law to prepare special purpose financial reports, we have chosen to complete the more detailed, general purpose financial reports under the Reduced Disclosure Requirements of the Australian Accounting Standards Board.

These reports include the Profit and Loss Statement, Balance Sheet, Cashflow Statement, Statement of Changes in Equity, and the Notes to the Financial Statements which are included in the Annual Report.

We are required to be externally audited, annually, by the Auditor General, who also audits Logan City Council. We take our financial responsibilities seriously and have taken the additional step to undertake regular independent audits of our processes and systems.

The long game

Our focus is on generating long-term, sustainable investment returns to maximise the returns to the Shareholder and Logan City's future generations. Our 10-year forecast anticipates providing financial, social and community dividends to the Shareholder as we build in scale, subject to no unforeseen circumstances.

We recognise that to achieve our long-term goals we need to remain focused on efficiently scaling the organisation with the right people and the right skills.

Our cost-conscious attitude and culture will also ensure costs are tightly managed and all decisions are directly linked to our Plan and aligned to our Shareholder's resolutions.

Our Strategy

Our strategy has been prepared to outline investLogan's priorities, projects, actions and expected results. The Plan is aligned with our sole Shareholder, Logan City Council's Corporate Plan.

The strategy aims to maximise the potential economic, social and community (including environmental) value of every dollar we earn for our Shareholder. Our aim is to attract returns through responsible investment in the City of Logan and to be a model local government investment company.

Our strategy responds to the Council's 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 we are focussed on the following six areas:

- property development;
- property acquisitions;
- social and community enrichment;
- research and development;
- economic development and financial investment activities;
- partnerships and collaboration.

Priority 1 – Property Development

Property development activities are the current mainstay of our operation. We continue to focus on a diverse portfolio of development and redevelopment projects that can deliver economic or social and community returns, or both, to Logan.

Our initial property development activities are focussed on underutilised and surplus Council premises. We are playing a critical role in reducing the costs of maintaining the life cycle costs of these premises and resultant impost on the ratepayers of the City of Logan. Our evolution will see us move more and more into the private market, seeking strategic development partners to deliver outcomes for the City of Logan.

Our strategy is driven by the desire to design state of the art, innovative and sustainable places for people to live, work and play. This desire extends to deliver a mix of commercial, community-based and other assets. At the heart of what we do is executing outcomes that enliven communities and create better places and jobs.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
York Street, Beenleigh – Mixed Use Development	Strategic Development Partner announced. Finalise leasing. Obtain all necessary approvals and finance. Commence construction	Construction underway.	Development completed.
Marsden – Community Housing Project	EOI released. Strategic Development Partner announced. Obtain all necessary approvals and finance. Commence construction.	Construction underway.	Development completed.
Bardon Road, Berrinba – Industrial Development	Finalise leasing. Obtain all necessary approvals and finance. Strategic Development Partner announced. Commence construction.	Construction underway.	Development completed.
Wayne Goss Drive, Berrinba – Mixed Use Development	Development Strategy endorsed. Obtain all necessary approvals and finance. Finalise leasing/sales. Strategic Development Partner announced.	Construction underway.	Development completed.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Chetwynd Street, Loganholme – Industrial	Development Strategy endorsed. Finalise leasing. Obtain all necessary approvals and finance. Strategic Development Partner announced.	Obtain all necessary development approvals. Ready to commence construction.	Development completed.
Third Avenue, Marsden – Residential	Development Strategy endorsed. Obtain all necessary approvals. Strategic Development Partner announced.	Development approvals secured.	Development completed.
1-11 Gritl Court, Kingston – Residential	Development Strategy endorsed. Obtain all necessary approvals. Strategic Development Partner announced.	Development approvals secured.	Development completed.
9 Lovell Street, Slacks Creek – Residential	Development Strategy endorsed. Obtain all necessary approvals. Strategic Development Partner announced.	Development approvals secured.	Development completed.
Park Ridge Road, Park Ridge – Community Infrastructure and Residential	Business Case finalised. EOI released. Market Operator Identified. Obtain all necessary approvals.	Submission to the Shareholder to endorse collaboration approach. Development approvals secured and ready to commence detailed design.	Development completed.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Logan Tourism Precinct	Consider the future of the Precinct based on State Government advice on the Coomera Connector.	Seek temporary arrangement for the Tunnel Vision – Surf Park.	Resolved by 2019.
Commercial Development, Loganholme	Consider the future of the Precinct based on State Government advice on the Coomera Connector.	Seek approval from the State Government for access.	Resolved by 2019.
Development Pipeline	Undertake a review of the development pipeline 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 community can be achieved.</p> <p>Annual review and prioritising of transfer of land and buildings from Logan City Council to investLogan and seek Shareholder approval to inform development pipeline.</p>	Review and prioritise transfer of land and buildings from Logan City Council to investLogan and seek Shareholder approval to inform development pipeline.

Priority 2 – Property Acquisitions

Acquisitions and investments of value, which build a diverse asset base, are key elements of our growth plan and long-term vision. Our strategy is not focussed on a short-term outlook, but long-term sustainability.

We are in this for the long-haul with a vision to build a highly successful acquisitions and investment portfolio. We understand this requires patience, dedication and ongoing support from our Shareholder.

We are actively investing and partnering in the local market, with local people, to deliver outcomes that build local wealth. This approach will help grow our business organically and strengthen local relationships and the economy.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Property Acquisitions Pipeline – Council owned land	Undertake a review of and collaborate with the Shareholder in the acquisition pipeline of all land and buildings.	<p>Identifying land and buildings where a return on investment, whether economic, social and/ or community can be achieved.</p> <p>Prioritising transfer of land and buildings from Logan City Council to investLogan and seek Shareholder approval.</p> <p>Acquire and invest in property with short, medium and long term transformational or catalytic projects.</p>	Acquire and invest in property with short, medium and long term transformational or catalytic projects in the City of Logan.
Property Acquisitions Pipeline – Privately owned land	Undertake a review of the acquisition pipeline of all land and buildings.	<p>Identifying land and buildings where a return on investment, whether economic, social and/ or community can be achieved.</p> <p>Acquire and invest in property with short, medium and long term transformational or catalytic projects.</p>	Acquire and invest in property with short, medium and long term transformational or catalytic projects in the City of Logan.

Priority 3 – Social and Community Enrichment

Delivering social and community enrichment within the Logan community is a core consideration in our decision making. We are in the business of maximising our contribution to the Logan community.

We will proactively work to contribute to the Logan community. This may take many forms including providing a diversity of housing, contributing to public realm works to enliven places, encouraging the provision of goods and services from local suppliers or social enterprises, creating local jobs, facilitating community services and infrastructure in collaboration with the Shareholder and the private sector or participating in community and business activities.

Investing in the social and community capital of Logan creates local jobs and builds reliance. This enables wealth to be retained in the local community creating both direct and indirect benefits flowing into the local economy.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Community Benefit Assessment Framework	Identify the qualitative and quantitative social and community benefit of projects.	Community Benefit Assessment Framework finalised and publicly released.	Community Benefit Assessment Framework becomes an integral tool in project feasibility assessments.
Social and Community Dividend	Identify the way to measure the social and community impact of projects and programs.	The creation of a social and community dividend framework.	Social and Community Dividend is reported annually.
investLogan Community Fund	Create a fund that facilitates the delivery of community-based projects and programs.	Identify a pipeline of community-based projects and programs (subject to Shareholder approval of funding arrangements).	Community based projects and programs implemented (subject to Shareholder approval of funding arrangements) in the City of Logan.
Local Knowledge and Insight	Integrate local knowledge and insights into Board decision making.	Development of an engagement strategy which creates a range of mechanisms for local knowledge and insights into Board decision making.	Local knowledge and insights form an integral part of Board decision making.
Local Community, Industry and other interest groups support and sponsorship	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.	Social and community transformational projects implemented in the City of Logan.

Priority 4 – Research and Development

Research creates knowledge, and development turns this knowledge into outcomes. We are committed to take the time to engage with talent to create a workplace culture that encourages research and development. Insight and understanding of the impacts of trends and societal changes in Logan and our business is critical to staying ahead of the curve and will underpin our long-term success.

Understanding the environment we work within will keep us focussed on the needs of the local community. Ongoing development of knowledge or understanding gained from research will identify ingredients that will help facilitate future growth, partnerships and collaboration.

We are poised to bring stakeholders together – elected officials, community activists, business people and the community to build our business. Engaging with differing perspectives of Queensland’s most diverse community provides us with the opportunity to influence the economy and actively assists us in understanding the kinds of businesses people want to see and the where we can make the greatest community impact.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Thought Series – Suburbs of Opportunity	Release Suburbs of Opportunity Series.	City of Logan research data released.	Data reviewed, updated and re-released for the City of Logan.
Logan Laboratory	Develop a research and development knowledge hub.	The Logan Laboratory business created. Seek an investor to facilitate an early research program.	Long-term sustainability of the Logan Laboratory confirmed.
	Partner and collaborate in delivery of evidence-based research.	Identify key pieces of research to underpin and inform investLogan objects. Formalise collaboration partnerships with key Logan, State and national based institutions.	Deliver research outcomes for the benefit of decision making that may impact on the City of Logan. At least four partnerships established and celebrated in the City of Logan.
investLogan Design Guide	Create investLogan Design Guide.	investLogan Design Guide completed.	investLogan Design Guide becomes a key consideration in development design and decision making.
Logan City Centre Summit Opportunities	Identify the summit outcomes opportunities. Work in partnership and collaboration with the Shareholder to deliver Summit outcomes.	Report to the Board on key summit outcomes, identifying possible ways to contribute to the enlivenment of Centres.	Deliver in partnership with the Shareholder Logan City Centre summit outcomes.

Priority 5 – Economic Development and Investment Activities

We are a Logan business, investing in the future of Logan – its opportunity and its people.

Investing in local activities and economic development initiatives keeps us focussed on growing the City of Logan. Our approach involves looking at opportunities to catalyse economic development through cultivating local business and increasing local wealth, whilst keeping an eye on global impacts.

We are committed to supporting and partnering with local entrepreneurs and innovators to deliver outcomes that help build local wealth and our business so we can reinvest in the community.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019 – 2020	LONG-TERM TO 2023
Cash and Alternative Investments	Identify other economic and financial investment opportunities that deliver return on investment.	Seek investment in opportunities that deliver positive economic, social and/or community outcomes for the City of Logan.	Cash and alternative investments create wealth to be re-invested into the City of Logan.
New Business Enterprise	Undertake a review and investigate new economic and financial business development opportunities.	Identify and assess the risks and rewards of business diversification opportunities that could be operated by investLogan.	Create new business enterprises that create wealth to be re-invested into the City of Logan.
Entrepreneur investment opportunities	Work with entrepreneurs to deliver new economic opportunities.	Identify and assess the risks and rewards of business diversification opportunities that could be operated by investLogan.	Work with Logan entrepreneurs to create new local economic opportunities.
Government investment opportunities	Identify ways to maximise benefits for investLogan and the Logan community, with Government.	Seek to partner with Government businesses, programs, services or activities.	investLogan becomes an alternative for Government investment, program delivery and the like in the City of Logan.
Source Future Equity Alternatives	Undertake a review and identify opportunities for future financial sustainability.	Report to Board on opportunities and constraints.	Alternative equity sources implemented to facilitate long-term financial sustainability of investLogan.

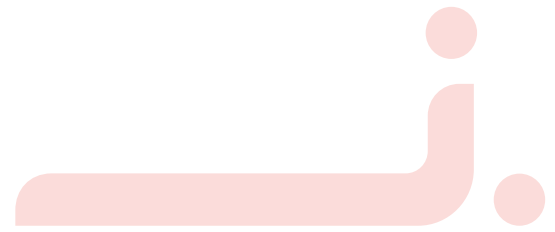
Priority 6 – Partnerships and Collaboration

The challenges we face today are typically complex. A key factor for our future success is fostering successful partnerships and collaborations with our Shareholder, business, community and interest groups in a bid to create increased wealth for all involved. Only through the creation of these partnerships and collaboration with others can we expand and share our knowledge, expertise and capabilities.

investLogan will continue to look for partnership and collaboration opportunities with the broader Logan community, Chamber of Commerce and other interest groups and local businesses.

We are committed to working with our Shareholder to progress our operations and recognise our reliance on their support during this investLogan establishment era. Without a partnership and collaboration approach being taken by our Shareholder, our ability to succeed is limited.

PROJECT	ACTION	EXPECTED RESULT	
		SHORT-TERM 2019–2020	LONG-TERM TO 2023
Learning Institution Partnership and Collaboration	Engage with Griffith University to develop a partnership and collaboration model.	A joint research and development project announced.	A partnership agreement signed.
Government Collaboration and Partnerships	Engage with the Shareholder to deliver for the future of the City of Logan.	Quarterly engagement with the Shareholder on investLogan project, actions and future directions. Bi-annual Board to Board meetings.	Engagement with the Shareholder to collaboratively deliver for the City of Logan.
	Engage with State Government and Public Works Department to deliver for the future of the City of Logan.	A joint project or program identified and announced. Regular engagement with State Government.	Engagement with State Government to deliver projects and programs for the City of Logan.
	Engage with Australian Government to deliver for the future of the City of Logan.	Regular engagement with Australian Government.	Engagement with Australian Government to deliver projects and programs for the City of Logan.
Logan Advocacy	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.	Advocate for the City of Logan.



Reporting on our Strategy

We are accountable for everything we do, and that starts with being transparent with reporting on our strategy.

To assist the Shareholder in ensuring our Strategy is being delivered and to assess investLogan's performance in addressing the pillars identified in the Strategy, we have implemented the following reporting initiatives:

- a Quarterly Report to the Shareholder;
- an investLogan Annual Report.



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invest**Logan**