



# LOGAN DESTINATION MANAGEMENT PLAN 2018 - 2022

## EXECUTIVE SUMMARY







## What is a Destination Management Plan?

Destination management is about planning for sustainable management and development of the visitor economy. Unlike traditional tourism strategies which tend to solely focus on marketing, a Destination Management Plan (DMP) is more comprehensive, focusing on product development, planning requirements, industry development as well as marketing.

Because of this, destination management does not happen in isolation; it involves a wide range of sectors, stakeholder groups and delivery partners — such as government agencies (local, state and federal), communities and business groups — working collaboratively.

Logan is a relatively youthful tourism destination. The opportunities identified in this DMP offer selective product areas – such as sports-based tourism activity, cultural-based tourism, culinary/food tourism – to focus on, rather than positioning Logan as a traditional mainstream holiday destination and competing with major surrounding destinations/brands such as the Gold Coast and Brisbane which have developed and grown over many years.



## Who is a Visitor?

Visitors include all those travelling to the City of Logan, whether staying overnight in the city, or coming on day trips from the surrounding areas. This also includes international day visitors who may be staying in other surrounding regions who come into Logan just for a day experience rather than staying overnight.

Key reasons why visitors come to Logan:



leisure / holiday purposes



events (including sports & concerts) and business



visiting friends and relatives (VFR)



educational purposes

## What is the visitor economy?

As tourism is not a defined industry sector on its own, but rather the amalgamation of a variety of industry sectors, the full extent of what comprises the visitor economy and its reach across many elements of the broader economy is often not fully understood.

The visitor economy accounts for the fact that visitor activity does not occur in isolation, but rather, contributes to investment in jobs across a broad range of industry sectors. This includes all industries that directly and indirectly serve visitors, ranging from accommodation and tourism operators and attractions, to broader goods and services such as retail, food and beverage, and professional services.



Extraction Artisan Coffee





## Benefits of a DMP to the City of Logan

- Help grow the visitor economy on a sustainable basis.
- Identify new development and related solutions to attract investment and grow economic benefits, such as employment.
- Provide direction on key marketing activities to support increased visitor demand for the City of Logan.
- Help build stronger local community awareness of the importance and value of the visitor economy.
- Strategic focus on key attractions and experiences to encourage longer visitor stays and increased visitor spend.
- Encourage indirect investment into other products and services.

## Benefits of Tourism to the City of Logan

### Economic Benefits

- Increased contribution to employment and economic output.
- The creation of additional jobs.
- Reduce journey to work time for residents by helping to create additional employment opportunities within the City of Logan.
- Increased spend on accommodation, food services, and attractions.
- Extension of visitor dollar into many other sectors throughout the region's economy including business, transport, education, training, professional services and manufacturing.
- Catalyses investment in infrastructure development.



### Socio-cultural Benefits

- Fosters a sense of community inclusion, identity and pride.
- Attracting key performing arts, sporting and cultural events - provides the local community with opportunities for engaging with culture and sport.
- Provides the local community with recreational infrastructure and allows them to develop healthy lifestyles.
- Helps to celebrate and preserve unique cultural traditions, which may otherwise be lost.



### Environmental Benefits

- Supports conservation programs.
- Investment in parklands and wetlands management and sustainability.
- Establishment and preservation of wildlife corridors.
- Attracts visitors interested in seeing native animals in their own habitat.
- Helps to protect natural habitats and migration paths by reducing the 'edge effect' which can fragment threatened and endangered populations.



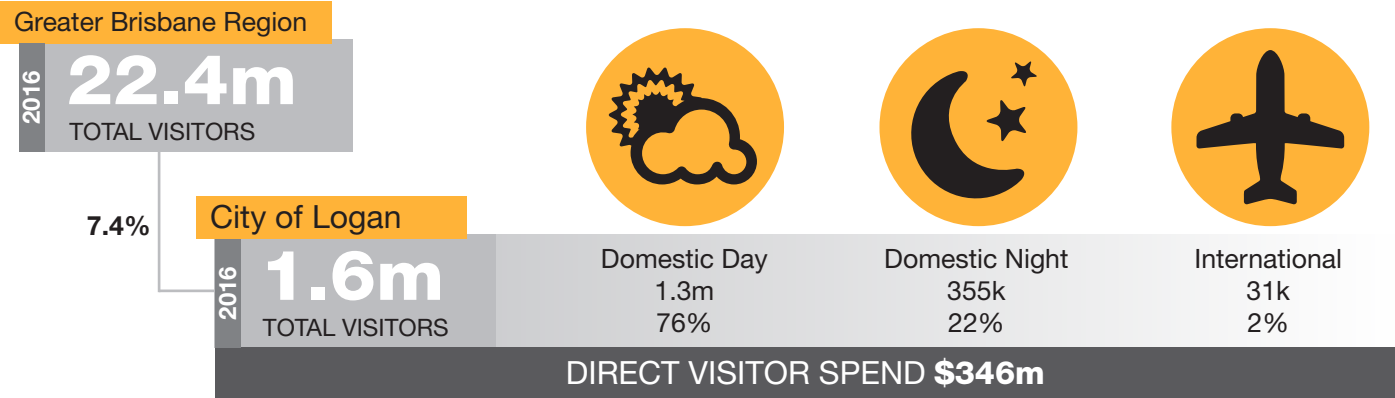




Visitor Profile

The majority of visitors to Logan are domestic day trippers, comprising 75% of visitation in 2017. While the domestic day trip market forms an important market in any visitor economy, it yields far less than the overnight visitor market (which generally spends on accommodation, food and beverages, transport etc.). A balance of both markets is needed to ensure the impact of the visitor economy is realised across both day trip products, plus overnight products and the flow-on effect of having visitors remain in the city for the duration of their stay. The visitor market for Logan is currently skewed in favour of the domestic day market.

The challenge for Logan is its proximity to major traditional destinations such as Brisbane and the Gold Coast and the ability of visitors to these destinations to visit Logan as part of a day trip rather than an overnight stay. This DMP, therefore, deliberately investigates strategies which will drive a larger overnight visitation (domestic and international) to Logan. These strategies are focused on less-traditional and emerging tourism sectors such as the sporting and food tourism markets rather than focusing on the traditional holiday market which are already well catered for in Brisbane and the Gold Coast.



Source: Tourism Research Australia. (estimated figures)

Destination Vision

*Over the next 5-10 years, Logan will become a vibrant visitor destination, focused on offering a mixture of sporting, cultural and leisure-based experiences which will drive greater local employment, improved community amenities, and a strong market position all supported by new investment.*



The V Hotel, Veresdale





## Goals to achieve the Destination Vision



### COLLABORATION

Forming a closer working relationship between Council and industry stakeholders.



### GAME CHANGERS

Identifying, securing & developing sites for the game changer projects.



### TARGETED MARKETING

Strengthening sporting & cultural events through more targeted marketing



### PRODUCT DEVELOPMENT

Support the development of new commercial tourism product and experiences. Assist existing businesses to grow.



### INVESTING IN SUPPORTING INFRASTRUCTURE

Investing in the supporting infrastructure required to activate the visitor economy.



### POSITIONING

Positioning Logan as the specialist sporting and cultural events destination in Queensland.

## Target Markets



Intrastate and interstate sporting event visitors.



Cultural sector event and festival visitors with a focus on northern NSW and much of Queensland.



VFR correlated to the wide ethnic mix of residents in Logan.



Cruise ship day visitors coming to cultural attractions in Logan.



Business and education sector visitors coming for meetings, forums, smaller conferences.



Leisure visitors looking for food events and markets.



## Activating the Vision

To activate Logan's vision for its visitor economy, a number of recommended priorities have been identified. These have been developed through input and ideas received from numerous stakeholders during the consultation for this DMP. Their ideas and suggestions have been evaluated and crystallised in light of the various challenges identified for Logan.

This DMP and the recommendations provided recognises that Logan cannot solely focus on marketing but, rather, needs to shift its focus on managing the destination in order to grow the visitor economy. As part of this, there is a need for strong governance and partnerships, with a more cohesive and collaborative approach adopted.

### The Game Changers



**Branded hotel or serviced apartment complex**



**Destination Holiday Park**



**Adventure Water Park**



**Riverine Discovery Centre**

### All Other Opportunities



- Daisy Hill Conservation Park upgrades
- Entertainment precinct
- Logan River vision activation

- Major multi-purpose stadium/facility and precinct
- Mountain bike hub
- Mountains to Sea experiences



- Events calendar
- Events strategy
- Major automotive event

- Specialist sporting, cultural and arts events capital of QLD
- Short film festival



- Food tourism strategy and brand
- Food trails and hubs
- Food packaging alignment

- Global Food Village expansion
- Paddock to Plate marketing and event initiative



- Accessible tourism development program
- Business development programs

- Expanding beyond LGA boundaries
- Industry networking sessions



- Accommodation survey
- App for Logan's trails
- Leverage and promote international education
- Logan stories

- Packaging of product
- Local/community tourism awareness
- Visitor data
- Way finding signage
- Website for Logan Art Gallery





## Activation Categories



### Accommodation Investment Priorities

Being on the fringe of two major CBDs – Brisbane and the Gold Coast – presents a number of opportunities and challenges for Logan. While this means that Logan has access to significant visitor markets to both these areas (the Brisbane region received an estimated 7.5m visitors in 2017, while an estimated 10.7m visitors travelled to the Gold Coast in 2016), its proximity has also fostered a perception that Logan is a day trip destination. These two major hubs have a plethora of accommodation options for visitors to choose from. The ability for Logan to grow its visitor economy – through events and the introduction of new attractions/experiences – is, therefore, contingent on growing its accommodation offering, providing options for a more discerning visitor market (including the sports and events market).



### Attraction & Experience Opportunities

While Logan has a variety of free experiences on offer, it is challenged by a lack of commissionable (pay for) tourism product. Increased competition from surrounding Local Government Areas necessitates that Logan grow its product offering as well as enhancing existing offering. It is important that Logan look to leverage off its strengths as a destination rather than duplicate what is being done in surrounding council areas. Logan's proximity to Brisbane and the Gold Coast, its strong sporting culture and outdoor recreation facilities all offer valuable opportunities to leverage.



### Event Opportunities

While Logan has historically hosted a number of significant regional and state events, its ability to continue to draw these events has reduced primarily because of accommodation availability and competition. To strengthen Logan's event calendar, particularly with larger events that yield stronger economic benefits (such as increased average length of stay, additional employment pre, during and post event, increased visitor yield etc.), there is a need to not only investigate new accommodation for Logan but also to identify types of events Logan should be aiming to attract, when they should be held and who is most suited to running these.



### Food Tourism Opportunities

Food tourism is important because of the strong economic, social and promotional benefits it can generate and its ability to diversify the tourism product offering and stimulate economic development at a local, regional and national level. Globally, visitors spend almost one third of their total spend on food and food experiences. The food experience offered in a destination is, therefore, an important factor in the quality of the experience. The more linked our local food providers & retailers are to the visitor the greater the economic impact.



### Governance

While Logan City Council is, currently, primarily responsible for the promotion and marketing of Logan as a visitor destination, the management of the destination is a joint responsibility between Council as well as industry. This DMP recognises that Logan cannot solely focus on marketing but, rather, needs to shift its focus on managing the destination in order to grow the visitor economy. As part of this, there is a need for strong governance and partnerships, with a more cohesive and collaborative approach adopted.



### Marketing & Promotion Opportunities

While applying a destination management approach for growing Logan's visitor economy is required, this does not necessitate forgoing marketing and promotional opportunities. There are a number of initiatives which Logan should investigate, primarily aimed at providing a more cohesive destination through packaging, signage and promotional initiatives. There is also a need to focus on visitation data measurement as this forms an important base which Logan can use to measure and promote its success.



## Action Plan

The following are the key result areas to be focused on to facilitate the implementation of this DMP.

Short term strategies are those to be implemented within the next three years (2018 - 2020), medium term are those within the following five years (2021 - 2025) and long term are those to be undertaken after five or more years (2026 onwards) but which may need to commence in the medium term.

### Accommodation Investment Opportunities

Action	Tasks	Timeframe
Introduction of branded hotel or serviced apartment complex	<ul style="list-style-type: none"> <li>Identify suitable sites</li> <li>Prepare a succinct investment memorandum</li> <li>Review hotel incentive scheme</li> <li>Identify preferred brands and operators</li> <li>Work with preferred operator to determine mechanisms to activate development</li> </ul>	Short term
Destination Holiday Park	<ul style="list-style-type: none"> <li>Identify suitable sites</li> <li>Prepare a succinct investment memorandum</li> <li>Identify preferred brands and operators</li> <li>Work with preferred operator to determine mechanisms to activate development</li> </ul>	Short term

### Attraction and Experiences

Action	Tasks	Timeframe
Adventure Water Park	<ul style="list-style-type: none"> <li>Complete market scan to ensure no other similar project is being considered elsewhere</li> <li>If no similar project being completed in close proximity, identify suitable sites in Logan</li> <li>Prepare a succinct investment memorandum</li> <li>Identify preferred brands and operators</li> <li>Work with preferred operator to determine mechanisms to activate development</li> </ul>	Short term
Riverine Discovery Centre	<ul style="list-style-type: none"> <li>Identify suitable sites</li> <li>Prepare a succinct investment memorandum</li> <li>Identify preferred brands and operators</li> <li>Work with preferred operator to determine mechanisms to activate development and potential funding grants which could be applied for (capex and operational)</li> </ul>	Short term
Entertainment precinct	<ul style="list-style-type: none"> <li>Develop business case for site options</li> <li>Identify operators for precinct</li> <li>Advocate for precinct development options if viable</li> </ul>	Short-medium term
Logan River Vision activation	<ul style="list-style-type: none"> <li>Investigate opportunities for activating the Logan River, in line with the Logan River Vision, but which offer commissionable product</li> <li>Liaise with private land holders along the River who have a desire to work with Council to activate</li> <li>Introduce product and promote opportunities to industry</li> </ul>	Medium term
Major multipurpose stadium/facility and precinct	<ul style="list-style-type: none"> <li>Conduct market scan to ensure no other similar projects are going ahead, and, if they are, identify if there are any major points of difference</li> <li>Assess options for development</li> <li>Determine best ways to activate and fund</li> </ul>	Short-medium term
Mountain bike hub	<ul style="list-style-type: none"> <li>Coordinate the assessment of a mountain bike hub with Department of National Parks, Sport and Racing and surrounding councils</li> <li>Identify local operators who may be interested in leasing retail and/or other facilities to support the hub</li> <li>Consider the creation of a pop-up facility as an interim step until such time that a permanent hub is seen to be commercially viable</li> </ul>	Short-medium term





Action	Tasks	Timeframe
Mountains to Sea experiences	<ul style="list-style-type: none"> <li>Assess options for development of link (Mount Barney, Mount Lindesay and other areas in the Scenic Rim with Logan and other council areas)</li> <li>Determine best ways to activate and fund</li> <li>Work with State Govt and industry to introduce</li> </ul>	Medium-longer term

### Event Opportunities

Action	Tasks	Timeframe
Events calendar	<ul style="list-style-type: none"> <li>Work with industry to undertake audit of all events – private and public - that take place in Logan</li> <li>Hold workshop with event operators to understand what they want from an events calendar</li> <li>Determine ways to rationalise current event program</li> <li>Commission website/app designer to develop event calendar based on Council and industry requirements</li> <li>Update calendar every 6 months</li> </ul>	Short-medium term
Major automotive event	<ul style="list-style-type: none"> <li>Develop specific event program</li> <li>Work with industry and others to create an event program</li> <li>Set agreed goals for event</li> <li>Refine and review every year</li> </ul>	Medium term
Short film festival focused on foreign films	<ul style="list-style-type: none"> <li>Complete audit to ensure no similar events exist in neighbouring council areas</li> <li>If the event will be unique to Logan, develop event strategy assessing potential locations and the model for the event</li> <li>Work with industry and others to create an event program</li> <li>Identify potential partners who could assist with setting up and/or running the event</li> <li>Set agreed goals for event</li> <li>Assess funding needs and seek funding</li> <li>Refine and review every year</li> </ul>	Medium term
Specialist sporting and cultural events capital of QLD tourism destination focus	<ul style="list-style-type: none"> <li>Develop business case and strategy</li> <li>Work with industry and others to build positioning if viable</li> <li>Identify sporting and cultural partners</li> <li>Set agreed goals for activating</li> <li>Assess funding needs and seek funding</li> <li>Refine and review every year</li> </ul>	Short term

### Food Tourism

Action	Tasks	Timeframe
Food tourism strategy	<ul style="list-style-type: none"> <li>Review findings of pilot project</li> <li>Assess ways to activate changes</li> <li>Determine priority projects</li> <li>Work with partners to activate</li> <li>Offer business development programs/workshops to micro-small operators in the food sector</li> <li>Review annually</li> </ul>	Short-medium term
Food trails and hubs to grow this niche area	<ul style="list-style-type: none"> <li>Identify sites for food experiences including permanent sites/hubs</li> <li>Assess ways to continue to activate hubs</li> <li>Determine priority projects for hubs</li> <li>Work with partners to activate</li> <li>Undertake feasibility study to prove commercially viable</li> <li>Review annually</li> </ul>	Short-medium term





Action	Tasks	Timeframe
Food trail packaging alignment	<ul style="list-style-type: none"> <li>Review findings of pilot project and other research required</li> <li>Assess ways to activate changes</li> <li>Determine priority packaging projects</li> <li>Work with partners to activate including holding a networking session with all operators in the food/agricultural sector as well as those who could package in with these operators (such as accommodation providers)</li> <li>Review annually</li> </ul>	Medium term
Global Food Village expansion	<ul style="list-style-type: none"> <li>Undertake strategy to expand Global Food Village</li> <li>Assess ways to activate changes</li> <li>Determine priority projects</li> <li>Work with partners to activate</li> <li>Review annually</li> </ul>	Medium term
Paddock to Plate marketing and event initiative	<ul style="list-style-type: none"> <li>Liaise with other SEQ councils to determine food-based initiatives</li> <li>Determine if twinning relationship could work with one or more councils</li> <li>Activate pilot project</li> <li>Assess results annually</li> <li>Combined Producers Lunch</li> </ul>	Short-medium term

### Governance & Collaboration

Action	Tasks	Timeframe
Business development programs	<ul style="list-style-type: none"> <li>Engage with industry and use existing research (such as the Culinary Tourism Pilot Project) to identify what skills and programs would benefit micro-small operators</li> <li>Develop training program (potentially in collaboration with an experienced training provider)</li> <li>Work with education partners to activate</li> <li>Align program with the TEQ Best of Experience</li> <li>Framework to equip suppliers with the capability to achieve this.</li> <li>Review annually</li> </ul>	Short-medium term
Expanding beyond Local Government Area boundaries	<ul style="list-style-type: none"> <li>Identify tourism businesses on the fringe of Logan which may offer product packaging opportunities</li> <li>Assess mechanisms for engagement</li> <li>Activate options and review annually</li> </ul>	Short-medium term
Industry networking sessions	<ul style="list-style-type: none"> <li>Liaise with chambers</li> <li>Determine mechanisms for networking sessions</li> <li>Assess best mechanisms for engagement</li> <li>Host quarterly industry networking sessions with operators at a different location each session</li> <li>Review annually</li> </ul>	Short-medium term

### Marketing & Promotion Opportunities

Action	Tasks	Timeframe
Accommodation survey	<ul style="list-style-type: none"> <li>Create and finalise template for accommodation survey</li> <li>Develop confidentiality agreement</li> <li>Assess need for third party data collector</li> <li>Determine annual cost of updating visitor data if not done by Council</li> <li>Hold workshop with accommodation operators to explain the purpose of the survey and how it will benefit them</li> <li>Send accommodation survey out on a quarterly basis</li> <li>Review data annually and update</li> </ul>	Short term





Action	Tasks	Timeframe
Accessible Tourism Product Promotion	<ul style="list-style-type: none"> <li>Encourage an industry awareness program</li> <li>Provide information to all industry operators</li> <li>Identify areas where Logan may have a strategic advantage in assisting with accessible tourism product and events</li> <li>Actively seek funding grants to assist in developing accessible tourism events and product if proven viable</li> </ul>	Short-medium term
App for Logan's trails	<ul style="list-style-type: none"> <li>Working with existing trails in Logan, identify the trails and experiences which should be focused on</li> <li>Commission app developer to create trails app for Logan</li> <li>Determine content</li> <li>Test content with industry</li> <li>Roll out app</li> <li>Review annually</li> </ul>	Short-medium term
Continue to leverage and promote to the international education market	<ul style="list-style-type: none"> <li>Determine content showcasing the experiences Logan has on offer which would appeal to the international education market</li> <li>Develop marketing package</li> <li>Roll out package</li> <li>Review annually or as new major experiences are introduced</li> </ul>	Short-medium term
Logan stories	<ul style="list-style-type: none"> <li>Commission researcher</li> <li>Develop the stories of Logan as a destination</li> <li>Assess best ways of profiling stories</li> <li>Roll out stories online or via short film</li> <li>Assess if event can be developed around the stories</li> <li>Review every two years</li> </ul>	Medium term
Packaging of product	<ul style="list-style-type: none"> <li>Determine product options to include which are complementary (in type and quality) and could be effectively packaged together to offer bookable packages to visitors, rather than just suggested packages</li> <li>Identify package options</li> <li>Identify partners to work with</li> </ul>	Medium term
Tourism awareness campaign for locals	<ul style="list-style-type: none"> <li>Develop tourism awareness campaign to promote the importance of tourism to the community</li> <li>Determine online mechanisms for promotion</li> <li>Roll out campaign and assess responses</li> </ul>	Short-medium term
Tourism awareness campaign for the VFR market	<ul style="list-style-type: none"> <li>Develop tourism awareness campaign which specifically targets the VFR market to Logan and encourages them to participate in the various paid experiences Logan offers</li> <li>Determine online mechanisms for promotion</li> <li>Roll out campaign and assess responses</li> </ul>	Short-medium term
Way finding signage	<ul style="list-style-type: none"> <li>Undertake development of a signage strategy to investigate upgrades and new directional and interpretative signage required</li> <li>Test with industry</li> <li>Investigate signs to be reskinned</li> <li>Investigate placement of new signs required</li> <li>Cost all options</li> <li>Develop rollout program</li> </ul>	Medium-longer term
Website for Logan Art Gallery and art trails	<ul style="list-style-type: none"> <li>Develop holistic digital strategy to investigate linking website, digital visitor information services and any mobile apps</li> <li>Complete visitor journey mapping to identify how, when and what types of information visitors are looking for regarding Logan</li> <li>Commission website developer</li> <li>Test draft website with tourism industry and art sector</li> <li>Refining and rolling out</li> <li>Review annually</li> </ul>	Short term



# #visitlogan

## For more information:

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