



ECONOMIC DEVELOPMENT STRATEGY 2016–2021

INNOVATIVE, DYNAMIC, CITY OF THE FUTURE







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EXECUTIVE SUMMARY

Ideally located in the centre of South East Queensland's major growth corridor, the City of Logan is undergoing rapid growth and transformation.

Our population is due to increase to more than 490,000 people over the next 20 years.

Increased investment will be critical to meet the challenges of this anticipated growth.

Our strategic location and proximity to emerging international markets, supported by key transport networks and thriving industrial and commercial precincts, places us in a prime position to propel the city into the next exciting chapter of development.

Logan City Council has a bold vision to drive our economy forward.

We aim to position the City of Logan as an emerging economic powerhouse in South East Queensland, leveraging its location, connectivity and favourable business conditions.

We also recognise the potential in our master-planned centres of Springwood, Beenleigh, Logan Central and Meadowbrook.

This Economic Development Strategy 2016-2021 identifies our priorities and outlines the actions we will take to achieve this vision for our city.

At its core, this strategy aims to deliver more jobs and attract investment.

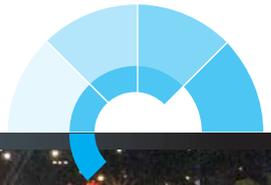
Logan is proud to be home to 19,500 diverse and highly entrepreneurial businesses, ranging from our small to medium enterprises through to large multinationals, across a broad range of industries from agriculture to digital technology.

We want to work with local businesses and help them become even more competitive in the marketplace.

From a global perspective, we aim to build our relationships, increase our export capabilities, and position our city as an attractive destination.

Finally, we will work with our industry partners to facilitate investment that will have a positive impact on our economy.

This is an exciting time for the City of Logan. We invite you, our businesses and our partners, to work with the team at Logan City Council to help realise our potential and build a strong and prosperous economy.



Introduction

The City of Logan is at the epicentre of the rapidly growing South-East Queensland region and is uniquely placed around key transport networks that create a range of opportunities for businesses looking to invest, expand or establish themselves in the region.

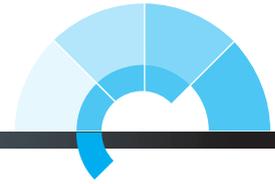
The city covers an area of 957 km² located between Brisbane to the north, Ipswich to the west and the Gold Coast to the south. With approximately 308,700 residents, the City of Logan is the fifth largest local government in Australia by population, with the Queensland Government projecting the city's population to grow to 384,454 by 2026 and 490,522 by 2036¹.

The Economic Development Strategy 2016–2021 sets out actions to promote and create opportunities for businesses, encourage investment, increase employment and generate prosperity for the City of Logan.

It provides the overarching direction for achieving economic growth and aligns to four core underlying strategies which aim to:

- engage and connect with the local business community
- attract new investment into the City of Logan
- encourage industry development of target sectors
- develop investment policies and programs for the tourism sector and positioning Logan in the marketplace for new tourism investment
- identify and facilitate international connections that will generate economic outcomes for local businesses and the city as a whole.





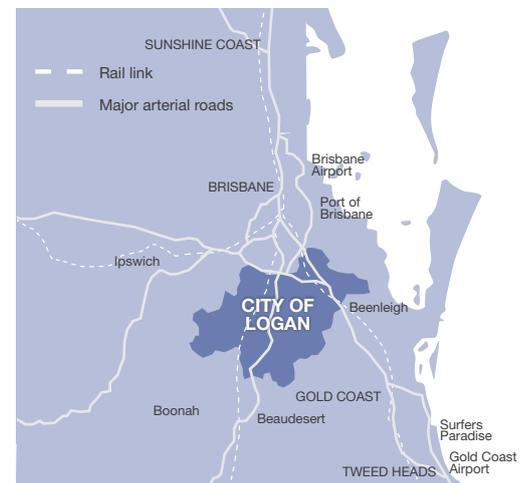
Strategic fit

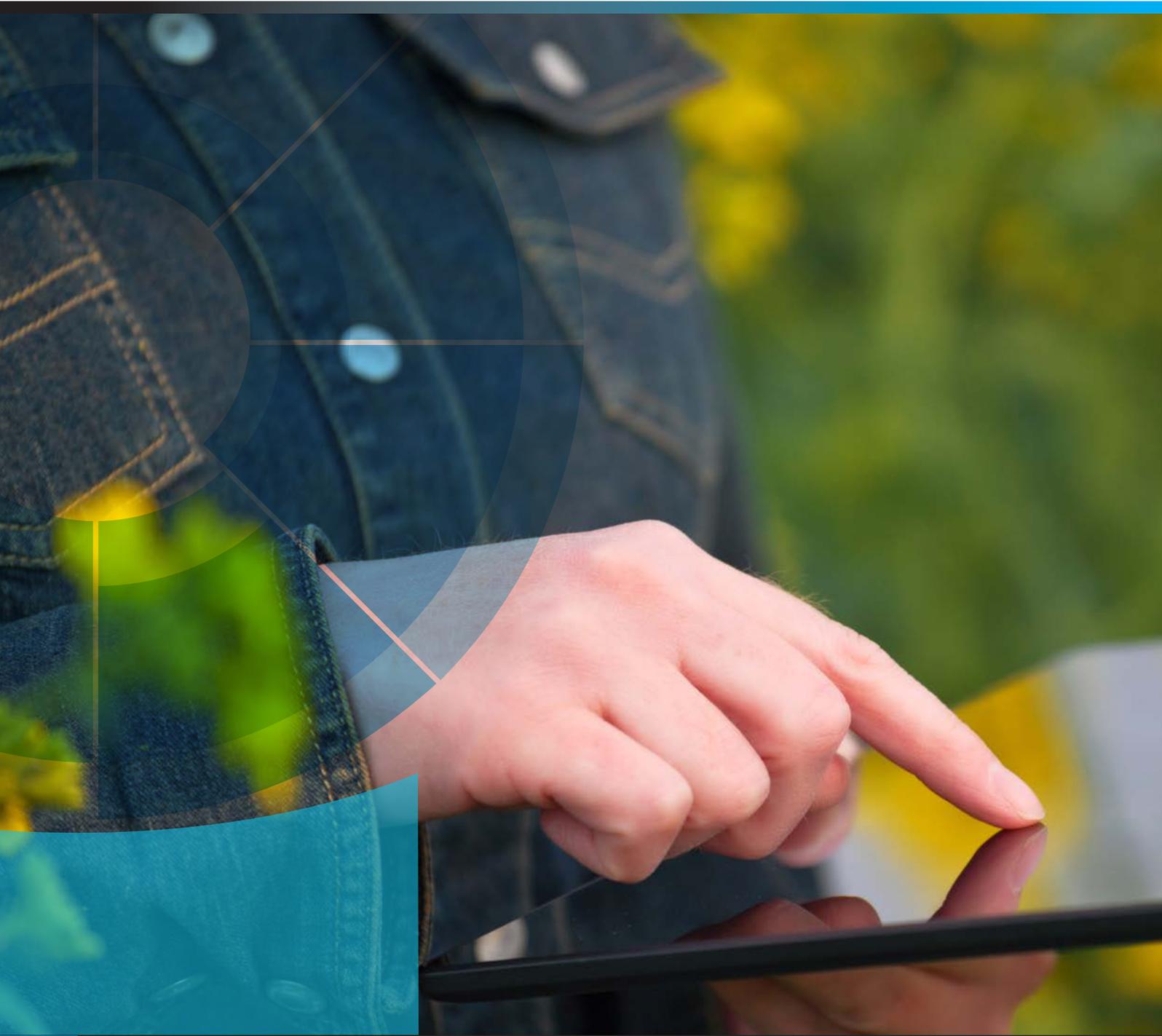
The Economic Development Strategy 2016–2021 links to Logan City Council's Corporate Plan 2013–2018 by building on the plan's vision of 'Building Our Communities, Our Businesses and Our Pride'.

Core strategies that provide the foundation for the Economic Development Strategy 2016–2021 are the:

- Local Connections Strategy 2016–2021
- Global Connections Strategy 2016–2021
- Industry Development and Investment Attraction Strategy 2016-2021
- Tourism Investment Attraction Strategy 2016–2018.

It also addresses a key priority in the Corporate Plan; 'Building our Economic Base' and delivers on the priority focus of supporting existing businesses; business attraction; enhancing local employment opportunities and local jobs containment; and enhancing the focus on tourism, including opportunities in eco-tourism. The additional focus of promoting and increasing investment into the city by building relationships from a national and international perspective is also evident in the key targets and activities contained in the four core strategies.







Vision — Where do we want to be?

Logan City Council seeks to position the City of Logan as an emerging economic powerhouse in South-East Queensland, leveraging its excellent location, connectivity and favourable business conditions.

OUTCOMES

The Economic Development Strategy 2016–2021 draws together key components from four core strategies that set priorities, actions and activities for economic development in the City of Logan over the next five years.

Outcomes will include the support of existing business, attraction of new business and investment, attraction of tourism-related opportunities and the facilitation of economic and cultural international connections.

Desired Outcomes - Local Connections

A thriving business community proudly employing local residents.

More competitive and better informed local businesses embracing new opportunities for growth.

A diverse and robust local economy that can respond to external influences, state-wide, nationally and globally.

Employment opportunities for local residents across a broad range of skills and qualifications from entry level to senior management across all industry sectors.

Key Indicators of Success:

Increase in total workforce jobs – currently 72,745²
Increase in the % of residents employed locally – currently 62% (45,009)³

Desired Outcomes - Global Connections

Enhanced international partnerships and relationships.

Increased exports from local companies.

Attraction of foreign direct investment to assist in bringing catalyst development projects and business expansion opportunities to fruition.

Employment growth.

Increased economic activity.

Key Indicators of Success:

Increase in regional exports – currently \$4.28b⁴
Increase in the 2012–2016 captured direct foreign investment figure – \$530m⁵

Desired Outcomes - Industry Development and Investment Attraction

Improved city image and positioning the City of Logan as a highly desirable city for investment.

A diverse and robust local economy that can respond to external influences, state-wide, nationally and globally.

Employment opportunities for local residents across a broad range of skills and qualifications, from entry level to senior management across all industry sectors.

Well-developed relationships with external partners and stakeholders that facilitate investment attraction.

Attraction of higher value industries that provide opportunities for increased wages and reduce export of inter-region labour.

Established framework for investment attraction that aligns with Logan City Council's broader economic development goals.

Key Indicators of Success:

Annual investment attraction in excess of \$70m

Annual creation/retention of 500 jobs

Increase in % of wages above \$1000 per week – currently 26.9%⁶

Desired Outcomes - Tourism Investment Attraction

Strong engagement with key stakeholders and investors.

A comprehensive suite of information and marketing collateral for the domestic and international investor market.

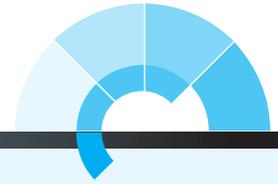
Increased accommodation capacity with a medium to large sized facility (100 rooms).

An understanding of public and privately owned assets that could be developed for tourism investment opportunities.

Key Indicators of Success:

Increase in employment attributable to tourism – currently 2,635⁷

Increase in tourism output figure – currently \$465m⁸



Policy position

Logan City Council strives to support a strong and resilient business community that makes an important contribution to the local economy. Council is committed to promoting a regionally and globally connected city with strong international economic and cultural relationships.

Achieving this vision will drive increased levels of economic activity, jobs growth and investment in opportunities that

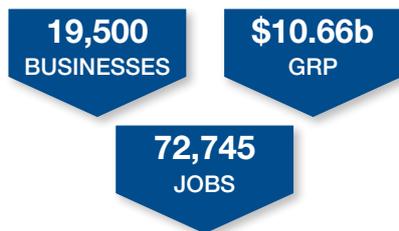
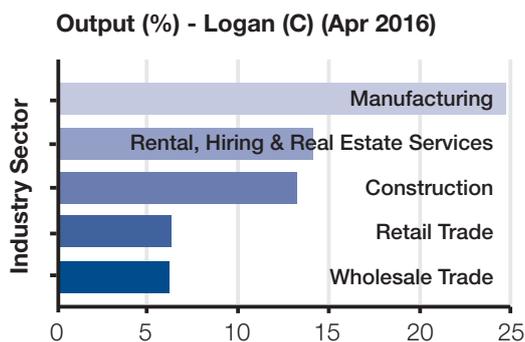
have the potential to positively impact the City of Logan economy, and foster enhanced cultural relationships.



Where are we now?

ECONOMY:

The City of Logan currently has over 19,500⁹ registered businesses, employing 72,745¹⁰ people and yielding a gross regional product (GRP) of \$10.66 billion¹¹. The city has thriving industrial and commercial precincts and is a well-known regional manufacturing hub. With a general forecasted decline in the sector, the challenge is to increase capacity in non-traditional and identified growth industries.



FUTURE GROWTH:

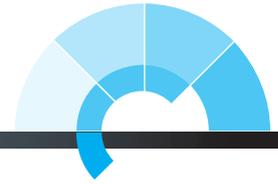
The city is well positioned within a major growth corridor and between the two major centres of Brisbane and the Gold Coast. The City of Logan has a distinct advantage in that it is serviced by key infrastructure such as:

- the Pacific Highway, the Mount Lindesay Highway, and the Gateway and Logan motorways
- three international airports – Brisbane, Gold Coast and Toowoomba
- Port of Brisbane
- passenger rail services
- Melbourne-Sydney-Brisbane freight line with marshalling services in nearby Acacia Ridge and the Bromelton State Development Area.

Council has identified four key priority growth centres in Springwood, Beenleigh, Logan Central and Meadowbrook. Strategic planning has begun to facilitate future growth in these centres. In addition, the Queensland Government has identified two Priority Development Areas, including the future satellite cities of Yarrabilba and Greater Flagstone that will accommodate a significant portion of the city's future residential growth.

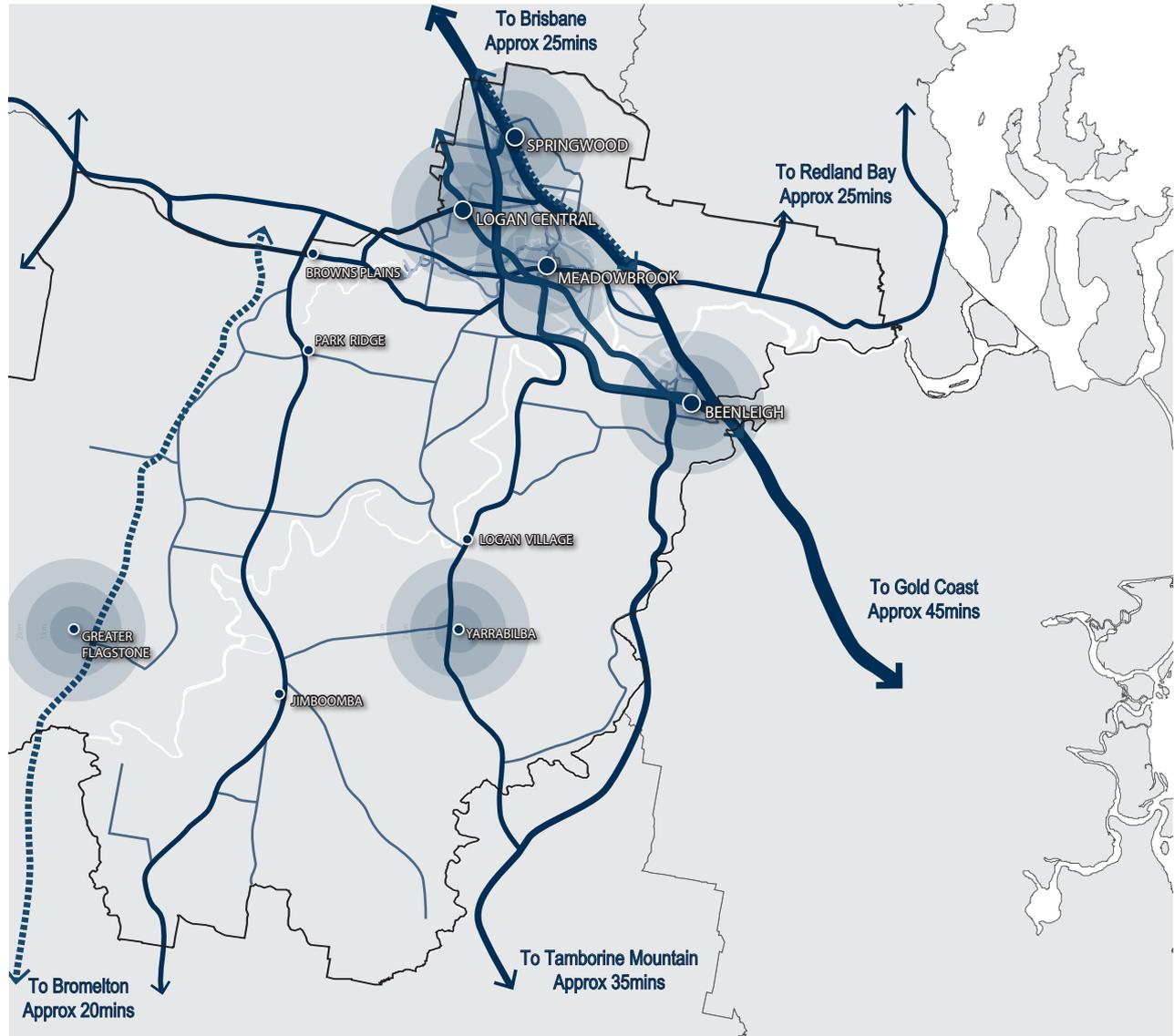
The four key centres and their core strengths include:

Springwood	Business and commerce.
Meadowbrook	Health, well-being and education.
Beenleigh	A compact town centre with fine grain retailing.
Logan Central	A civic centre for government and culture.



The two Priority Development Areas at Yarrabilba and Greater Flagstone will deliver the majority of intended residential growth for the city. These are master planned

to include necessary infrastructure to support the new communities such as primary and secondary schools, parks, retail and industrial and commercial development.



GLOBAL PERSPECTIVE:

The City of Logan has been building international relationships for 20 years. In the past, international relationship activities have primarily involved cultural activities such as exchanges and hosting international

delegations. In more recent years, Council has re-focused its international relations activities to identify and facilitate connections that will generate economic outcomes for local businesses and the city as a whole.

TOURISM:

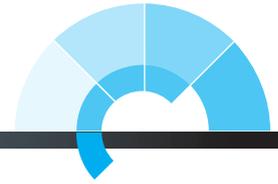
The City of Logan has a small and emerging tourism industry. The majority of tourism visits are day visitors from within South-East Queensland visiting family and friends. Visitor expenditure is mainly focused in retail shopping precincts along the Pacific Motorway — Loganholme, Springwood and Slacks Creek — and by people attending local functions and events. Secondary centres that attract retail visitors are Browns Plains and Beenleigh.

Considered the gateway to the City of Logan due to its proximity to the M1, Beenleigh is the only area that currently has a node or cluster of tourist destinations

including the Beenleigh Historical Village, Beenleigh Showgrounds and the Beenleigh Artisan Rum Distillery.

The City of Logan is not recognised in the traditional view of Queensland tourism — beaches, CBD and theme parks. However, the City of Logan has a strong sense of family and community evidenced by the number of people who visit family and friends. This drives some domestic and international tourism opportunities. With 215 cultures represented in the local population, Logan's cultural diversity also provides opportunities for the city to host a number of arts and culturally driven events and festivals.





WHERE are we going?

The City of Logan is experiencing steady population growth, expecting to rise from the current 308,700¹² to 384,454 by 2026¹³.

It will continue on this trend well into 2036 as a result of the new Priority Development Areas. The city is relatively young (average age 33¹⁴) and the majority of young families are locating in Logan based on proximity to the major centres, lifestyle and affordability. With this growth comes opportunities in property and construction, health care, child care centres, schools (primary and secondary) as well as tertiary opportunities. Additionally, there is a strong demand for new services and existing and emerging technologies including high speed and consistent bandwidth internet services.



Based on current and anticipated growth factors over the next five years, the key target industries for the City of Logan include:

- advanced manufacturing
- property and construction
- health and medical
- education and training
- transport and logistics
- financial services
- agricultural technology
- tourism.

On an international level, the Global Connections Strategy 2016–2021 seeks to position the City of Logan to take advantage of current and future drivers of the economy, including export development, investment attraction, international education and cultural development.

The key target markets for the Global Connections Action Plan include the following locations:

- China
- North America – United States of America and Canada
- India
- New Zealand and Pacific Islands
- Asia – including Japan, South Korea, Taiwan, Malaysia and Indonesia
- Europe – including the European Union and the United Kingdom.

Key areas of interest

FUTURE GROWTH:

At a local level, there are a number of factors and projects that, when implemented, could facilitate future economic growth in the city. These include:

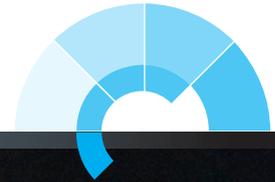
- transport infrastructure
- digital infrastructure
- brownfield site and urban area revitalisation
- council advocacy program
- external economic advisory committee
- identification and removal of other inhibitors to future growth.



TARGETING TOURISM:

From a tourism development perspective, the following key areas of interest have been identified within the Logan Planning Scheme 2015:

- Albert River tourism precinct
- Loganholme tourism precinct
- Rural tourism precinct
- Carbrook – supporting future resort development, wineries, adventure and tourism, river engagement and tour operations
- Daisy Hill – supporting koala conservation, with recreation and adventure tourism accommodating a regionally significant outdoor recreation and adventure tourism hub with potential eco-tourism
- Kingston – supporting the expansion of existing tourism facilities to grow into adventure and eco-tourism and events infrastructure
- Slacks Creek (including Berrinba Wetlands) – supporting new eco-tourism and educational facilities, including tour operation
- Veresdale – a gateway tourism precinct with rural tourism experiences related to retail, food and beverage sales.



GLOBAL CONNECTIONS:

At the international relationship and investment development level, provided below is a summary of some of the key areas of interest that were identified during the review of the original Global Connections Strategy 2012–2017 and also in the consultation that was undertaken:

- There is an emphasis on relationship building when it comes to developing strong and sustainable global connections, and this has been reinforced in the development of the Global Connections Strategy action plan.
- Regional collaboration is another area highlighted as a priority. When aiming to achieve economic outcomes driven by global trade and investment activities it is important that Logan City Council works with other relevant government and business partners across the region.
- Engaging with key international business connections that are locally-based is important in understanding and driving identified opportunities. These connections have access to a wide range of networks and business contacts.
- There are opportunities associated with the city's traditional industries (e.g. construction, manufacturing), but there are also a number of emerging industries where global demand for services and products is growing (e.g. health and aged care, education, agribusiness). These need to be explored further to identify specific opportunities.



HOW are we going to get there?

The role of Logan City Council is to encourage and facilitate business and industry investment by providing an environment that supports its development.

Good investment outcomes will only be achieved through meaningful partnerships. Partnerships are needed for investment in target industries to develop and maintain the city's economic profile as access to investment capital in Australia is highly competitive. Overseas investors can bring expertise and international networks to support their investment so working with all levels of government to leverage their networks and international connections is far more efficient than doing it on our own.

The key strategic directions listed below formalise existing practises already being undertaken and identify new directions to help realise Council's vision:

- establish a framework for investment attraction that aligns with the broader economic goals of Logan City Council
- engagement with internal and external stakeholders, investment enablers and the establishment of key partnerships
- market the City of Logan to target industries and overseas markets via various channels including direct and online marketing, trade events and international trade missions
- formal adoption of a Council advocacy plan for key economic infrastructure
- develop new investment models such as public, private partnerships to invest in larger scale economic infrastructure
- development of collateral that promotes the opportunities, incentives and advantages of the City of Logan as an investment location
- continue to develop relationships and undertake activities for lead generation
- identify Council owned and privately owned assets as opportunities for investment.

For each of the core strategies, comprehensive action plans have been developed with detailed activities, minimum targets and timing of activities to facilitate the implementation of the strategy. Listed below are the high level actions and activities associated with the desired outcomes.



Key Activities – Local Connections

Engage directly with Logan's major businesses to discuss current issues and opportunities.

Engage key government stakeholders to ensure up-to-date knowledge of business programs from Queensland and Australian governments to provide information to local businesses and avoid duplication of services.

Engage with locally based companies who have a global presence to discuss options to expand / reinvest in the City of Logan.

Host relevant supply chain development and capacity events for local businesses.

Explore the delivery of Mayoral events with key industries and employers within the city.

Implementation of a yearly job expo to bring local business and employment seekers together.

Key Activities – Global Connections

Coordinate and participate in trade and investment missions to identified target markets, including (but not limited to) – China, North America, India and identified Asian markets.

Coordinate and participate in trade Action Plans within the New Zealand and Pacific Islands market.

Facilitate a series of networking events / workshops that introduce opportunities for businesses to learn more about exporting.

Investigate the establishment of a Mayoral Global Connections Advisory Group to identify catalytic projects and major opportunities for the city.

Incorporate trade and investment related meetings and activities into scheduled advocacy missions to Canberra (Federal Government) and Brisbane (State Government).

Engage with locally based companies who have a global presence to discuss options to expand/ reinvest in the City of Logan.

Key Activities – Industry Development and Investment Attraction

Review Council's investment facilitation and approval process and link with the Global Connections Strategy, Local Connections Strategy and Tourism Investment Attraction Strategy.

Investigate and report on potential investment attraction incentives to encourage private sector investment.

Identify new investment models to enable future investment from the private and public sectors.

Identify and engage international investor networks and link with the Global Connections Strategy.

Engage target industry bodies and identify key contacts to promote Logan as an investment location.

Key Activities – Tourism Investment Attraction

Review Council's tourism investment facilitation and approval process in line with the Industry Development and Investment Attraction Strategy.

Investigate and report on potential investment attraction incentives to encourage private sector investment in tourism projects.

Initiate contact with landowners in tourism precinct areas to discuss the change in zoning and ascertain desire to take land to market.

Form strategic partnerships with relevant tourism authorities, industry associations and relevant state agencies.

Identify and engage international investor networks and link with the Global Connections Strategy.

Identify programs, services and resources to inform and support the tourism investor community to consider City of Logan as a development destination.



Conclusion and reporting

The purpose of the Economic Development Strategy 2016-2021 is to outline Council's strategic direction and a framework for achieving economic growth in the City of Logan. This will largely be driven through four core strategies:

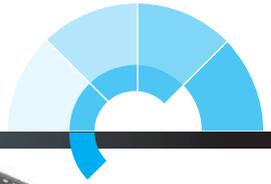
- Local Connections Strategy 2016–2021
- Global Connections Strategy 2016–2021

- Industry Development and Investment Attraction Strategy 2016–2021
- Tourism Investment Attraction Strategy 2106–2018.

Reporting on activities, performance and outcomes will be undertaken in accordance with the schedules outlined in each of the strategies.

REFERENCES AND SOURCES

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