

CORPORATE PLAN

2017-2022

INNOVATIVE, DYNAMIC, CITY OF THE FUTURE





Cover image:
Artist's impression of
future Springwood CBD.

Our Values

COMMUNITY FIRST

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

OUR PEOPLE

We respect, care about, support and develop our people. We promote a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.

EXCELLENCE

We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster enquiry, innovation and creativity with a focus on continuous improvement.

LEADERSHIP

We encourage leadership aligned to our values at all levels of the organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

INTEGRITY

We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.

Council adopted the 2017-2022 Corporate Plan on 30 May 2017.

Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, pays respect to Elders past, present and emerging and extends that respect to all Aboriginal and Torres Strait Islander peoples in the City of Logan.

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Message from our Mayor

One of the most consistent messages I hear as Mayor is that people want to work where they live. In the high-speed world of today, time is a precious commodity. Every working day, a constant stream of cars travel through Logan to commute to work, resulting in traffic congestion. This substantially impacts the environment and economic productivity, as well as the work-life balance of commuters.

“ With the digital world upon us we have limitless opportunity to drive innovation and digital reformation and invigorate our city with progressive urban design so that we become Australia's first Smart City. ”

This situation also presents an opportunity for us and our potential as a key business and economic powerhouse. With the digital world upon us we have unlimited scope to drive innovation and digital reformation and to invigorate our city with progressive urban design so we can become Australia's first Smart City. This new direction will lead to significant job creation and economic transformation across the City.

For too long there has been attention on the problems that have faced our City and now is the time to change that focus and to believe in the city that we can become. I am challenging each of us to drive this shift and refocus on the unlimited potential that exists for the City of Logan. It's time for each of us to make a valuable difference, to explore new and better ways to operate, to look beyond the horizon and unleash the potential.

As a Councillor team we have shaped a new vision and priorities for our city and council, and as an organisation we are embracing change by shaping a new way of thinking. On behalf of Logan City Council, I am pleased to present to you our *Corporate Plan 2017-2022*.

Mayor Luke Smith, City of Logan



CEO's Message

This *Corporate Plan 2017–2022* sets out to realise our potential and harness opportunities for the City of Logan and Logan City Council. The City of Logan is on the cusp of a new era of growth as it strives to become a digital-economy leader and smart-city exemplar. Our aim is to unleash our city's potential: to operate beyond trends and lead the fast paced digital reformation that is changing the way we live and work. We will do that by becoming a next generation government and forging innovative and global partnerships.

The Plan provides the strategic and operational focus for our staff. It captures our shared direction and the strategic focus of each directorate to drive our collective effort to deliver on these aspirations.

Our essential core services remain a key priority and underpin our ability to realise our potential. Logan has long been renowned as a leader in the planning, delivery and management of essential local government services such as roads, water, rates, financial management and a diverse range of community services.

Continuing our important work in these areas is paramount to our success. As a team we must continue to do our best in delivering these essential services to enable us to reach into new areas and innovate within the business.

We have our vision and this Corporate Plan, we are developing our strategies and action plans, and together we will implement projects that will propel our city into an economic powerhouse in the region and innovative, dynamic city of the future. This document is central to driving our organisation over the next five years.

Sharon Kelsey, Chief Executive Officer, Logan City Council



Our City's Elected Representatives



Mayor Luke Smith

Mayor Luke Smith was first elected as a Logan City Divisional Councillor in 2006 and served the community in this capacity for 10 years until elected Mayor in 2016.

Cr Smith was born and raised in the City of Logan and prior to his time in Council, he worked in the television news industry and completed an Arts degree at the University of Cincinnati in the United States.

During his 10 years in Council, Cr Smith chaired a number of committees and has been a panel member of several internal

and external boards including: Chair of the Governance, Finance and Economic Development Committee; Chair of the Audit Committee; Member of the Executive Review Panel; Director of Invest Logan; Chair of the Logan Enterprises Board; and Chair of Council's Water and Waste Committee.

Cr Smith is also an active Ambassador for Kidsafe Queensland.

He is committed to building upon the City of Logan's strong foundations and pursuing new opportunities for the city in digital technology and advanced manufacturing, public and private partnerships and driving innovation and job creation to create a strong economy and a prosperous future for the city's rapidly growing population.



Councillor Lisa Bradley (DIVISION 1)

Councillor Lisa Bradley was elected to Logan City Council in 2008 after working for 19 years as a registered nurse, including 14 years as an intensive care nurse. She has a

Bachelor of Applied Science (Nursing) and post-graduate qualifications in Business, Intensive Care and Psychiatric Nursing. She has also been involved in quality improvement, education and research. Cr Bradley is a patron of a number of organisations and from a young age passionately volunteered in a number of clubs, charities and organisations. Cr Bradley is a member of the Australian Institute of Company Directors and was awarded a Company Directors Course Diploma in 2011.



Councillor Steve Swenson (DIVISION 3)

Councillor Steve Swenson was first elected to Logan City Council in 2012. Prior to this, he worked in the not-for-profit sector for more

than 20 years and also served as one of Logan's honorary ambassadors from 2010 until his election. His previous work includes time spent as a youth worker, church minister and community relations officer. Cr Swenson's goals are to make an effective contribution to improving the community and ensuring the concerns of residents are heard and acted upon.



Councillor Russell Lutton (DIVISION 2)

Councillor Russell Lutton is the city's longest-serving councillor after first being elected in 1985. Before becoming a full-time councillor, he worked for Queensland Rail and

was Woodridge Station Master. Cr Lutton was Deputy Mayor from 2008 to March 2016 and has served on every standing Council committee including serving as chair of the Town Planning and Environment Committee and the Development and Environment Committee.



Councillor Laurie Koranski (DIVISION 4)

Councillor Laurie Koranski was elected to Logan City Council in 2016. Cr Koranski previously owned a successful dental surgery

with her husband, was president of the Logan Country Chamber of Commerce, sat on several boards and was involved with numerous community groups. She strongly supports local businesses and aims to help local youth and encourage community organisations to prosper while fostering the city's community spirit.



Councillor Jon Raven
(DIVISION 5)

Councillor Jon Raven was elected to Logan City Council in 2016. He has a background in small business as an owner operator of an asbestos removal and demolition

business that employs local staff and uses local suppliers. He moved to Marsden from Brisbane in 2010 with his wife and their two children. Cr Raven believes Logan residents take care of each other and are very welcoming because the community contributes to a supportive environment. He views his role as a councillor as one who helps people and local businesses to prosper. In his spare time, Cr Raven enjoys martial arts and spending time with his children.



Councillor Stacey McIntosh
(DIVISION 6)

Councillor Stacey McIntosh was elected to Logan City Council in 2016. Cr McIntosh previously worked as an accounts manager while also holding many community leadership

roles and serving on a number of boards and committees. She is currently a member of Rotary and is the City of Logan Relay for Life Chairperson. Cr McIntosh believes managing growth is an important part of a councillor's role, particularly as the city is set to experience unprecedented change over the next few years.



Councillor Laurie Smith
(DIVISION 7)

Councillor Laurie Smith was elected to Logan City Council in 2012 after a career in the printing industry that included senior management roles in sales and marketing, business

development and operational management. Prior to this, he spent nine years in the Australian Defence Force. In the 2012–16 term, Cr Smith was Assistant Chairperson of Council's Roads and Water Infrastructure Committee.



Councillor Cherie Dalley
(DIVISION 8, Deputy Mayor)

Councillor Cherie Dalley was elected to Logan City Council in 1997. With her husband Stewart, she operated a commercial tiling business until 1999 and is committed to helping small

business people thrive in the City of Logan. Cr Dalley is president of the Queensland Consumers' Association and heavily involved in community groups. She is a Legatee and treasurer of the Logan Beaudesert Crime Stoppers Committee. Cr Dalley is a Graduate Fellow of the Australian Institute of Company Directors and also has a Diploma in Local Government Administration. She is currently the Deputy Mayor and has previously chaired Council's Finance Committee and the Planning and Development Committee, a role she held in the 2008–2012 term.



Councillor Phil Pidgeon
(DIVISION 9)

Councillor Phil Pidgeon was elected to Logan City Council in 1997. Born and bred in Queensland, he grew up in Central Queensland and Brisbane. Cr Pidgeon has

previously worked as a trainee manager at Woolworths, a sheet metal worker/welder and a professional photographer. Cr Pidgeon is the founder of the Crestmead Community Garden Group and the Crestmead Community Christmas Carols group. He is also the patron of many Logan-based organisations.



Councillor Darren Power
(DIVISION 10)

Councillor Darren Power was first elected to Logan City Council in 1997. He started his working career as a qualified graphic reproductionist with the Herald Sun in Melbourne.

Cr Power then joined the Australian Army qualifying as a Special Forces Commando earning his Green Beret and parachute wings. He also served as a federal officer working in the consulate patrol group, close personal protection, and at Melbourne Airport. Before being elected as a councillor, he worked in Council's Environmental Health Department for six years.



Councillor Trevina Schwarz
(DIVISION 11)

Councillor Trevina Schwarz was elected as independent Councillor for Division 11 of Logan City Council in 2012. Cr Schwarz has

lived in Division 11 for more than 26 years, during which time she has operated a local business, raised two children and cemented herself as a valuable and active contributor within the community. Cr Schwarz is incredibly passionate about the unique rural residential lifestyle that Division 11 offers.



Councillor Jennie Breene
(DIVISION 12)

Councillor Jennie Breene was elected to Logan City Council in 2012. Prior to being elected, Cr Breene worked in her parents' Brisbane-based business. Her

previous working experiences have been in office administration and customer service. Cr Breene is extremely passionate about the City of Logan and in particular Division 12. She enjoys working with residents and having a positive impact on services provided by Council. Cr Breene is a local resident and has lived in Beenleigh for the past 25 years.

Our City's Suburbs and Divisions

MAYOR — Luke Smith

Representing the whole of the City of Logan.

DIVISION 5 — Cr Jon Raven

Representing Berrinba, Marsden, Loganlea and part of Waterford West and Crestmead.

DIVISION 8 — Cr Cherie Dalley

Representing Browns Plains, Regents Park, Heritage Park and part of Park Ridge.

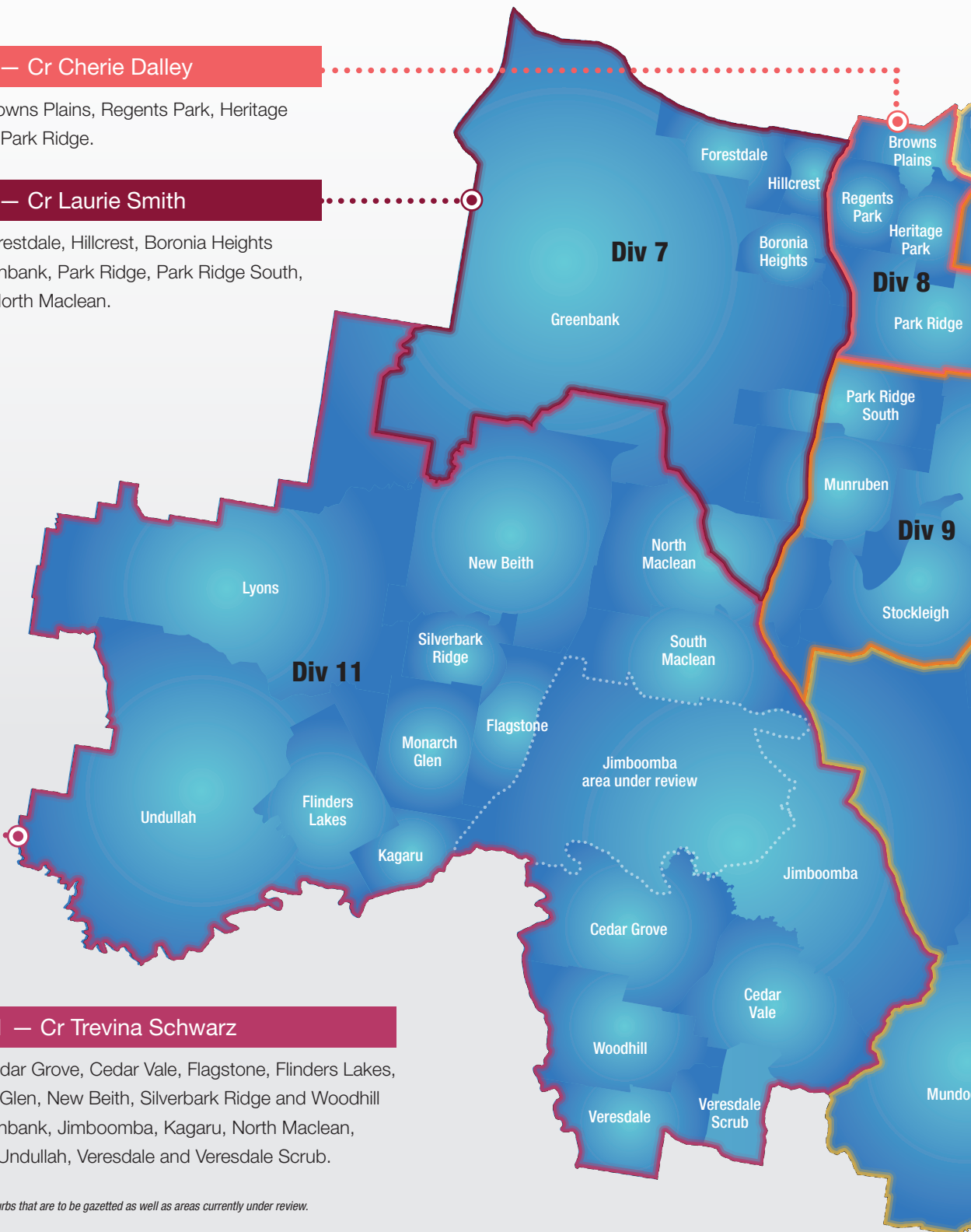
DIVISION 7 — Cr Laurie Smith

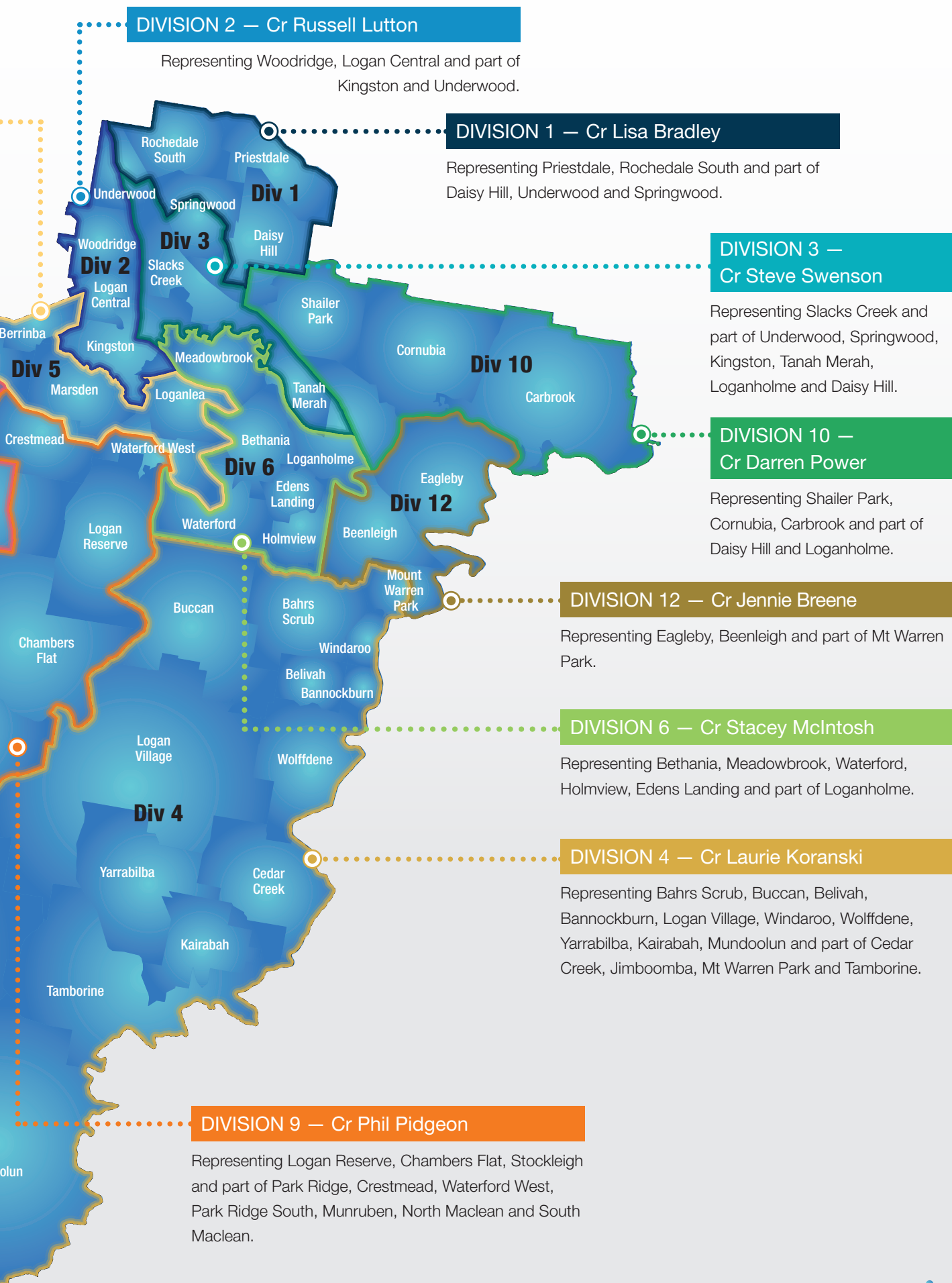
Representing Forestdale, Hillcrest, Boronia Heights and part of Greenbank, Park Ridge, Park Ridge South, Munruben and North Maclean.

DIVISION 11 — Cr Trevina Schwarz

Representing Cedar Grove, Cedar Vale, Flagstone, Flinders Lakes, Lyons, Monarch Glen, New Beith, Silverbark Ridge and Woodhill and part of Greenbank, Jimboomba, Kagaru, North Maclean, South Maclean, Undullah, Veresdale and Veresdale Scrub.

Note: This map includes suburbs that are to be gazetted as well as areas currently under review.





About the Corporate Plan

The premise of sustainability is to ensure the long-term social, environmental and economic health of a city. This requires responsible corporate governance so that the benefits can be enjoyed by people today and for future generations. Potential can only be realised with a long-term vision and a clear plan on how we are going to get there.

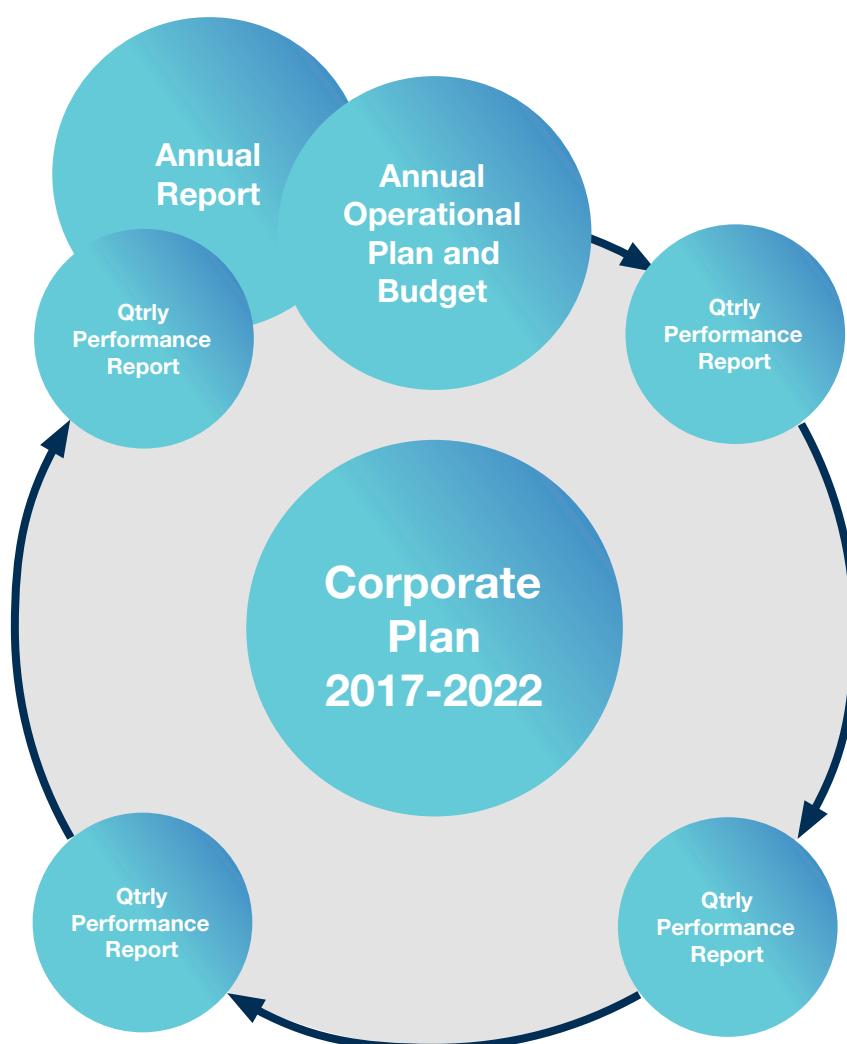
This Corporate Plan is our strategic plan and details the elected representatives' new long-term vision and priorities for the city and how Council plan to deliver on those priorities and work towards the long-term vision. This plan sets out the strategic direction for the city and the organisation.

In this plan, we present some facts about our city and our organisation and we outline:

- Our new long-term vision for the city and for Council as an organisation. These visions describe our aspirations for the future.

- Our corporate plan priorities for the city and council which outline the specific areas we will focus on over the next five years.
- Our priority outcomes that describe what we will see and experience if we are successful in responding to our priorities.
- Our priority focus areas which detail the key activities that will occur over the next five years to help the city and the organisation to progress towards its vision

Planning a response to the Corporate Plan is completed annually through the development of the annual Operational Plan and Budget. The Operational Plan provides the detailed projects that will be delivered and the Key Performance Indicators (KPIs) that will be monitored over the financial year. The diagram below represents the annual cycle of planning and reporting that occurs in response to the Corporate Plan.

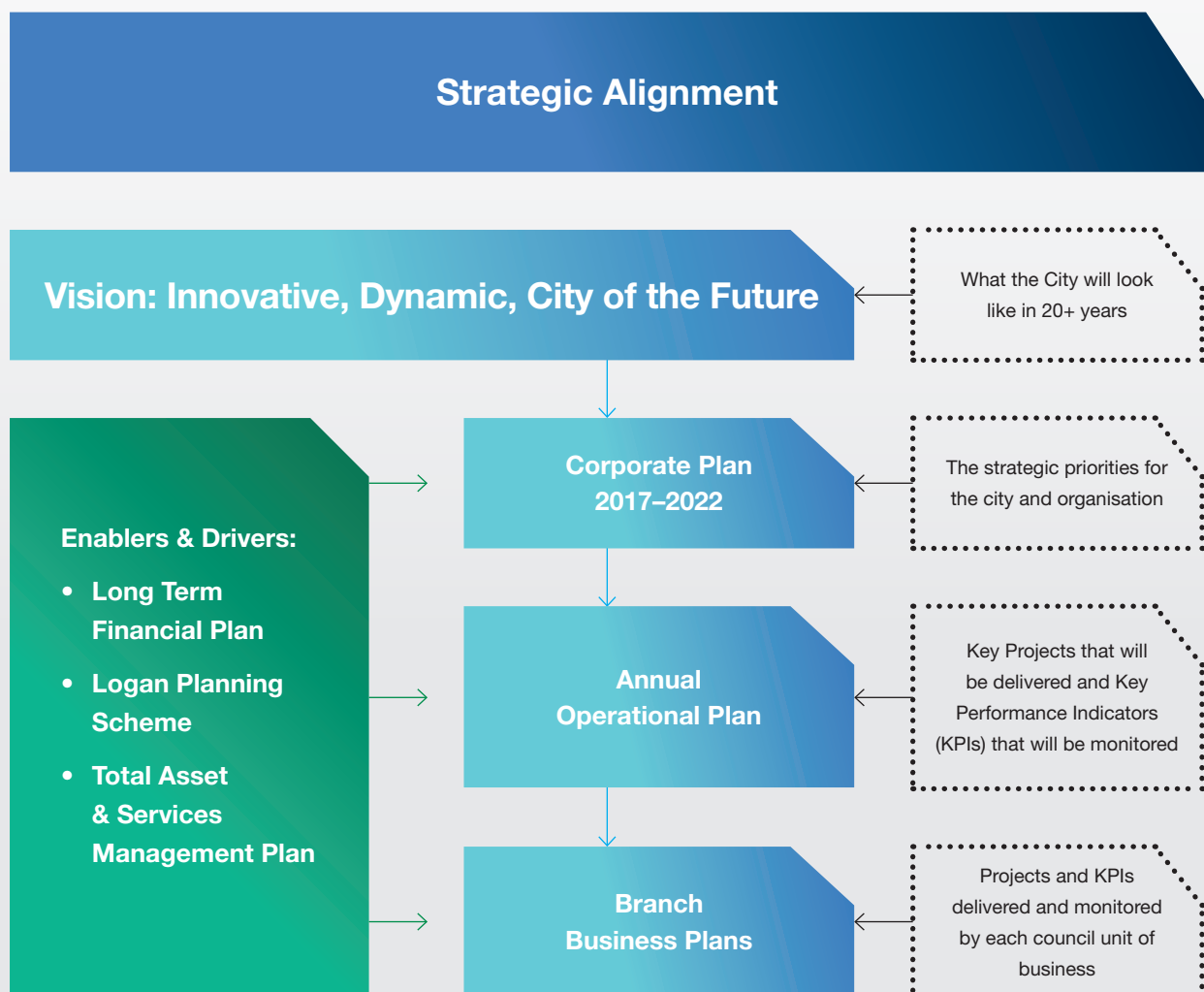


Strategic Planning Framework

Strategic alignment has a significant effect on the performance of an organisation. Staff develop a clear sense of purpose when there is a clear line of sight from the work that they do, to the strategic direction and long term vision of a city. This Corporate Plan and the strategic direction laid out in this plan sets a clear path to our new long term vision. Our people will need to innovate and drive technological change and plan initiatives to position the City of Logan as the next Central Business District (CBD) of South-East Queensland.

These changes will help propel both our city and organisation forward. Our people will also need to apply a continuous improvement approach, by implementing an ongoing cycle of review to enhance and deliver quality services and assets to our residents and businesses.

The model below represents the strategic framework at council and the relationships that exist from each branch business plan through to the long term city vision. All of our work should align to the city vision and the priorities laid out in this Corporate Plan



ABOUT OUR CITY

Logan River Parklands, Beenleigh

City Snapshot:

303,386

people reside in
our city

34

the median
age of Logan
residents

69%

of the city
is **rural, semi-
rural** or land for
conservation

19,502

diverse businesses
contribute to the local economy

\$11.243b

Gross Regional Product

217

nationalities
are represented
across the city

2%

population increase each year



Remembering our past

It is understood that the area now referred to as the City of Logan was originally inhabited by Aboriginal people who led self-sufficient and harmonious lives. The City of Logan's First Australian's experienced a life rich in traditional customs, spirituality and a strong connection to their land. The acknowledgement and acceptance that Logan has a vast and rich indigenous and cultural history, enhances our commitment to reconciliation and gives us a deeper understanding of our past.

The Aboriginal people's first contact with Europeans occurred when Captain Patrick Logan explored the river in 1826. Cotton was the first commercial crop grown in the region. The post-war need for housing sparked a wave of development of the region. Urban development boomed in the Rochedale South and Springwood areas from the late 1960s and in Browns Plains from the early 1970s. The City of Logan was declared a city on 1 January, 1981 and Council's administration building on Wembley Road was opened in February 1981.



Here and now

Logan is home to more than 303,386 people and we are recognised as one of the youngest and most culturally diverse cities in Australia. This adds energy and enthusiasm to our community and provides a genuine and dynamic vibrancy to the city. Given its central geographic location and available young workforce, Logan has thriving commercial, retail and manufacturing precincts, as well as healthy service and wholesale industries.

Logan also has a great range of sporting and service clubs and more than 960 recreational parks — many featuring exercise facilities, play equipment, skate ramps and dog off-leash areas. There are pristine bushland reserves and wetlands, as well as manicured waterfront parks along the Logan River. Logan has a range of attractions that capture the city's history and cultural diversity. The City of Logan has various city assets including a regional art gallery, nine libraries, an entertainment centre, aquatic facilities and a mixed range of retail and commercial hubs. These combine to provide our residents with a standard of living and quality lifestyle that is second to none.

Embracing our Future

The City of Logan is expected to be one of the fastest growing cities in Queensland and our population is expected to grow to 429,909 by 2031 and 490,522 by 2036. To be sustainable now and for future generations, our people and business will need to be adaptable and respond to the ever changing world that we live in and experience today.

To support and grow the City of Logan sustainably for the long term, Logan City Council will commit to managing assets, delivering services and investing in innovative ideas that cater for the needs of the existing community and for future generations. As a community, we need to leverage our existing strengths and focus on our potential. All of us have a responsibility and a part to play in unlocking the unlimited potential that exists in our people, our businesses, in our city and the great future ahead of us.

ABOUT OUR ORGANISATION



Organisation Snapshot:

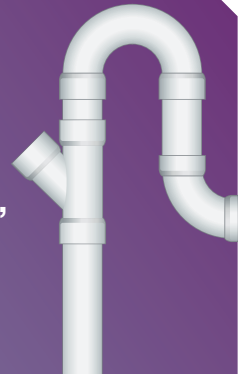
1,404

number of full time
and part time staff
employed at Council



5,481

kilometres of
stormwater pipes,
water and sewer
mains serviced



\$6 billion

cost of
city assets



960

parks
maintained, covering a total
of 9,521
hectares



56

Community facilities
serving our community



59,049

tonnes of
waste recycled
or diverted from
landfill each year



3,550

kilometres of roads,
bikeways and footpaths
maintained



85

diverse
council services
delivered to the
community



The background of the page features a stylized world map composed of a network of purple lines connecting various points. Overlaid on this map are several strings of binary code (0s and 1s) in a light blue color. In the foreground, a man with glasses and a blue shirt is holding a folder and talking to a woman with long brown hair wearing a floral top and a dark skirt. They are in what appears to be a modern office or conference space.

Our Purpose

To make a positive difference in people's lives through the quality of the services we provide.

Our Goal

To be an organisation where our staff pursue excellence in all that they do with high levels of personal job satisfaction.

Our Values

COMMUNITY FIRST:

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

OUR PEOPLE:

We respect, care about, support and develop our people. We promote a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.

EXCELLENCE:

We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster enquiry, innovation and creativity with a focus on continuous improvement.

LEADERSHIP:

We encourage leadership aligned to our values at all levels of the organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

INTEGRITY:

We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.



Staff donations to the Salvation Army Hamper Appeal 2016

OUR STRATEGIC DIRECTION

City Vision

INNOVATIVE, DYNAMIC, CITY OF THE FUTURE

Imagine a well-planned sustainable city that has local and global reach, where resources are used responsibly, and where connections between people and places are convenient. The City of Logan is a place with a rich history and diversity interwoven into the fabric of our neighbourhoods. A place where people and business are adaptable and where potential is realised.



Organisation Vision

ENABLING NEXT GENERATION GOVERNMENT

As a progressive government organisation, we drive innovation to deliver quality services and assets in new and better ways that make it easier for customers to do business and live in and visit the city. We are responsive and continuously improve how we deliver services to make a positive difference in our community. We develop strategic partnerships to meet the demands of a growing city in a rapidly changing world. We engage our community to understand their needs and support the realisation of potential in our city.

Beenleigh Town Square

OUR CORPORATE PLAN PRIORITIES

Priorities for the city and organisation

While the city vision is an aspirational statement that communicates the hopes and dreams for our city and is a long term goal of what we hope to achieve over the next 25 years or so, the Corporate Plan priorities are the areas council will concentrate on over the next five years. The tables that follow on pages 24-35 highlight the key focus for council services.

KEY

Priority	The important areas that will inform council planning for the next five years. Priorities will be high level and have a city wide focus.
Priority Outcome	Describes what we hope to see if we are able to progress and deliver on commitments relating to the priority area.
Priority Focus Area	The targeted areas that will be given attention by the council over the next five years. The annual Operational Plan will capture projects and Key Performance Indicators (KPIs) related to the priority focus area.
Council's role	<p>Lead - Council will be <u>directly responsible</u> to deliver on commitments.</p> <p>Partner - Council will need to <u>partner</u> with others in order to deliver on commitments (eg: private or non-profit sectors, the community).</p> <p>Advocate - Council will be required to <u>negotiate and lobby</u> with others (eg: State and Federal Government) to acquire the investment or policy change to deliver on commitments.</p>

Corporate Plan Priorities Overview

For the City



Quality Lifestyles (QL)

As a welcoming city with a vibrant community spirit, residents of the City of Logan have a strong sense of belonging and our people feel safe. We have the social infrastructure to meet the needs of our diverse community and diversity in lifestyles. We support residents to engage in community life and lead healthy and active lifestyles.



Conveniently Connected (CC)

We manage growth using smart urban design, with the City of Logan interconnected by reliable and convenient transport network infrastructure across the city, and across regional boundaries. We have designed our urban form to ensure places, spaces and facilities within our neighbourhoods are accessible, conveniently located and meet the pace of the growing city.



Economic Transformation (ET)

As home to South East Queensland's next future CBD and with dynamic business districts and niche suburban economies, the City of Logan offers unlimited potential, with diverse economic hubs for innovation, agribusiness, investment and emerging industry that attract a highly-skilled local workforce.



Image and Identity (II)

As an innovative, dynamic, city of the future, we have a tapestry of cultures and events immersed within urban and rural landscapes. The City of Logan thrives on food precincts, creative arts, heritage trails, manufacturing and logistics, and retail and commercial districts. We are well known for the diverse cultures and lifestyles on offer to our residents, visitors and business. Our people have access to recreational and artistic pursuits and vast open green spaces. Our image and identity attracts families, visitors and city-shaping investment.



Green and Renewable (GR)

We use responsible urban planning in the City of Logan to protect rural living, our natural environment and green spaces. Our hectares of parkland are surrounded by waterbodies and waterways that meander through the city. We enable investment and delivery of renewable technologies and prepare our city transition to a carbon conscious community. We value our environment, safeguarding our biodiversity, local wildlife, threatened species and green corridors.

For the Organisation



Next Generation Governance (NG)

We embrace innovation and digital transformation to meet the needs of our customers and community. We embed continuous improvement to provide quality services and assets that add value to our community. Our strong civic leadership forges strategic national and global partnerships to promote and deliver responsible governance of the City of Logan.

PRIORITY: QUALITY LIFESTYLES (QL)



Quality Lifestyles (QL)

As a welcoming city with a vibrant community spirit, residents of the City of Logan have a strong sense of belonging and our people feel safe. We have the social infrastructure to meet the needs of our diverse community and diversity in lifestyles. We support residents to engage in community life and lead healthy and active lifestyles.

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
QL1 Residents are active and healthy and have access to the services they need.	QL1.1 Support integrated infrastructure and service delivery to encourage health and participation outcomes.	Lead	Community Services
	QL1.2 Advocate and facilitate faster internet to increase connectivity and access to information for the community and business.	Advocate	Innovation & City Transformation
	QL1.3 Deliver innovative community-based programs at our libraries to improve developmental, educational and economic outcomes for all ages.	Partner	Community Services
	QL1.4 Implement the <i>Active Logan Strategy 2016-2028</i> to promote healthy and active lifestyles.	Lead	Community Services
	QL1.5 Facilitate, educate and promote public health and safety and community amenity requirements to maintain healthy and safe places and spaces for residents, businesses and visitors.	Lead	Community Services
QL2 Neighbourhoods are welcoming, inclusive and safe.	QL2.1 Implement the <i>Arts, Culture and Heritage Strategy 2018-2022</i> to improve social cohesion and connectedness, community wellbeing and the amenity of the city.	Lead	Community Services
	QL2.2 Implement Council initiatives to improve accessibility and quality of life for people of all abilities, ages and cultures, including Aboriginal and Torres Strait Islander peoples.	Lead	Community Services
	QL2.3 Implement Council initiatives to encourage safer transits (including roads, public and active transport) for residents, businesses and visitors.	Partner	Road & Water Infrastructure
	QL2.4 Implement the <i>City of Logan Safe City Strategy and Action Plan 2016 -2020</i> to encourage safe places and spaces across the city.	Lead	Community Services



PRIORITY: CONVENIENTLY CONNECTED (CC)



Conveniently Connected (CC)

We manage growth using smart urban design, with the City of Logan interconnected by reliable and convenient transport network infrastructure across the city, and across regional boundaries. We have designed our urban form to ensure places, spaces and facilities within our neighbourhoods are accessible, conveniently located and meet the pace of the growing city.

Priority Outcome	Priority focus	Council's Role	Lead Directorate
CC1 Integrated transport networks allow people to move around the city easily and conveniently.	CC1.1 Develop a plan for an integrated local transport network for council-managed infrastructure to improve connectivity across the city (Integrated Local Transport Plan - includes public transport).	Lead	Roads & Water Infrastructure
	CC1.2 Deliver the road maintenance and capital programs to maintain the quality of the local road and drainage network.	Lead	Roads & Water Infrastructure
	CC1.3 Increase and maintain the bicycle and pedestrian infrastructure and connections to improve active transport across the city.	Lead	Roads & Water Infrastructure
CC2 A city of smart design, with mixed density and mixed use development, co-located with hard and soft infrastructure* that meets the pace of a growing city and the needs of residents, businesses and visitors.	CC2.1 Roll-out the Logan South Wastewater Strategy to improve services to the Logan South region of the city.	Lead	Roads & Water Infrastructure
	CC2.2 Facilitate well planned residential and commercial design, including mixed-density, mixed use and infill developments and promote best practice urban design to meet the needs of residents and businesses.	Lead	Strategy & Sustainability
	CC2.3 Develop a long term, strategic infrastructure planning and delivery and funding framework	Lead	Strategy & Sustainability
	CC2.4 Finalise and implement priority initiatives from the Combined Infrastructure Strategy to improve service planning and service delivery to the community.	Lead	Strategy & Sustainability

* Hard infrastructure refers to hard physical networks (e.g.: Roads, public transport, bridges, capital assets, water infrastructure). Soft infrastructure refers to services and institutions to maintain economic, health, cultural and social standards within a city (e.g.: education, finance, health care, law enforcement, social services).



Springwood

WORTH

Springwood Bus Station

PRIORITY: ECONOMIC TRANSFORMATION (ET)



Economic Transformation (ET)

As home to South East Queensland's next future CBD and with dynamic business districts and niche suburban economies, the City of Logan offers unlimited potential, with diverse economic hubs for innovation, agribusiness, investment and emerging industry that attract a highly-skilled local workforce.

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
ET1 We enjoy jobs growth and economic prosperity with local and global reach.	ET1.1 Create local, regional, national and international business development opportunities to increase local jobs and stimulate local economies.	Lead	Strategy & Sustainability
	ET1.2 Facilitate emerging industries, promote start-ups including those in the renewable energy industry and monitor megatrends to create real employment opportunities for future generations.	Lead	Strategy & Sustainability
	ET1.3 Implement an infrastructure charging regime that makes the City of Logan a competitive location for investment to stimulate job creation and economic growth.	Lead	Strategy & Sustainability
	ET1.4 Renew, revitalise and develop a series of centres across the city to attract investment, local jobs growth and to create higher value jobs.	Lead	Strategy & Sustainability

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
ET2 Investments, partnerships and innovation support economic growth in the city.	ET2.1 Develop a long-term vision document articulating the 20-30 year vision for the city to be used to attract investment and provide a framework for community, businesses and investors in the city.	Lead	Strategy & Sustainability
	ET2.2 Establish Invest Logan to attract investment opportunities and identify emerging industry trends, to significantly boost economic and social outcomes for the City of Logan.	Lead	Strategy & Sustainability
	ET2.3 Develop multiple innovation hubs including those in the renewable energy industry, social innovation and entrepreneurship.	Partner	Innovation & City Transformation
	ET2.4 Develop and implement a Social Procurement Strategy to encourage investment in local initiatives that achieve positive social outcomes.	Lead	Organisational Services



Village Square Town Centre, Browns Plains

PRIORITY: IMAGE AND IDENTITY (II)



Image and Identity (II)

As an innovative, dynamic, city of the future, we have a tapestry of cultures and events immersed within urban and rural landscapes. The City of Logan thrives on food precincts, creative arts, heritage trails, manufacturing and logistics, and retail and commercial districts. We are well known for the diverse cultures and lifestyles on offer to our residents, visitors and business. Our people have access to recreational and artistic pursuits and vast open green spaces. Our image and identity attracts families, visitors and city-shaping investment.

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
II1 We are an innovative, dynamic, city of the future.	II1.1 Establish a Brand Strategy that resonates with all relevant audiences, to position the city as an innovative, dynamic, city of the future.	Lead	Innovation & City Transformation
	II1.2 Continue to evolve and deliver the <i>City of Choice</i> initiative as a key platform for city transformation.	Partner	Innovation & City Transformation
	II1.3 Develop a Smart City Strategy to establish a direction for the city transformation agenda.	Lead	Innovation & City Transformation
II2 Acknowledged as the emerging destination in the South East Region.	II2.1 Develop a diverse range of parks (green, water, adventure) to increase tourism in the city and create healthy and active recreation opportunities for families.	Lead	Community Services
	II2.2 Establish an events program highlighting the heritage, cultural, recreational and environmental assets of the city focussing on return patronage of residents and visitors and showcasing the city as a thriving destination.	Lead	Innovation & City Transformation
	II2.3 Establish the city's sporting identity by marketing and promoting the City of Logan as a nursery for sporting talent.	Lead	Innovation & City Transformation
	II2.4 Establish the city's green identity by marketing and promoting our parks, nature reserves and nature based activities (e.g. walking tracks, mountain bike trails).	Lead	Innovation & City Transformation
	II2.5 Transform the visual amenity of major entries into the city to promote the City of Logan as a destination.	Lead	Innovation & City Transformation

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
	II2.6 Progress planning for the identification of diverse centres of excellence to stimulate hubs of excellence across the city.	Lead	Strategy & Sustainability
	II2.7 Develop a destination management plan to inform the future management of the City of Logan as a destination.	Lead	Strategy & Sustainability



*Eats & Beats Pop-up Food Truck
Event - Logan Hyperdome*

PRIORITY: GREEN AND RENEWABLE (GR)



Green and Renewable (GR)

We use responsible urban planning in the City of Logan to protect rural living, our natural environment and green spaces. Our hectares of parkland are surrounded by waterbodies and waterways that meander through the city. We enable investment and delivery of renewable technologies and prepare our city transition to a carbon conscious community. We value our environment, safeguarding our biodiversity, local wildlife, threatened species and green corridors.

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
GR1 A carbon neutral and green city.	GR1.1 Develop and implement a carbon reduction strategy for the City of Logan to reduce and offset carbon emissions.	Lead	Strategy & Sustainability
	GR1.2 Facilitate and support planning, education and capacity building to protect and enhance the natural environment across the city (e.g. corridors, biodiversity, ecosystems, wildlife).	Lead	Strategy & Sustainability
	GR1.3 Create an interconnected network of green infrastructure across the city.	Lead	Strategy & Sustainability
GR2 Our waterways and waterbodies are healthy.	GR2.1 Finalise the development of the vision for the Albert River to identify opportunities for the health and usage of the asset.	Lead	Strategy & Sustainability
	GR2.2 Implement the <i>Logan City River and Wetlands Recovery Plan 2014-2024</i> to improve the accessibility, ecological health, recreational value and economic benefit of the asset.	Lead	Strategy & Sustainability
	GR2.3 Implement the <i>Logan River Vision</i> to improve the accessibility, ecological health, recreational value and economic benefit of the asset.	Lead	Strategy & Sustainability

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
GR3 We employ sustainable waste management and recycling practices.	GR3.1 Renew the waste and recycling collection and processing contracts to improve waste management and recycling across the city.	Lead	Strategy & Sustainability



Berrinba Wetlands

PRIORITY: NEXT GENERATION GOVERNANCE (NG)



Next Generation Governance (NG)

We embrace innovation and digital transformation to meet the needs of our customers and community. We embed continuous improvement to provide quality services and assets that add value to our community. Our strong civic leadership has forged strategic national and global partnerships to promote and deliver responsible governance of the City of Logan.

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
NG1 Our organisation uses innovation and technology to efficiently manage assets and deliver valuable services to our community and visitors.	NG1.1 Develop a Digital Strategy for Council and the city as a key step towards becoming a Smart City.	Lead	Innovation & City Transformation
	NG1.2 Continue reforms to have the best development assessment services and delivery model in Australia, focusing on digital and mobility initiatives.	Lead	Strategy & Sustainability
NG2 We engage our residents, businesses and visitors to inform decisions that affect the future of the city.	NG2.1 Engage stakeholders on projects that affect the future of the city and residents, to gain community input on council decisions.	Lead	Community Services
NG3 We use responsible governance and establish strategic relationships in the management of assets and the delivery of services to the city.	NG3.1 Continue to strengthen the management and governance practices that support our transition to a next-generation government body.	Lead	Organisational Services
	NG3.2 Develop a three year Advocacy Strategy and implement the annual action plan focussed on building strategic relationships with the State and Federal Governments, regional partners and private and public sectors, to influence policy and investment for hard and soft infrastructure*.	Lead	Innovation & City Transformation
	NG3.3 Implement the <i>City Biosecurity Plan 2017-2021</i> to manage invasive pests, plants and animals across the city.	Lead	Community Services
NG4 Our people deliver excellent service to customers and the community.	NG4.1 Develop and implement the <i>2017-2020 People Plan</i> to drive our culture of excellence and innovation among our staff.	Lead	Organisational Services

Priority Outcome	Priority Focus	Council's Role	Lead Directorate
NG5 We are building our resilience and recovery in the event of disasters.	NG5.1 Continue to evolve disaster management processes, smart technologies and education to build and improve community resilience and recovery for disaster events.	Lead	Road & Water Infrastructure
	NG5.2 Finalise the Logan and Albert River Floodplain study and plan to improve the flood management strategies in the event of a flood disaster.	Lead	Road & Water Infrastructure

** Hard infrastructure refers to hard physical networks (e.g.: Roads, public transport, bridges, capital assets, water infrastructure). Soft infrastructure refers to services and institutions to maintain economic, health, cultural and social standards within a city (e.g.: education, finance, health care, law enforcement, social services).*



MONITORING PROGRESS IN THE CITY OF LOGAN

During the life of the *Corporate Plan 2017-2022*, Council will be required to develop annual Operational Plans which detail the projects and initiatives that Council will deliver in order to advance towards our long term vision.

In addition, a variety of measures have been identified that Council can monitor. Achieving improvement against the measures will need a whole of community effort and all levels of government. Council, our residents, businesses, partners and other levels of government will all need to contribute if we are to make a positive difference to the City of Logan.

Measure	Source
Percentage (%) residents satisfaction with Council services	Logan Residents' Survey
Percentage (%) of priority focus area projects completed on target	Logan City Council Annual Report
Percentage (%) of residents who engage in physical activity	Australian Institute of Health and Welfare
Percentage (%) of Households with internet connection	Census
Percentage (%) of City of Logan residents who feel safe	Safe City Logan community survey
Percentage (%) of City of Logan residents who feel connected to their neighbourhoods	Safe City Logan community survey
Percentage (%) of Logan City population within 400 metres of public transport	Department of Transport and Main Roads
Travel behaviour as a (%) [public vs private vehicle vs active]	Department of Transport and Main Roads
Public transport patronage as a number (#)	Department of Transport and Main Roads
Approved dwelling types as a number (#) (attached vs detached vs other)	Logan City Council
Dollar (\$) value of trunk infrastructure delivered per capita	Logan City Council
Dollar (\$) spend on the delivery of a Capital Works program	Logan City Council
Kilometres (kms) of bike and pedestrian infrastructure	Logan City Council
GDP as a dollar (\$) value	Census
Jobs in Logan as a number (#)	Census
Attendance numbers (#) at council events	Logan City Council
Positive associations of the city as a percentage (%)	Woolcott Survey
Positive perceptions of the city as a percentage (%)	Woolcott Survey
Visitors to the city as a number (#) per annum	Tourism Research Australia
Dollar (\$) spend on tourism per annum	Tourism Research Australia
Hectares (ha) of parkland and land for conservation purposes	Logan City Council
Average quantity (kg's) of waste recycled per household per annum	Logan City Council
Waterways benefit rating (three or more stars)	Healthy Land and Water Organisation

REPORTING ON PROGRESS

To assist Council in ensuring this plan is delivered and to assess Council's performance in addressing the priorities identified in this Corporate Plan, a number of initiatives are delivered:

Annual Operational Plan

Each year Council adopts an Operational Plan which captures key performance measures in that year based on the Corporate Plan.

Council's annual Budget is based on its Operational Plan.

Quarterly Performance Report

Every three months, a quarterly performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance progress on priorities identified in the Corporate Plan as well as organisational performance.

Annual Report

At the end of each financial year, Council produces a detailed Annual Report that reviews the performance achieved. The Annual Report provides our community with concise operational and financial information about Council's performance against the priorities and service delivery commitments set out in the Corporate and Operational Plans.

Logan Listens Residents' Survey

Council conducts the Logan Listens Residents' Survey biennially to gauge the communities' satisfaction with the services being delivered by Council. The information gathered from the survey assists Council in maintaining or reviewing its priorities and service delivery commitments.

Annual Strategic Review

At the commencement of each year, and as a lead in to the Operational Planning and Budgeting process, Council undertakes a review using a variety of information such as the Residents' Survey results, financial results and Operational Plan performance. The findings from this review inform the next Operational Plan and Budget processes. If deemed necessary, changes to the priorities in the Corporate Plan could be made based on the outcomes of the review.



HOW THE CORPORATE PLAN WAS DEVELOPED.

Community consultation on the Corporate Plan 2017-2022 occurred from 29 March 2017 to 30 April 2017. The plan was on public display at all council libraries and customer service centres. Actions undertaken by Council during the course of this public display included:

- Announcement on social media
- Distribution of media releases
- Public displays and feedback survey forms available in all Logan City Council Libraries
- Public displays and feedback survey forms available in all Logan City Council customer service centres
- Displaying an electronic copy and online survey on the Logan City Council website
- Internally to all staff through the Internal Email communications.



At the close of the consultation period, a total of 76 responses were received. A review of these responses was conducted and amendments were made where appropriate.

The *Corporate Plan 2017-2022* was adopted by Council on 30 May 2017.

COMMUNITY BUILDING

Pasta making class – one of the sessions in the Live Well Logan Program



COUNCIL COMMERCIALISED BUSINESS UNITS (CBU)

Under the Local Government Regulation 2012, Council is required to provide in its Corporate Plan the following details about the Commercialised Business Units that operate within Council:

CBU	Objective	Business Activity
Waste Services	To contribute to a clean, sustainable, prosperous and healthy City through the delivery of a reliable, affordable and profitable waste and recycling service.	<p>The nature and extent of the Waste Services business is to:</p> <ul style="list-style-type: none"> • Provide a waste and recycling collection service to the residential sector • Provide a network of waste disposal and recycling facilities across the City • Operate a landfill at Browns Plains • Attract the sale of waste disposal services to the commercial sector • Manage former landfill sites
Logan Water Services	To provide efficient and effective water and wastewater services to our customers and our City.	Provide water and wastewater services to the Logan City Council area



Logan Recycle Market Waste Fair 2016



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