

Economic Development Strategy 2022–2027

Logan's economy is everyone's business





Spirits of the Red Sand at Beenleigh - Aboriginal Dinner show experience



Table of contents

Executive summary	4
Our economic development vision	5
Our strategic directions	5
Our economic principles and goals	5
Introduction and process	7
Strategic alignment	11
The economy of the City of Logan	14
City of Logan, Queensland	17
Economic development vision	26
Strategic directions and strategies	28
STRATEGIC DIRECTION 1: Business support: every business matters	30
STRATEGIC DIRECTION 2: Investment attraction: anchors for industry and job development	34
STRATEGIC DIRECTION 3: Emerging industries: capitalising on strengths and growth opportunities	38
STRATEGIC DIRECTION 4: Youth pathways: unlocking Logan's future	42
STRATEGIC DIRECTION 5: Place development: placemaking and improved amenity	46
Snapshot of strategic directions and objectives	50

This strategy was developed with the support of SGS, Griffith University and the University of Queensland.

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.



Global Food Markets at Logan Central

Executive summary

There is a high level of business and community confidence in the City of Logan's economic future.

Logan's economy has grown steadily over the past decade. While manufacturing and construction sectors have shrunk, they remain among the top local contributors to Gross Domestic Product. Manufacturing remains the largest export earner and construction is the leading employment sector.

Over the same period, there has been strong growth in health care and social assistance, as well as a shift towards professional, scientific and technical services, and education and training. While the city is home to a host of major companies, the vast majority of employers are small businesses.

To maximise economic growth and prosperity, the City of Logan must nurture new businesses and grow existing ones. Growing from within is critical to creating sustainable jobs, retaining local wealth, and strengthening the local business community. New businesses also create more employment opportunities.

Investment attraction is critical, to finance new industries and enhance existing ones. Evidence indicates it can be challenging for existing businesses to attract highly-skilled workers to Logan. Investment attraction will help address this gap by attracting firms with a highly-skilled workforce.

The City of Logan must capitalise on emerging sectors that align with local economic ambitions. For Logan, these include creative and entertainment industries; circular and low-carbon economy; care economy; manufacturing, technology, research and development; and tourism.

Logan's young and culturally diverse population sets it apart from most economies in Australia, where an aging population is typically the norm. This gives Logan a significant economic advantage. This pipeline of talent and ambition can be harnessed for economic and community development.

Logan's economic future will be underpinned by the success of its key activity and employment centres.

The City of Logan has an opportunity to build on its unique combination of strengths and position itself as a leading local economy in Australia. Achieving that requires effort and energy by government, industry, businesses and the community.

Our economic development vision

Turning opportunity into reality

The City of Logan is a thriving and prosperous economy. It's a destination of choice for business, investment and talent. Here businesses grow and flourish, supported by a forward-thinking community that embraces opportunity.

Logan's economy is everyone's business, with Council leading the way. Logan City Council is an enabler, facilitator and promoter of economic development. We turn opportunity into reality.

Our strategic directions

- 1 Business support:**
every business matters
- 2 Investment attraction:**
anchors for industry and job development
- 3 Emerging industries:**
capitalising on strengths and growth opportunities
- 4 Youth pathways:**
unlocking Logan's future
- 5 Place development:**
placemaking and improved amenity.

Our economic principles and goals



Sustained growth:

Growth in the value of the economy will, year on year, be greater than population growth, ensuring an increasing living standard for residents.



Valued jobs:

The share of jobs that are full-time and provide above average incomes will increase year-on-year.



Pathways to employment:

The youth unemployment rate will fall until it reaches comparable levels to the state average.



Innovation and technology:

Local businesses will transition to more advanced methods and use technology to boost productivity and growth.



Economic inclusivity:

The number of locally owned small-to-medium enterprises will increase.



Local wealth building:

The institutions of Logan, including Council, will enhance local wealth by building local capabilities and increasing the share of spending in local supply chains.



Vibrant places:

City centres and precincts are attractive and engaging places that sustain business and investor confidence.



FLOWERHUB at Slacks Creek

Introduction and process

Logan's economy is everyone's business

Thriving, sustainable communities are built on strong economies.

With a population nearing 342,000 and a land area of 957 square kilometres, the City of Logan is one of the largest and fastest-growing cities in Australia. Our growing community is expected to increase in coming decades, with modelling in the South East Queensland Regional Plan predicting it will exceed 500,000 people by 2036.

We're a young and diverse city, home to people from more than 217 cultural backgrounds. Around 50 per cent of our population is aged 30 years or younger.

Given our location, young population and available workforce, Logan is well placed to strengthen its position as a major economy in South East Queensland.

We're a city of mavericks, makers and innovators. Our city has strong commercial, retail, manufacturing and transport/logistics precincts. We have a maturing innovation-based economy, and continued jobs growth in construction, warehousing and logistics, and health sectors. Culture, heritage and diversity is in our DNA, and our reputation is growing as a place for unique food, cultural and nature-based tourism experiences.

Growth in gross regional product and job numbers are important – but they are not all that matter to us. Successful economic growth also brings a higher quality of jobs, broader training and career pathways, and increased innovation, economic inclusivity and local wealth building. Most importantly, it improves the quality of life for everyone who lives and works here.

That's why Logan's economy is everyone's business.

Council's role

We are transforming the City of Logan economy on behalf of our community.

Local government has long had an important role in economic development. We work at a grassroots level

and have a unique understanding of the needs and opportunities in our business sectors.

We're able to turn opportunity into reality for our city. We are catalysts for growth and innovation. We seek, attract, support and enable economic prosperity, and position our city as an emerging centre of economic excellence in South East Queensland.

As a council, we proactively build, nurture and connect opportunities to our business community. We are developing the City of Logan as a place renowned for its thriving commercial, investment and development potential. It is also growing in reputation as a place where scaling ventures come to grow.

We empower businesses and drive economic prosperity through tailored, expert economic support and guidance.

Collaboration and engagement

As a council, we regularly engage with our community and stakeholders through online platforms, events, and summits. We are a leading voice in collaboration efforts with other regional councils, as well as with the Queensland Government and Australian Government. We also bring together formal and informal community and business networks.

We take ownership of this strategy and our role in strengthening the City of Logan economy. We will build partnerships to deliver projects and programs and monitor outcomes. A core part of this is maintaining and expanding cross-sector relationships for investment, business development and jobs growth.

Process

The Logan City Council Economic Development Strategy 2022-2027 was created through a process involving economic analysis, consultation and co-design.

Economic analysis¹

We developed an economic evidence base with SGS, Griffith University, the University of Queensland and other strategic partners. We used data and community consultation to inform strategy planning.

¹See Background Economic Analysis Report for details on the structure of the City of Logan's economy.

Consultation and co-design

Council created a co-design panel comprising community and business leaders, who were invited to help draft the strategy. Panel members came from a variety of backgrounds including industry and business, government, health and education. They brought enormous energy to the process and a strong commitment to the communities of Logan.

Figure 1 is an illustration of economic development opportunities identified by the co-design panel during a workshop in July 2020.

We hosted 8 themed and place-focused economic roundtables to capture city-wide input. More than 100 community and business stakeholders attended and shared their ambitions and ideas for economic development in the City of Logan. An additional roundtable was held with students from several local high schools. This session was particularly inspiring, with Logan's young people sharing their aspirations and ideas for the economic future of their city.

The co-design process ensured the strategy was drafted from a whole-of-community perspective. It delivered insights that might not have otherwise been revealed by statistical analysis alone. The strategic directions at the heart of this strategy came directly from the opportunities and ambitions expressed by co-design and consultation participants.

Figure 1 — Opportunities for Logan as brainstormed by the co-design panel in July 2020



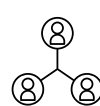
Consultation activities



**Place-focused
economic
round tables**



**Round table
with high school
students**



**Co-design
panel**



Figure 2 — Council's partners in delivering economic development outcomes for the city.

Consultation findings

There is a high level of business and community confidence in Logan's economic future.

This was a dominant theme across all consultation activities, even in the context of the COVID-19 pandemic. There was constant reference to strong collaborative

activities across Logan's business, education, government and non-government sectors, and a love for the community. There was a strong desire among businesses to support residents through education, training, employment and entrepreneurial opportunities. Below is a summary of strengths, weaknesses and opportunities identified during the consultation process.

Table 1: Common economic strengths, weaknesses and opportunities

Strengths	Weaknesses	Opportunities
The young and diverse population (though currently underused, this can provide a strong base for a large and willing workforce)	Difficult to establish a leading city identity located between Gold Coast and Brisbane	Taking advantage of accelerated urban pattern changes from the COVID-19 pandemic
The diversity, yet cohesiveness of Logan's communities	Unemployment, under-employment and socio-economic disadvantage	The development of a strong identity and brand
The institutions in the city including Griffith University and its Homebase incubator, Queensland TAFE Loganlea campus, Logan Hospital; and Logan's high schools	A lack of clear and easily navigated pathways for education and training, particularly for refugees (pathways can be confusing for young people)	Placemaking and the development of public spaces is an economic driver supporting local businesses and the attraction of workers
The expansion of Logan Hospital and the Meadowbrook Master Plan	Fragmentation of service delivery across all government, not-for-profits and private sector	Capitalising on diversity and cultural assets
The strategic location of Logan at the intersection of major transport corridors	Poor quality digital infrastructure	Developing innovations and growth in social services, health care and the National Disability Insurance Scheme
The transport infrastructure investment flowing into the city	An over-reliance on car transport, traffic congestion and the dominance of centres by car parking	Improved education to employment pathways for new residents and young people
Clustering of businesses is beginning to occur, which then acts as an attraction for new businesses to come in	Lack of active and public transport routes between centres	Young people who want to work in creative projects that celebrate the cultures of Logan, industry 4.0 and in a low-carbon and circular economy
Affordability, for both employment land, housing and living costs	A lack of dining options and nightlife	Stronger relationships between businesses and Council where they do not already exist
Well-networked government (local and state) and strong local political representation	Difficulty in attracting highly-skilled workers to locate in Logan	The creation of governance arrangements for centres to deliver well-planned development
Council's strategic planning work relating to the development of centres	The heavy presence of franchises and corporations, rather than small businesses in town centres	The development of recreational trails, food trails, music festivals and sporting and cultural events for tourism
Large and capable local council	The lack of accommodation for the hospital, tourism and events	Residents to invest, shop, work and play in Logan, not just live

Strategic alignment

How the Economic Development Strategy fits within Council's strategic framework

The Economic Development Strategy 2022-2027 aligns with and reflects the Logan City Council Corporate Plan 2021-2026. It also reflects the economic aspirations of the Logan Community Vision.

Figure 3 – Strategic alignment

Logan Community Vision



**Logan City Council 2021-2026
Corporate Plan**



**Economic Development Strategy
2022-2027**

Supporting strategies, policies and plans

- Logan Destination Management Plan 2018-2022
- Logan Plan 2025
- City Futures Strategy 2018-2022
- Buy Logan policy
- City Centre Implementation Plans
- Carbon Reduction Strategy and Action Plan
- Climate Resilience Strategy
- Arts, Culture and Heritage Strategy 2018-2022
- Libraries Learning and Discovery Strategy 2019-2023



Logan Community Vision

The Economic Development Strategy 2022-2027 was developed in parallel with the Logan Community Vision and the Logan City Council 2021-2026 Corporate Plan.

Through an extensive engagement process, the City of Logan community developed the vision:

‘Logan is a thriving, forward-thinking community, building a smart future by embracing innovation, diversity and equality for all. No matter where you're from, you're welcome in Logan.’

Through the visioning process, the community articulated 9 themes considered important to deliver on in the next 10 years. The Economic Development Strategy 2022-2027 touches on several of these themes.

Of particular significance is the community's vision for 'innovation and employment':

‘We are the innovation centre of Queensland. Our community thinks outside the box. We are entrepreneurs, industry leaders and innovators. We create pathways for inclusive employment. We motivate job creation opportunities to meet our diverse community's needs. We are a smart city that embraces technology and emerging industry. Our manufacturing sector and businesses create employment, keeping jobs local and building our local economy’

The Economic Development Strategy 2022-2027 reflects that vision.

Logan City Council Corporate Plan 2021-2026

The Logan Community Vision guided development of the Logan City Council 2021-2026 Corporate Plan.

The corporate plan is central to how Council sets its strategic direction. It outlines how Council resources will be allocated and provides a guide for prioritising and delivering programs in the short, medium and long term.

The corporate plan considers the long-term vision created by the community and then sets a clear plan on how to deliver on community needs in a sustainable way.

Focus Area 5 of the Corporate Plan – economy and growth – is part of Council's response to the Logan Community Vision's broad themes of youth, community, and employment and innovation.

As a key supporting strategy to the Corporate Plan, the Economic Development Strategy 2022-2027 seeks to address the key priorities under the focus areas.

Our city is unique in terms of its economy and growth. We will support and directly contribute to long-term economic growth by supporting local jobs and investment opportunities. We will help to build local wealth and balance the challenges associated with population growth by enhancing community lifestyles and environment.

FOCUS AREA 5: Economy and growth – Logan City Council Corporate Plan 2021-2016

Supporting strategies, policies and plans

Logan Destination Management Plan 2018-2022

The Logan Destination Management Plan 2018-2022 sets out how Council plans to manage and develop the visitor economy. Unlike traditional tourism strategies, which tend to focus on marketing, the Destination Management Plan is more comprehensive, focusing on product development, planning requirements, industry development, as well as marketing. The City of Logan is a developing tourism destination, and tourism is identified as an emerging sector, with opportunities identified across sports-based tourism activity, cultural-based tourism and culinary/food tourism.

Logan Plan 2025

Over the next 15 years, Logan will be one of the fastest growing areas in South East Queensland, with the population to exceed 500,000 by 2036. Council will deliver a new Logan Planning Scheme in 2025 to ensure the next phase of growth is well managed. The new planning scheme will help ensure the City of Logan remains a highly desirable place to live and work by guiding land use, delivering and planning for infrastructure, and protecting what the community values, such as the environment, safety, and heritage.

City Advocacy Strategy 2021-2024

The City of Logan's growth will bring complex challenges, including the need to meet an increasing demand for infrastructure. Council is ideally placed to understand community concerns and aspirations and co-develop appropriate services and infrastructure that meet their needs. Delivering some of these infrastructure and service delivery solutions will require Council to advocate for

action by the Queensland Government and Australian Government. The City Advocacy Strategy 2021-2024 provides the framework for Council to plan and deliver advocacy activities, ensuring priorities are clear and actions are coordinated and appropriately resourced.

City Futures Strategy 2018-2022

The City Futures Strategy is Council's commitment to promoting innovation, leveraging new technology, and welcoming collaboration to help build the city's future. The strategy was developed in consultation with the community and aligns with the Australian Government's Smart Cities Plan.

Buy Logan policy

Council adopted a Buy Logan policy to maximise opportunities for local businesses when bidding for contracts. The policy aims to support local businesses by providing more opportunities for growth and job creation. As of January 2021, Council had increased its local spend to 47 per cent.

City Centre Implementation Plans

The City of Logan is home to a network of activity centres that play an important role that is complementary and integral to the economic success of the City of Logan. Council hosted 6 City Centre Summits to explore and identify the opportunities for actions by government and the private sector to unlock the economic and place-making potential of these centres. Following the summits, key outcomes were endorsed by Council. These informed implementation plans that identify priority projects for Springwood, Beenleigh, Logan Village, Logan Central, Meadowbrook and Jimboomba. Council has committed a total budget of \$24 million to deliver on some of the short-term priority projects that were key outcomes from the city centre summits.



The economy of the City of Logan



Growth

The City of Logan's economy has grown \$2.9 billion since 2010, and in 2020 had a Gross Regional Product (GRP) value of \$13.32 billion.

The city's economy (Gross Regional Product) has generally performed in line with the Queensland economy (Gross State Product) over the past 2 decades, although growth has outperformed the state since 2016. The Gross Regional Product growth rate in Logan hit almost 6 per cent in 2018.

Apart from 2016, the city's economy has grown steadily – rather than vigorously – since 2010. Over that time, the average annual economic growth rate has been 2.5 per cent.

Since 2002, the city has only slipped into recession once, in 2010, and narrowly avoided a local recession in 2020. Even with the forced closure of businesses due to the COVID-19 pandemic, the Logan economy maintained its size and has since resumed growing.

In per capita terms, Logan has endured more recessionary periods. The GRP growth rate was smaller than population growth in 2009, 2010, 2013, 2015 and 2020. Population growth has been a positive factor in the economic performance of the city.

Figure 5 – Annual Gross Regional Product (GRP) and population growth



Industries

The largest industries in Logan in terms of contribution to GRP (value added) are:

- health care and social assistance
- construction
- manufacturing
- retail trade
- education and training
- and wholesale trade (see Figure 6).

Some of these, particularly health and retail trade, are strongly linked to the growth and profile of the region's population. Construction is related to population growth, but Logan's construction firms also service the wider region. Manufacturing is the traditional strength of the city.

Logan has a lower contribution from knowledge-intensive industries like professional services, financial and insurance services or information, media and telecommunications. The visitor economy is embedded in a range of sectors, including accommodation and food services, transport and art and recreation.

Spatially, industries cluster in different locations across the city.

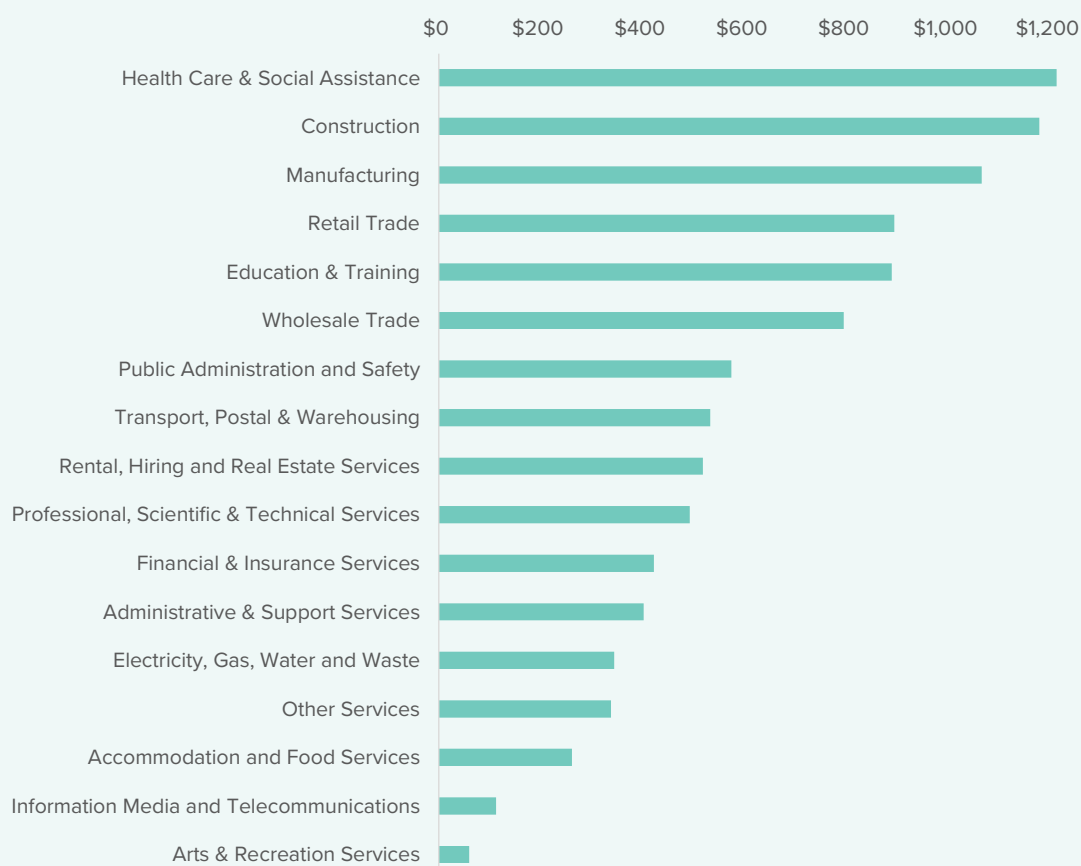
Logan Central, Beenleigh, Loganholme and Browns Plains are centres for household servicing industries like retail and food services. Logan Central is also the administrative centre for the city.

Meadowbrook has a cluster of institutions that contribute significantly to the health care and education sectors. The largest cluster of economic activity in manufacturing is in Crestmead. Logan also has agricultural production in the rural and semi-rural areas.

Crestmead and Berrinba house the largest clusters of economic activity in transport and warehousing. Logan is a transport and logistics hub for the wider region, with significant ongoing investment.

Professional services have clustered mostly in Springwood and the neighbouring centres of Underwood and Slacks Creek. This area has great transport links to Brisbane and the Gold Coast and opportunities for growth.

Figure 6 – Industry contribution to GRP in 2020 (\$ millions)



City of Logan, Queensland



Key Centres

- Beenleigh
- Browns Plains
- Jimboomba
- Logan Central
- Logan Village
- Meadowbrook
- Springwood

Industrial and commercial zones

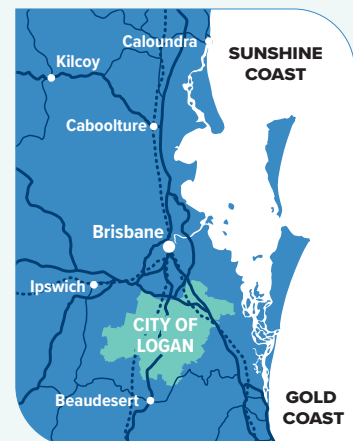
- Berrinba
- Crestmead
- Kingston
- Loganholme
- Meadowbrook
- North MacLean
- Park Ridge
- Slacks Creek
- Underwood

Proximity to Major Roads

- Pacific Motorway (M1) (M3)
- Ipswich Motorway (M2) (M7)
- Logan Motorway (M2) (M6)
- Gateway Motorway (M1) (M2)
- Mt Lindesay Highway (13)
- Centenary Motorway (M5)

Priority Development Areas

- Greater Flagstone
- Yarrabilba





Our economic structure

Over the past decade, the dominant trend in Logan's economic structure has been the shrinkage in manufacturing and construction, and the strong growth in health care and social assistance (see Figure 7). There has also been a shift towards professional, scientific and technical services, and education and training.

The data suggests that Logan's economy is moving away from being a city focused on 'making things' and becoming more concerned with a broad portfolio of service-based industries.

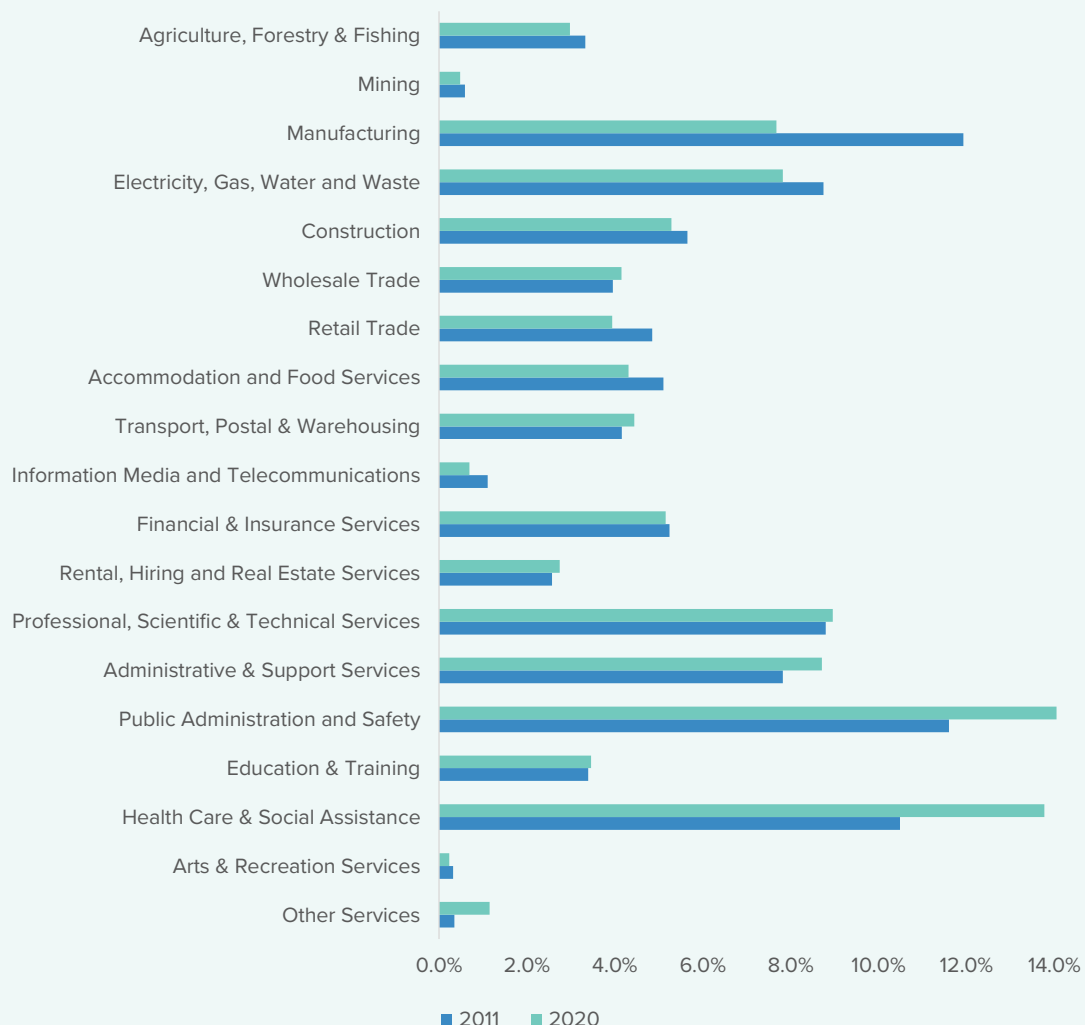
However, it's important to not exaggerate this shift.

Manufacturing is still the largest export earner for the city and third largest contributor to GRP. Some of the shrinkage in terms of value and employment in manufacturing may not reflect what is happening in reality.

Many functions once carried out within manufacturing firms are now outsourced to specialist businesses.

This includes marketing, design, aspects of financial management and strategic planning – other sectors that have seen growth. This ongoing restructuring of the economy creates an opportunity for the city.

Figure 7 – Industry structure 2011 v 2020



Our businesses

The City of Logan has high rates of business ownership, with around 23,000 small businesses (those employing less than 20 staff) and sole traders. The city is also home to a host of major companies.

This vibrant economy includes people starting a business from home and community enterprises. Many people, including migrants and young people, are working together to create start-ups to create their own enterprises and employment opportunities.

Logan is also home to innovative technology firms with global markets, and large-scale traditional exporters.

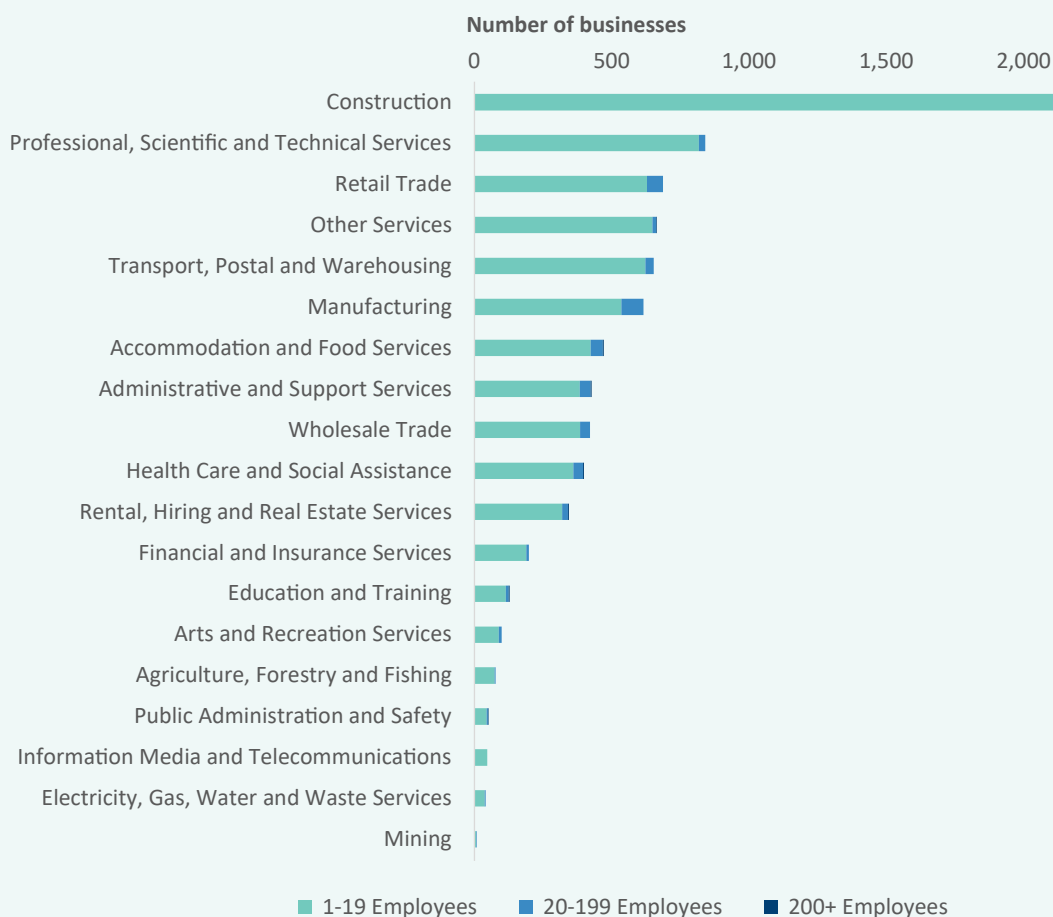
Around 8,400 businesses registered in Logan have employees (see Figure 8). The vast majority are small businesses (one to 19 employees). Construction is the largest employment sector. Manufacturing, alongside construction, has the largest amount of small and medium-sized businesses (20 to 199 employees) with more than 80 businesses in each industry. There are 22 large businesses (more than 200 employees) registered in Logan.

At the other end of the business size spectrum are the many people who operate businesses from home, or are sole traders in construction, health or transport. The number of people working from home or working as a sole trader using new technologies is increasing, this has been heavily influenced by the COVID-19 pandemic.

The health of Logan's businesses and their ability to grow, employ people and develop products is of critical importance to the city's economic development aspirations. Varying internal and external factors come together to impact a business's overall position, financial health and growth prospects.

A financial risk analysis for Logan (SGS Economics and Planning, 2019) found that businesses at a high-risk of failure are 1.65 times more prominent in Logan than nationally. At-risk businesses are most commonly found in the construction, retail trade and manufacturing sectors, which are some of Logan's most important economic drivers.

Figure 8 – Business sectors with highest numbers of employees in Logan (2020)



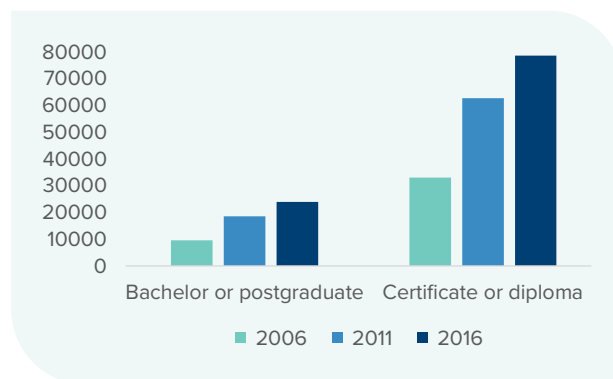
Our workforce

The City of Logan has a large and culturally diverse population across a wide geographic area, from the heavily populated north and east of the city through to the semi-rural or rural communities of the west and south. Today, Logan's community is very large by Australian local government standards, with a population of nearly 342,000. The city is home to people from 217 cultural backgrounds who speak more than 50 languages. Logan people are proud of their heritage and cultural traditions.

Businesses in the city have access to a large skilled workforce in Logan, as well as from neighbouring cities Brisbane and the Gold Coast. Logan residents can also access employment opportunities in the wider region.

There is a low proportion of residents in Logan who have a higher education degree, and a broad base of residents who have a certificate or diploma. This reflects Logan's long-standing tradition as a centre for industry and manufacturing. The Logan community is becoming more educated. The number of people with a post-school qualification is growing strongly, at an average compounded rate of 9 per cent a year since the 2006 Census. This is higher than the growth rate in population. The number of people in Logan with a formal qualification has more than doubled between 2006 and 2016 (see Figure 9).

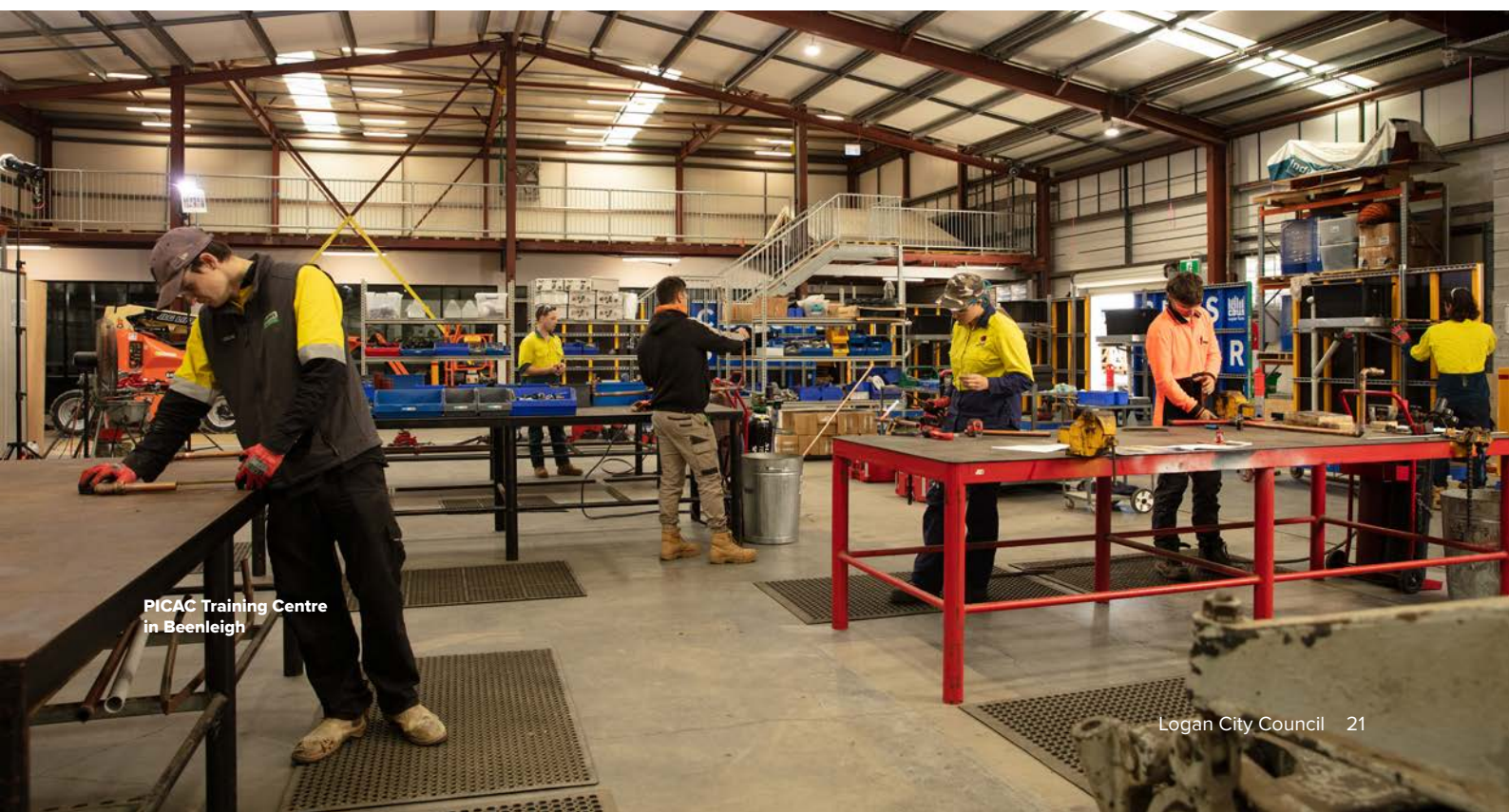
Figure 9 – Number of people in Logan with a post-school qualification



The City of Logan is also a young community, with the median age (34) lower than the median age in the rest of Queensland (37). Logan's young and diverse population sets it apart from most economies in Australia, where an aging population is typically the norm. This gives Logan a significant economic advantage. This pipeline of talent and ambition can be harnessed for economic and community development.

Unemployment is notably high in areas of Logan, particularly around Logan Central, Kingston, Woodridge and Beenleigh. Logan's unemployment rate has been increasing over recent years, from 5.5 per cent in March 2017, to 7.9 per cent in June 2019 and 9.1 per cent in June 2021 (Australian Government, 2021).

Youth unemployment is an area of focus for the community. In April 2020, the youth unemployment rate was 20 per cent, before falling back to 17.6 per cent in June 2021 (Queensland Government, 2021).



PICAC Training Centre
in Beenleigh

Major projects

Snapshot of major public and private projects in the City of Logan.



South West 1 Industrial Estate, Berrinba

- Initiative of Logan City Council to draw industrial sector investment and jobs to the city
- Close proximity to the M1 and Logan Motorway
- Home to companies including Phoenix Transport, National Tiles, PACCAR, GMK, Avery Dennison, Huhtamaki and Sigma Pharmaceutical



Crestmead Logistics Estate, Crestmead

- \$1.5 billion development and the largest industrial estate in the city's history
- To be developed over 5 years by Pointcorp, delivering 650,000 square metres of warehousing, business, logistics and manufacturing space
- Stage 1 to be developed by Singapore's Mapletree Logistics Trust into a \$440 million 200,000 square metre world-class logistics park
- First buildings due to be operational in 2022



Distillery Road Market, Eagleby

- 17,000 square metre site under development
- Will house finely curated retail offering including fresh food markets and go-to eateries and restaurants
- Several offerings successfully operating in 2021



Kingston Butter Factory Cultural Precinct, Kingston

- The City of Logan's new iconic arts, entertainment and cultural heritage precinct, due to open early 2022
- Features a reimagined historical butter factory building incorporating a new blackbox-style theatre and rehearsal space, and the Logan Living Museum
- Precinct includes a purpose-built 5,000-capacity outdoor event space



Riverine Discovery Centre, Eagleby

- Planned multi-million education facility and tourism destination overlooking the Albert River
- Will feature outdoor nature-based activities, interactive displays and environmental opportunities, community hub, café, river-viewing dining and commercial water-based activities
- Was identified as a game-changing project in the Logan Destination Management Plan, estimated to add up to \$1 million annually to the local economy through visitor spending



Rosia Park, Park Ridge

Opportunities over the next 10 to 20 years for a regional AFL facility, wheeled sports precinct including an inline skating banked track, and facilities for nature-based play and recreational trails network (identified in the Rosia Park Master Plan)

Part of Council's plan to grow Logan's sporting events calendar and attract thousands of visitors to contribute to the city's visitor economy



The York, Beenleigh

- Beenleigh's first new commercial office building in the last decade
- Spans 7 stories and has 4,750 square metres of premium workspace, plus study or home office space opportunities
- First tenants in place in 2021



City Centre Implementation Fund projects

- More than \$24 million committed by Council to progress priority projects in 6 key activity centres: Beenleigh, Jimboomba, Logan Central, Logan Village, Meadowbrook and Springwood
- Projects identified from the key city centre summit outcomes
- Additional project funding was allocation through successful grant funding allocations by the Queensland Government and Australian Government
- Some of the priority projects being delivered include:
 - » creative shade solution and a big screen in Beenleigh Town Square
 - » upgrades and embellishments to the Logan Village Green, including new adventure playground streetscape upgrades and improved connections across all the centres
 - » creative lighting projects in Jimboomba and Meadowbrook.

Infrastructure investments

Below is a snapshot of key public and private infrastructure investments in the City of Logan

Logan Enhancement Project

- \$512 million project completed in August 2019 by Transurban
- Reduced travel times and enhanced connectivity with other major road networks
- Has improved freight productivity and boosted commercial activity along the City of Logan's major industrial corridor

Pacific Motorway M1 Upgrade

- \$749 million upgrade funded by the Queensland Government and Australian Government
- Includes the Eight Mile Plains to Daisy Hill section of the motorway and the extension of the South East Busway from Eight Mile Plains to Springwood, which carries more than 150,000 vehicles a day and is projected to carry around 202,000 vehicles a day by 2041

Logan Hospital expansion

- One of Queensland's largest hospital expansions
- Will deliver a 48 per cent increase on the existing bed capacity (206 beds) and treatment spaces as well as upgraded services across the hospital
- More than 1,000 jobs supported during construction, with services progressively coming online until expected completion in 2024

Priority Development Areas Infrastructure Agreement

- \$1.2 billion agreement signed by Council and private developers to build essential infrastructure in Logan's Priority Development Areas Yarrabilba and Greater Flagstone
- The largest agreement of its kind in Australia

Logan and Gold Coast Faster Rail

- Queensland Government initiative involving pre-construction activities to investigate duplicating the 19 km section of existing rail track from Kuraby to Beenleigh
- A critical first step in providing faster, more efficient passenger rail services from Brisbane to the Gold Coast
- Expected to start in mid 2023 and is support 760 direct and indirect jobs
- Will also include upgrades to stations and the relocation of Loganlea train station



Loganlea Road at Meadowbrook, home of Logan Hospital and growing health and wellbeing precinct.



Economic development vision

The vision

The Economic Development Strategy 2022-2027 was developed in parallel with the Logan Community Vision and the Logan City Council 2021-2026 Corporate Plan.

Our economic development vision for the City of Logan reflects the intent of those documents.

The City of Logan is a thriving and prosperous economy. It's a destination of choice for business, investment and talent. Here businesses grow and flourish, supported by a forward-thinking community that embraces opportunity.

Logan's economy is everyone's business, with Council leading the way. Logan City Council is an enabler, facilitator and promoter of economic development. We turn opportunity into reality.

We will build on the City of Logan's existing strengths. Our vision is to foster economic development that is inclusive and cross sectoral. No matter the industry,

every business is important. We will enable growth by carefully planning and investing in future infrastructure needs. Infrastructure will be innovative and scalable. We will embrace technology and emerging industries. That includes the care economy, advanced manufacturing, the circular and low-carbon economy, tourism and creative and entertainment industries.

The local economy will sustain the communities of Logan by creating pathways for inclusive employment and nurturing young people's talent to provide pathways for success. We will enhance long-term sustainability through a strong response to the climate change challenge.

Economic principles and goals

We will measure our success beyond the usual metrics. Gross Regional Product and job numbers are important. But so too are job quality, training and career pathways, innovation, economic inclusivity and local wealth building.

Council does not have exclusive influence on the below metrics. However, these metrics are a good indicator of economic growth. They can serve as a yardstick to be used in conjunction with specific key performance indicators/key success factors in our Economic Development Implementation Plan.



Vu Tran, co-founder of Go1 - one of QLD's first 'unicorn' tech companies, based at Underwood

**Sustained growth:**

Growth in the value of the economy will, year on year, be greater than population growth, ensuring an increasing living standard for residents.

**Valued jobs:**

The share of jobs that are full-time and provide above average incomes will increase year-on-year.

**Pathways to employment:**

The youth unemployment rate will fall until it reaches comparable levels to the state average.

**Innovation and technology:**

Local businesses will transition to more advanced methods and use technology to boost productivity and growth.

**Economic inclusivity:**

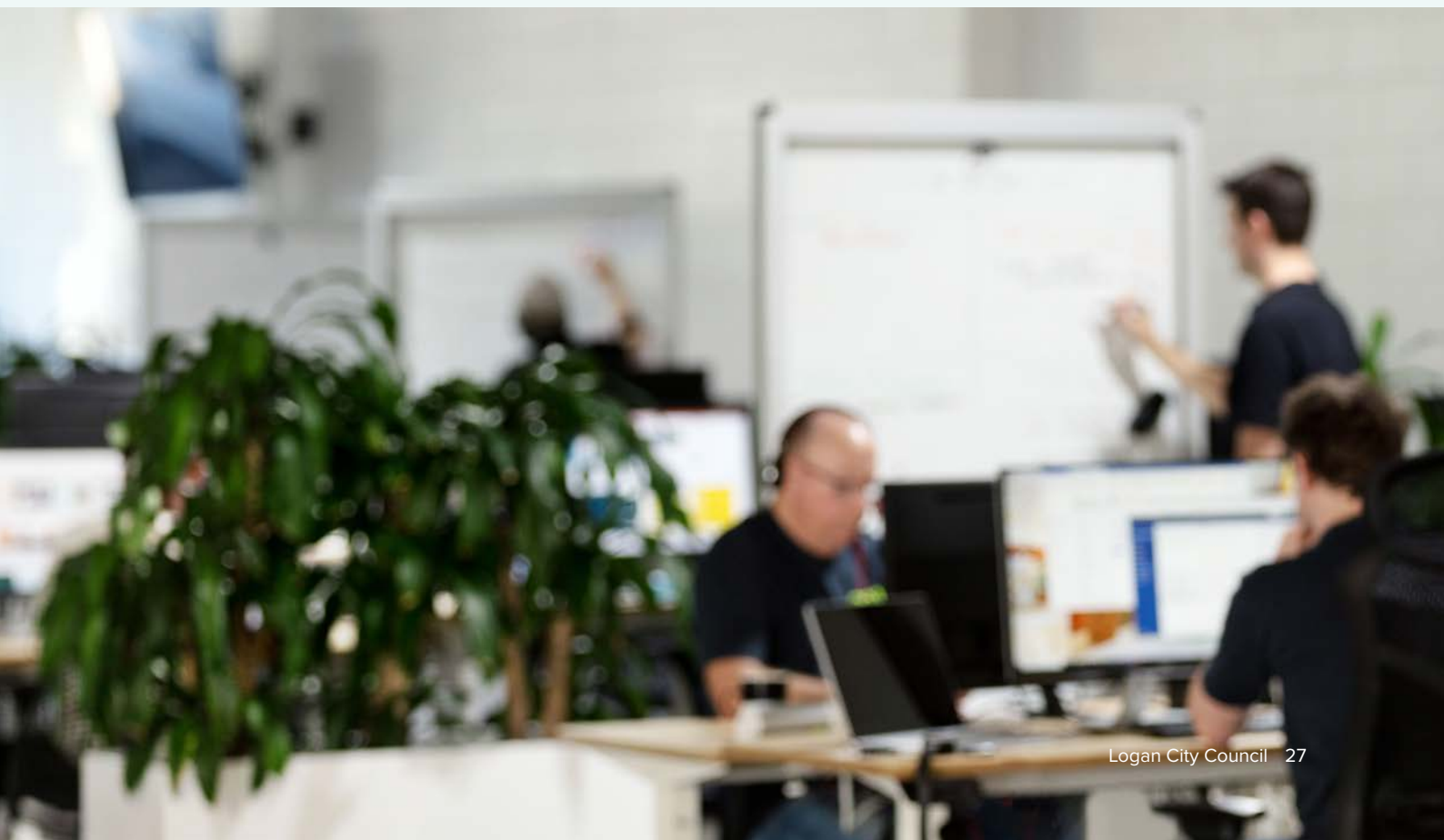
The number of locally owned small-to-medium enterprises will increase.

**Local wealth building:**

The institutions of Logan, including Council, will enhance local wealth by building local capabilities and increasing the share of spending in local supply chains.

**Vibrant places:**

City centres and precincts are attractive and engaging places that sustain business and investor confidence.



Strategic directions and strategies

Strategic direction and strategy planning

This strategy is underpinned by 5 strategic directions.

These were developed as a core part of the co-design process with local businesses, community members and Council officers. Opportunities and strategies were developed by those who would be impacted and by those who have agency in bringing about economic transformation for Logan.

Strategies were developed and discussed with business leaders, anchor institutions and others in the community, as well as officers across Council departments.

This will ensure economic development in Logan is inclusive and cross-sectoral and that transformation can occur with the energy and expertise of local people.

Council is an enabler of economic development. We do not have the scope of authority or remit to implement

all the actions needed to transform Logan's economy as envisioned in this strategy. We need partners and the energy of local change agents to develop and implement this strategy and achieve our shared economic vision.

Strategic directions

The strategic directions for developing Logan's economy are based on:

- background economic analysis
- best-practice economic development theory
- ideas from our community.

These 5 strategic directions represent Council's core economic development priorities in working towards achieving the overriding vision and goals of this strategy.

Each strategic direction has aspirations and strategies that can be pursued by the community, businesses and Council, as well as other stakeholders including the Queensland and Australian Governments.

Areas of collective opportunity to meet our economic vision and targets

- 1 Business support:**
every business in Logan matters
- 2 Investment attraction:**
anchors for industry and job development
- 3 Emerging industries:**
capitalising on strengths and growth opportunities
- 4 Youth pathways:**
unlocking Logan's future
- 5 Place development:**
placemaking and improved amenity.



Business support: every business matters



Home-based business BathCalm at Yarrabilba

Economic rationale

The key to driving local economic growth is nurturing new businesses and growing existing ones. With the right support, these businesses will grow employment, adopt innovative processes and practices and increase their markets.

Growing from within helps build long-lasting prosperity, as local businesses are more likely to:

- be committed to the local area and think about their community when employing and making operational decisions
- retain wealth within localities by having local ownership, as opposed to profits leaving Logan to external shareholders
- support other local businesses through procurement, networking and other support.

Council is well positioned to help new and existing businesses through a range of business support programs that aim to:

- enhance business resiliency
- grow the home-based and micro-business sector
- grow export capabilities of Logan businesses
- encourage adoption of circular economy and low carbon processes
- expand advanced manufacturing processes
- expand Logan's innovation economy.

Situation analysis

Council provides low, or no-cost support services for local businesses of any size, industry, and stage of their growth journey.

We support businesses through best-practice small business support services and integrated client management.

As a core service for local businesses, we offer free one-on-one consultations, relocation or expansion advice, export support, assistance with finding local staff, access to resources and up-to-date market information. We also deliver numerous events and workshops each year to help businesses grow and thrive. We offer advice on site selection and navigating the city's licensing, town planning and development approvals processes.

We have relationships with all levels of government, as well as with industry groups, regional, state and international chambers of commerce. Our team of experts also actively refers businesses to programs, grants and other support services.

Council plays a significant role in economic recovery, providing individual support and essential information to businesses during the COVID-19 pandemic and natural disasters.

Council is committed to developing competitive local businesses and industries. We provide a governing procurement framework to maximise opportunities for local businesses when bidding for contracts. To further help businesses understand the range of procurement opportunities available, we deliver public information sessions on our procurement policies and intentions.



Transformational aspirations

- The City of Logan drives economic and business growth from within.
- Council is recognised as a leader of small business support services and integrated client management.

Strategies to pursue direction

STRATEGIC DIRECTION 1

Strategy	Objectives
Expand targeted and innovative initiatives that to drive economic advancement and sustainability	Enhanced business resiliency
	Growth in the home based and micro business sector
	Growth in export capability
	Adoption of circular economy, resource recovery, and low carbon processes
	Adoption of advanced manufacturing processes
Enhance business client experience across Council	Expansion of the innovation driven economy
	Services are utilised and valued by businesses in their growth journey
	Improved coordinated Council project support to investors and business



STRATEGIC DIRECTION 2

Investment attraction: anchors for industry and job development



B&C Plastics at Meadowbrook

Economic rationale

External private investment provides capital to finance new industries and enhance existing industries. In the process, this boosts infrastructure and productivity and creates employment opportunities across a broad range of skills and qualifications. External private investment also brings new businesses with connections in different markets into the area, opening additional export opportunities.

Investment attraction efforts in the City of Logan is not sought at the expense of existing local businesses. Many regions focus on investment attraction as the main pillar for economic development. In Logan, investment attraction is used to support efforts to grow from within. For example, business owners report that attracting highly-skilled workers to Logan can be a challenge, and investment attraction can help address this gap by attracting firms with the requisite knowledge, skills and workforce.

In growing our economy, we also need to consider the quality of jobs being attracted. Workers with stable employment drive economic growth through their confidence and spending in the local economy.

Investment attraction will bring in leading firms or research capabilities targeted at emerging industries under strategic direction 3, notably in the care economy, circular and low-carbon economy, creative and entertainment industries, and manufacturing, technology and research and development.

Situation analysis

Council's aim is for the City of Logan to become a destination of choice for national and international businesses looking to relocate or expand. We promote Logan as an ideal location for investment to attract businesses that will increase workforce density in our employment centres and industrial estates.

To support this, Council works to protect and secure sufficient employment lands to:

- service Logan's growth
- strengthen business confidence for investment in existing employment centres
- attract new infill developments (commercial/industrial/retail).

Council has a proactive investment attraction program that aims to secure more than \$70 million of investment and over 400 new or retained jobs in the city each year.

We have developed strong relationships with government departments, developers, investors and other referral partners. This helps us identify leads and secure regional, national and international investment and business expansion opportunities in the city.

We provide key decision-makers with local knowledge, tailored data and market research, and help with site selection and development approvals.

Council also offers incentives for new investments in the city for targeted locations and industries, including:

- manufacturing
- transport and logistics
- health and medical
- professional and business services
- emerging and innovative industries
- industrial biotechnology
- tourism assets/infrastructure
- education and training
- creative arts
- aerospace and defence.

This is supported by annual marketing campaigns and projects that aim to drive leads and position Logan as an ideal place to invest.

Transformational aspirations

The City of Logan is a destination of choice for national and international businesses looking to relocate or expand.

Strategies to pursue direction

STRATEGIC DIRECTION 2

Strategy	Objectives
Expand targeted mechanisms that promote and attract business investment	Investors are identified and matched with emerging opportunities
Increase the workforce density of employment centres and industrial estates (infill development)	Essential employment lands are protected and secured to service Logan's growth
	Strengthened business confidence for investment in existing employment centres
	New infill developments (commercial/industrial/retail) within existing employment centres instigate ongoing renewal





STRATEGIC DIRECTION **3**

Emerging industries: capitalising on strengths and growth opportunities



Textile recycling at BlockTexx, Loganholme

Economic rationale

The City of Logan is located in a major growth region of Australia and has a diverse range of established and developing industries. Capitalising on emerging opportunities that align with local ambitions is critical to the economic future of Logan.

We want Logan to be a thriving location for emerging sectors to establish, grow and flourish. The co-design process for this strategy and statistical analysis revealed emerging industry opportunities for Logan include:

- creative and entertainment industries
- circular and low-carbon economy
- care economy
- manufacturing, technology and research and development
- tourism.

Creative and entertainment industries

The creative and entertainment sector is diverse, made up of artistic and non-artistic sectors, commercially-driven businesses, start-ups and micro-enterprises, individual practitioners, not-for-profit and community organisations, and cultural institutions.

The public value of art and culture is clear. Arts participation delivers a range of benefits for individuals and communities. These range from improved social cohesion to the vital role arts institutions and programming play in the reconciliation process. Economic benefits of creative and cultural infrastructure include employment and economic output, creative and cultural tourism visitation, creative and cultural export earnings and place-making. Due to Logan's young, passionate and diverse community, the city is well placed to grow a nation-leading creative economy. Visitor growth and the night-time economy are important considerations for growing creative industries. Strategies for these are included under strategic direction 5.

The creative and cultural sector has been heavily impacted by COVID-19 pandemic restrictions and associated physical distancing requirements. This includes lost audiences and programs for venues, cancelled gigs/shows/exhibitions, loss of employment for individuals, and the impacts of decline in tourism. Before expanding the sector for the future, there is a need to support creatives and ensure their immediate survival in Logan.

Circular and low-carbon economy

The need to protect the environment, reduce emissions and re-use and recycle creates an economic opportunity for Logan.

Through the codesign and youth engagement process, Logan's young people strongly advocated for a local economy that was green, circular and provided exciting career pathways.

The Australian and international economy is moving towards zero carbon emissions and circular models, with many cities and states developing circular economy strategies in recent years. All states in Australia have a 2050 net zero target and some councils have moved to reach net zero emissions even earlier than this. Logan City Council has committed to being certified carbon neutral by 2022. Cities and businesses that act first can take advantage of the economic opportunities that come from developing new technology and new ways of thinking.

The City of Logan has strengths and emerging expertise in circular economy and low-carbon thinking. This includes Substation 33, Lendlease's Yarrabilba development, a focus on waste and recycling in some of Logan's high schools, and a large manufacturing and logistics sectors. These successes can be built on to develop new ideas and ways of living, with a circular and low-carbon economy front of mind.

Economic growth can be enhanced through the circular and more productive use of natural resources and waste, which fosters innovation and productivity. Other opportunities include creating jobs through investments in climate proofing buildings and infrastructure.

Council has adopted a Climate Resilience Strategy. This ensures the City of Logan is well placed to benefit from economic development opportunities created in response to our proactive climate change resilience commitment.

The care economy

Health care and social services are incredibly important to the people of Logan. This is a major local economic sector, generating more than \$2 billion worth of economic activity². The sector provides jobs, innovation opportunities and export opportunities. The care economy has enormous potential to be a driver of inclusive local economic development.

²Source: SGS Economics and Planning 2021, Australia's Economic Wellbeing dataset. Not published.

The health care sector is one of Australia's highest performing sectors. It can only continue to grow, with an aging population, new technology innovations, digital and tele-health, the rollout of the National Disability Insurance Scheme (NDIS), and new investments.

Large-scale opportunities in the City of Logan include:

- developing a best-practice health and wellbeing precinct at Meadowbrook
- making the City of Logan disability-friendly
- attracting NDIS services.

Smaller-scale opportunities include individuals starting small businesses from home to care for or educate others.

As a market shaper, Council has a crucial role to play in setting a direction for the care economy and using it for inclusive economic development. New and small businesses moving into the health care and social services sectors will benefit from support and guidance. Council has a large role to play in securing investment, attracting skills, placemaking and facilitating networks leading to innovation and local supply chain development.

Manufacturing, technology and research and development

Australian businesses are on a transition towards 'Industry 4.0'. This is characterised by automation through advancing digital technology, notably from the rise of the Internet of Things and artificial intelligence.

In the past, Logan's specialisation was in making goods on a large scale. In the future, the city's specialisation can also include solving bespoke 'problems' and niche and advanced manufacturing. Advanced manufacturing is not the product but the process, with a crossover of knowledge/research and development, and production innovation.

Advanced and intelligent manufacturing will be a key driver of Logan's competitiveness, with exports of renewable energy technology, human pharmaceutical and supplement products, and veterinary pharmaceutical products already emerging as export strengths in the region.

The continued move towards high-value niche manufacturing necessitates an iterative link between research and development, design, manufacturing, logistics and sales. Most of these jobs are knowledge intensive.

Tourism

As more tourists visit South East Queensland, tourism opportunities will emerge for the City of Logan. The Logan Destination Management Plan identifies sporting and cultural events and tourism-related activities that will position the city as a vibrant tourism destination. Most of the sports and cultural visitors to the city are those visiting friends and relatives. With new tourism infrastructure, a strong and targeted events strategy and other tourism assets and visitor experiences to be developed, the city will be able to also attract more business and recreational visitors.

Tourism actions specific to place development are included in strategic direction 5.

Situation analysis

Council supports these emerging industries through a range of initiatives.

Creative and entertainment industries

We have a vision for a community that celebrates its creativity and diversity through arts, culture and heritage. Council's Arts, Culture and Heritage Strategy aims to create a vibrant creative ecology. The Logan Art Gallery, Logan City Council Libraries, Mayes Cottage and the Living Museum of Logan are all key sites for creativity and entertainment. Infrastructure investments include performance spaces and the redevelopment of the Kingston Butter Factory into a cultural precinct.

Circular and low-carbon industry

Our Waste Reduction and Recycling Plan and Carbon Reductions Strategy and Action Plan identify opportunities for circular and low-carbon industry development. We want to maximise the recovery and reuse of waste that has a further or alternative use to the greatest extent possible and feasible. This creates economic development opportunities. Circular economy thinking is also aligned with Council's innovation ecosystem development work and aligns with the green and renewable priority in our corporate plan.

Care economy

We have analysed health care provision in Logan and are pursuing investment to address the gaps in

the market. There is significant investment already occurring, including the Logan Hospital expansion, and other facilities being developed in specific health hubs throughout the city. These developments will act as anchors around which specialists can establish. Regional Development Australia Logan and Redlands has also identified the National Disability Insurance Scheme and the development of an international centre of excellence for disability support, as an opportunity for export development through manufacturing and health service³.

Manufacturing, technology and research and development

We have a clear focus on driving a culture of innovation. Council is considering how the workforce and businesses are changing via initiatives like the Next Generation Employment Lands Study. Advance Queensland has a priority to prepare Queensland's industry for change and take advantage of new technologies, processes and capabilities.

Transformational aspirations

Logan is a thriving location for emerging sectors to establish, grow and flourish.

Strategies to pursue direction

STRATEGIC DIRECTION 3

Strategy	Objectives
Attract and leverage investment in emerging industries	The growth of emerging industries generate high-value, high-skill employment opportunities
	Enabling infrastructure is in place
	Establishment and growth of high-performing industry clusters

³RDA Logan & Redlands Annual Business Plan 2019-2020



Youth pathways: unlocking Logan's future



Mabel Park State High School Health Hub

Economic rationale

Logan's young and diverse population sets it apart from most economies in Australia. An aging population is typically the norm. However, youth unemployment is an ongoing issue and focus for all 3 levels of government. In April 2021, the youth unemployment rate in Logan was 17 per cent⁴. Youth disengagement rates are much higher in the City of Logan than in Queensland generally. This means that many young people in Logan are neither working nor studying. Youth disengagement and unemployment act as a brake on economic development. It also intensifies complex social issues. Effective, place-focused economic development can offer greater economic participation opportunities that help address those issues.

There is great opportunity in Logan. The challenge is linking up the ambitions and aims of young residents with available opportunities. Many non-government, government and community-based organisations are doing this work. A targeted effort by Council to provide a vision and continue connecting organisations in Logan's jobs ecosystem over the next 5 years will pay economic dividends.

There is much energy in the community in this space, but more work needs to be done to overcome significant social and economic barriers and reduce Logan's youth unemployment and provide a pipeline of enthusiastic and skilled workers for Logan's growing industries.

Situation analysis

Council and our community want Logan's youth engaged and actively participating in the growth of the city economically, socially and culturally.

The City of Logan already has an abundance of youth services available to support young people's health and well-being, life skills development and needs.

Council supports initiatives that are committed to reducing youth unemployment. We collaborate with schools and education providers across Logan and develop programs for business and align skills with local jobs.

We have established the Catapult Youth Entrepreneurship Program. This is a Council-led partnership with the education, business and community sectors and brings together a range of programs, events and activities. It is designed to help build an entrepreneurial mindset and enterprise skills among young people in Logan.

We have also established a Logan Youth Action Group, which provides an opportunity for young people to take action about the things that are important to them. Group members develop and deliver youth-led projects and events and represent the voice of young people at a local government level.

Logan City Council Libraries offer STEAM programs, homework help and after-school skills development, as well as job-seeker programs for youth. Two Hive co-working spaces are also provided in our libraries. These support young entrepreneurs and provide networking opportunities to share expertise and skills. The spaces complement the Access Economic Hub. It's a pilot project intended to provide a full range of employment readiness, job training, social enterprise and business incubator services and link people to social services.

Council participates in Logan Together, which aims to boost the outcomes for children aged 0 to 8. We also support and help deliver the First 5 Forever initiative, funded by the Queensland Government to support early literacy development. The aim is set our young people up for success.

Business leaders engaged during the co-design process showed a strong desire to be involved in the solution to Logan's youth unemployment issues. They are keen to provide employment, mentoring and training opportunities. Logan also has strong educational assets including Griffith University, Queensland TAFE Loganlea Campus and some high-performing high schools that look to tailor education programs to emerging industries and develop employment pathways for students.

³RDA Logan & Redlands Annual Business Plan 2019-2020

Transformational aspirations

Logan's youth are engaged and actively participate in the growth of the city economically, socially and culturally.

Strategies to pursue direction

STRATEGIC DIRECTION 4

Strategy	Objectives
Support initiatives that are committed to reduce youth unemployment	Understand the employment and training issues facing young people
Collaborate with schools and education providers across Logan	Logan's young people can access jobs, develop careers and start businesses
Develop programs for business and align skills with local jobs	Facilitate introductions between employers and providers to provide employment and training opportunities for young people





STRATEGIC DIRECTION **5**

Place development: placemaking and improved amenity

Hector and Amarah at
Beenleigh Town Square
Movie Night



Economic rationale

Place development is the process of improving public and private places to create vibrant and diverse spaces where people can live, work and play. This includes:

- encouraging high quality urban design outcomes
- improving connectivity
- encouraging green streets and spaces
- activating spaces through urban art, programming and events.

Welcoming and desirable places can attract businesses, workers, residents and visitors. This creates an increase in investment, spending, and general happiness and wellbeing. Great local places keep money in the local economy as residents choose to work, shop, and pursue leisure activities locally instead of elsewhere.

Logan's place development challenge is to deliver local places that offer world-class amenity and experiences that appeal to skilled workers in industries who can choose to work anywhere in the world.

Creating places that encourage a strong day and night-time economy will extend the hours the city enjoys economic benefits from spending on entertainment, food, drink and accommodation.

As the City of Logan has no single central business district, it's even more important to have distinct places. The city is home to a network of activity centres. Each centre plays an important role that is complementary and integral to the economic success of the City of Logan.

Strengthening our tourism sector makes our economy more productive, creates jobs and improves our quality of life. Income injected into the local economy from tourism creates a multiplier effect as businesses draw on local suppliers and workers to meet the demand from external visitors. The success of tourism will be partly dependent on good design outcomes and place-making efforts.

Situation analysis

Place development is a key economic driver to support local business in the City of Logan.

Council is delivering place-making projects in key centres across the city. These were identified as priority projects by the community through significant place-placed community engagement activities. We know that place activation, good urban design outcomes, improved amenity and connectivity are important to our community.

Through a series of city centre summits, we engaged the community, business leaders and developers. Together, we created a shared vision. We also better understood the key success factors for each centre, to help Council prioritise projects that will help achieve respective desired outcomes. Identified projects are being delivered through Council's City Centres Implementation Funds. Projects to date include:

- place branding and wayfinding strategies
- a big screen and integrated shade solution in the Beenleigh Town Square
- streetscape master plan and upgrades for Beenleigh
- updated master plan for Logan Village Green and new adventure playground
- precinct plans, streetscape upgrades and new infrastructure for Logan Central
- new shared pathway connections and streetscape works in Springwood
- streetscape upgrades inclusive of creative lighting in Jimboomba and Meadowbrook
- free wi-fi in public areas.

Transformational aspirations

- Logan's key centres are vibrant places that compete both regionally and internationally to attract new skilled workers.
- Logan has a thriving day and night-time economy where residents and visitors can enjoy a diverse range of hospitality, creative and entertainment venues.
- Logan is a vibrant visitor destination.

Strategies to pursue direction

STRATEGIC DIRECTION 5

Strategy	Objectives
Revitalise and activate city centres through place making projects	<p>Engaging community centric public spaces that spur economic activity</p> <p>Urban spaces and street amenity foster community identity, responsibility and cohesion</p> <p>City centres have a defined and recognised identity</p>
Encourage high-quality, sustainable development	<p>New development contributes to positive economic, environmental and community outcomes of the city</p>
Monitor, plan and adapt to emerging city centre infrastructure trends	<p>City centre infrastructure is adaptable and meets emerging needs</p>
Create urban environments that sustain both day and night-time economies	<p>A diverse and vibrant day and night-time economy</p> <p>A vibrant local restaurant scene</p> <p>Improve 'Main Street' amenity</p>
Increase in the number of key attractions and experiences	<p>Longer visitor stays and increased visitor spend and grow the visitor economy</p>



Snapshot of strategic directions and objectives

The table on the following page collates the 5 strategic directions, transformational aspirations and related strategies, with clear strategic objectives.

Table 3: Snapshot of strategic directions and objectives

Strategic Directions	Transformational Aspiration	Strategy		Strategic Objectives What we want to achieve in broad terms
SD1 Business Support: every business matters	City of Logan drives economic and business growth from within	1.1	Create and enhance innovative initiatives to drive economic advancement and sustainability	Enhanced business resiliency
				Growth in the home based and micro business sector
				Growth in export capability
				Adoption of circular economy and low carbon processes
				Adoption of advanced manufacturing processes
				Expansion of the innovation driven economy
	Council is recognised as a leader of small business support services and integrated client management	1.2	Enhance business client experience across Council	Services are utilised and valued by businesses in their growth journey
				Improved coordinated Council project support for investors and business
SD2 Investment Attraction: anchors for industry and job development	City of Logan is a destination of choice for national and international businesses looking to relocate or expand	2.1	Expand targeted mechanisms that promote and attract business investment	Investors are identified and matched with emerging opportunities
		2.2	Increase the workforce density of employment centres and industrial estates (infill development)	Essential employment lands are protected and secured to service Logan's growth
				Strengthened business confidence for investment in existing employment centres
				New infill developments (commercial/ industrial/retail) within existing employment centres instigate ongoing renewal

Strategic Directions	Transformational Aspiration	Strategy		Strategic Objectives What we want to achieve in broad terms
SD3 Emerging Industries: capitalising on strengths and growth opportunities	City of Logan is a thriving location for emerging sectors to establish, grow and flourish	3.1	Attract & leverage investment in emerging industries	The growth of emerging industries generate high-value, high-skill employment opportunities
				Enabling infrastructure is in place
				Establishment and growth of high-performing industry clusters
SD4 Youth pathways: unlocking Logan’s future	Logan’s youth are engaged and actively participate in the growth of the city, both economically, socially and culturally	4.1	Support initiatives that are designed to reduce youth unemployment	Increased understanding across Council and the community of the employment and training issues facing young people
		4.2	Collaborate with schools and education providers across Logan	Logan’s young people have access to jobs, career development and can start businesses
				Enhanced international cultural exchanges
		4.3	Develop programs for business and align skills with local jobs	Facilitated introductions between employers and providers that provide employment and training opportunities for young people
SD5 Place development: placemaking and improved amenity	The infrastructure of key centres creates vibrant places that compete both regionally and internationally to attract new skilled workers	5.1	Activate centres through place making and civic improvements	Engaging community centric public spaces that spur economic activity
				Urban spaces and street amenity foster community identity, responsibility and cohesion
				City Centres have a defined and recognised identity
		5.2	Encourage high quality sustainable development	New development contributes to positive economic, environmental and community outcomes of the city
		5.3	Monitor, plan and adapt to emerging city centre infrastructure trends	City centre infrastructure is adaptable and meets emerging needs
	Logan has a thriving day and night-time economy where residents and visitors can enjoy a diverse range of hospitality, creative and entertainment venues	5.4	Create urban environments that sustain both day and night-time economies	A diverse and vibrant day and night-time economy
				A vibrant local restaurant scene
				Improved ‘Main Street’ amenity
	Logan is a vibrant visitor destination	5.5	Increase the number of key attractions and experiences	Growth of the visitor economy

Contact

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