

# Destination Management Plan

2023–2028



LOGAN OFFICE  
OF ECONOMIC  
DEVELOPMENT

*Explore*  
LOGAN



CITY OF  
LOGAN



## 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.



## Table of contents

Acknowledgement of Country	2
Executive Summary	4
Destination Profile	6
The Visitor Market	8
Strategic Landscape	14
Opportunities and Challenges	16
Destination Vision	22
Activating the Vision	22
Our Destination Brand	23
Game Changers	24
Strategic Development Themes	26
Five Year Action Plan	28

# Executive Summary

Recognising the importance and value of tourism as an economic driver for the city, the Destination Management Plan 2023–2028 builds on the outcomes of the 2018–2022 strategy. This refreshed Destination Management Plan will continue to identify and implement strategies that increase overnight visitation to the City of Logan. It outlines Council's priorities to address pre-existing challenges impacting the growth of the visitor economy as well as those from the COVID-19 pandemic. It is the result of significant consultation and engagement with a broad range of stakeholders, from government, tourism operators and the community. Tourism is an intersection of many disciplines requiring all these stakeholders to work collaboratively together to realise its full potential.

The architecture behind the new destination brand, Explore Logan, provides Council and business operators an effective platform to promote and attract visitation. The brand also provides a broader market position inclusive of nature and adventure-based tourism which is reflected in the action plan and revised vision statement:

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



**Mission:** Grow the visitor economy



**Key Objectives:**

- > Increase visitor spend and stay
- > Build the destination brand
- > Build an active and engaged, trade ready industry
- > Build a calendar of destination events to grow visitor demand
- > Enable and leverage greater collaboration and partnerships to fuel growth



**Goals**

1. Increase market share
2. Grow the Visitor Economy by 0.5% above pre-COVID levels
3. Increase the number of Best of Queensland Experiences



Key actions of the Logan Destination Management Plan 2023–2028 that will drive growth in the visitor economy include:

- > Identify the strategic development themes that form the framework of the Destination Management Plan underpinned with a series of actions to achieve the goals.
- > Four priority game changer projects that will strengthen the tourism offering and be legacy projects for the community.

# Game Changers



Advocate for short-term accommodation to support a multi-purpose sporting venue for the 2032 Brisbane Olympic and Paralympic Games



Deliver the Riverine Discovery Centre



Investigate a nature-based recreational facility



Night time cultural and food tourism precinct(s)

# Strategic Development Themes



## Product and Experience Development

- > Short-term accommodation
- > Nature-based experiences
- > Urban adventure
- > Culture and Heritage
- > Food and Night Time Economy



## Destination Events

- > Signature event development
- > Capacity building
- > Event calendar



## Destination Marketing

- > Build the Explore Logan identity
- > Co-operative marketing campaigns
- > Leverage the reach of Council



## Industry Development

- > Increase digital marketing skills
- > Industry collaboration
- > Improved service delivery and resilience
- > Increase workforce participation
- > Identify and encourage accessible and inclusive tourism



## Governance and Partnerships

- > Wayfinding strategy
- > Stakeholder partnerships and collaboration
- > Streamline council policies and processes that are barriers to growth
- > Build a deeper understanding of visitors
- > Measure success

# The City of Logan: An emerging destination

With the endorsement of the first Destination Management Plan in 2018, the City of Logan has been steadily developing its profile and brand as a tourism destination. Located midway between Brisbane and the Gold Coast, Logan continues to be a fast-growing region and plays a pivotal role as a major business and residential conduit in South-East Queensland and the surrounding residential catchment. Tourism activity has currently clustered between the key centres in the north-east of the city along the M1. This area is home to several well-loved places and experiences and will continue to offer new product development opportunities due to its high visibility and easy access to surrounding markets.

Building on existing assets and infrastructure remains fundamental to attracting new investment to Logan over the next ten years, particularly with opportunities such as the 2032 Brisbane Olympic and Paralympic Games and Cultural Olympiad now clearly in focus. The city has seen over \$100 million in public and private investment in the past few years, creating a renewed optimism despite the difficulties for many operators due to COVID-19 restrictions.

The opportunity and the challenge for Logan is its proximity to the traditional major destinations of Brisbane and the Gold Coast. Visitors largely see Logan as part of a day trip rather than an overnight stay. Growing our visitor economy requires increased spending from our visitors. Rather than just increasing visitor numbers which can put added pressure onto our infrastructure, this can be achieved through overnight visitation and extending the length of stay which has a higher yield. Looking at new markets such as accessible tourism and encouraging investment in appropriate infrastructure and experiences will also bring opportunities for growth.

Working together as a cohesive and collaborative industry has never been more important to rebuild market share post COVID-19 and to realise our full potential. This Destination Management Plan will outline the key actions to guide the sustainable development of the destination and deliver on the community vision, environmental sustainability as well as economic prosperity.



 Kingston Butter Factory Cultural Precinct, Kingston

## The story so far...

The impact of the COVID-19 pandemic and floods unfortunately delayed the implementation of some tourism projects and industry confidence to invest in recent years. However, it is important to reflect and acknowledge the many positive outcomes that were achieved despite these challenges.

- › Of the 31 projects identified in the first Destination Management Plan, there were four game-changer projects and a further 17 actions across key focus areas that were prioritised. 15 of these were completed or progressed. Game-changing projects such as the Riverine Discovery Centre are now in design and stage 1 construction funded.
- › Since 2018, we have actively engaged with operators and developers in the hotel sector. A demand study built a strong business case for Logan as a place to invest in short-term accommodation.
- › We have attracted, supported and facilitated over \$100 million worth of new investment in private and public tourism product and experiences. Tourism enabling infrastructure such as recreational trails, new investment incentives and policy change to encourage nature-based tourism were also supported.

- › A review of the events sector has contributed to a more robust and strategic understanding of sporting and cultural events and their benefit of over \$24 million to the visitor economy.
- › Positioning Logan as a sporting and cultural event destination for the past four years was based on the need to stimulate visitation and drive demand building an evidence-based business case for tourism investment, particularly in short-term accommodation.
- › The Food Tourism Development Plan celebrates Logan's strength as the Multicultural Food Capital of Queensland. The diversity of culinary adventures that can be experienced in Logan underpins many of our activities and remains a core focus.
- › With the relaunched Kingston Butter Factory Arts Precinct, updated Logan Art Gallery and new Logan Arts website, the opportunity to activate and grow the arts and culture sector and cluster of attractions has strong potential.

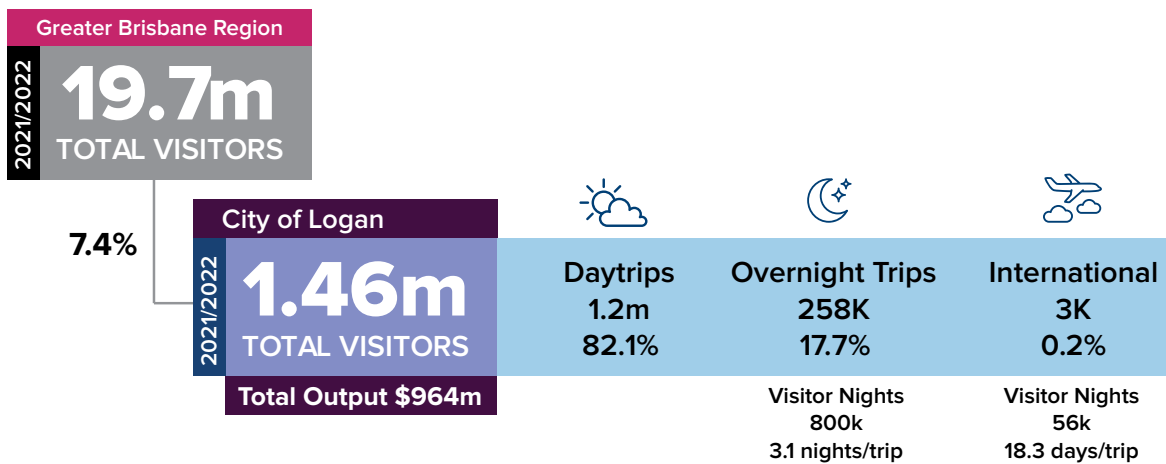


# The Visitor Market

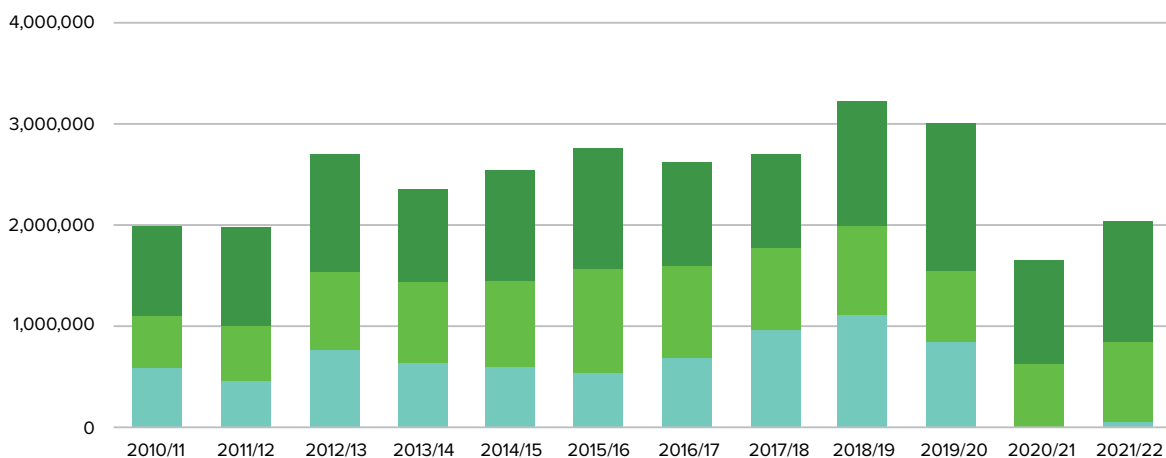
In the year ending June 2022 the City of Logan received over 1.46 million visitors showing a good recovery from the challenges of the pandemic the previous two years. The majority of those visitors (82%) were domestic day trippers and 17% were overnight domestic visitors. International visitation is only just recovering and were not counted between June 2019 and June 2022. Early figures from year-end December 2022 however are showing a small return of international visitors.

While the domestic day trip market forms an important part in any visitor economy it yields less than the overnight visitor market. A balance of overnight and day trips is needed to create a sustainable sector and this will require more room stock to drive this growth.

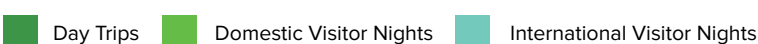
A steady increase in visitation up to 2018/19 pre-covid saw the total output of the visitor economy peak at \$1,336m up from \$1,224m in 2016/17. With the impact of COVID-19 and the loss of all international visitors (education, business, visiting family and friends) resulted in a 57.7% decline in output to \$847m in 2020/21. Recovery is slow with total output in 2021/22 now \$964m. While intrastate day trip visitation returned as soon as borders and restrictions lifted, the city lost nearly 2% market share to neighbouring regions as people travelled for short breaks and competition for visitors was strong for the day trip market, however, by June 2022 the domestic day trip market share had bounced back to 8.8%.



2021/22 Financial Year Visitation – Source: Tourism Research Australia (estimated)



City of Logan visitor nights and day trip visitors – 2010/11 to 2021/22. Source: Tourism Research Australia, unpublished data from the National Visitor Survey and International Visitor Survey 2021/22







**Chambers Flat Strawberry Farm, Chambers Flat**

There are many challenges in using and comparing national visitor data for Logan as it is not a traditional leisure destination and has a limited accommodation supply. Accordingly, emerging tourism sectors such as sporting events and food tourism has been seen as an opportunity to focus on and grow visitor demand.

The level of accommodation forward bookings for the Brisbane and Gold Coast markets is looking relatively strong as interstate domestic travellers have returned to travelling much quicker than expected. Tourism and Events Queensland will be focussing on retaining market share for the domestic market as this continues to be extremely competitive between the states. The international market is somewhat slower to recover and is not expected to return to pre COVID-19 levels until 2024 led by Visiting Friends and Relatives leisure visitors which is an opportunity for Logan.<sup>1</sup>

### 5-year average of visitation 2018/19–2021/22

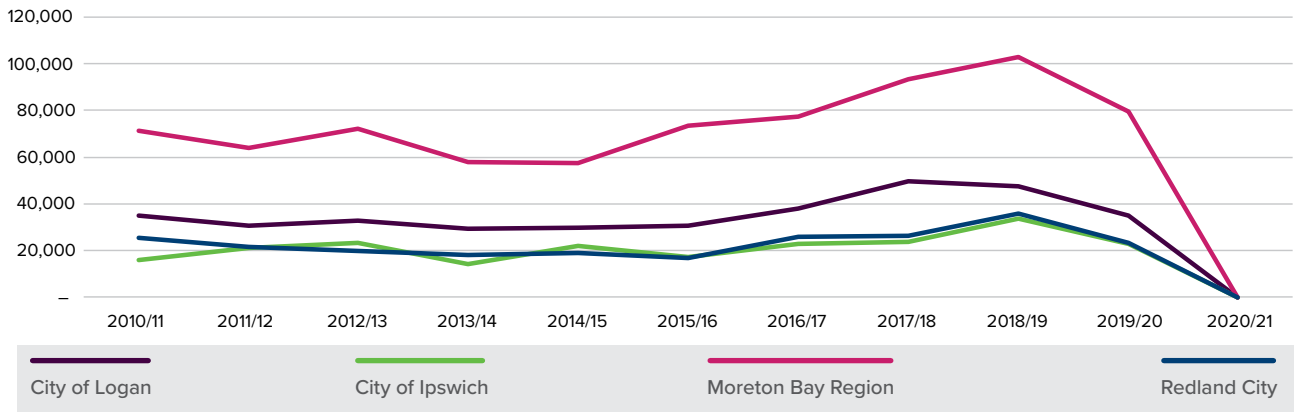
	International visitors	Domestic overnight visitors	Domestic day trip visitors
City of Logan	34,560	271,906	1,130,936
City of Ipswich	20,760	324,664	1,268,054
Moreton Bay Region	71,145	842,094	3,325,600
Redland City	22,593	344,865	727,220

<sup>1</sup> TEQ Conversations, Brisbane September 2022

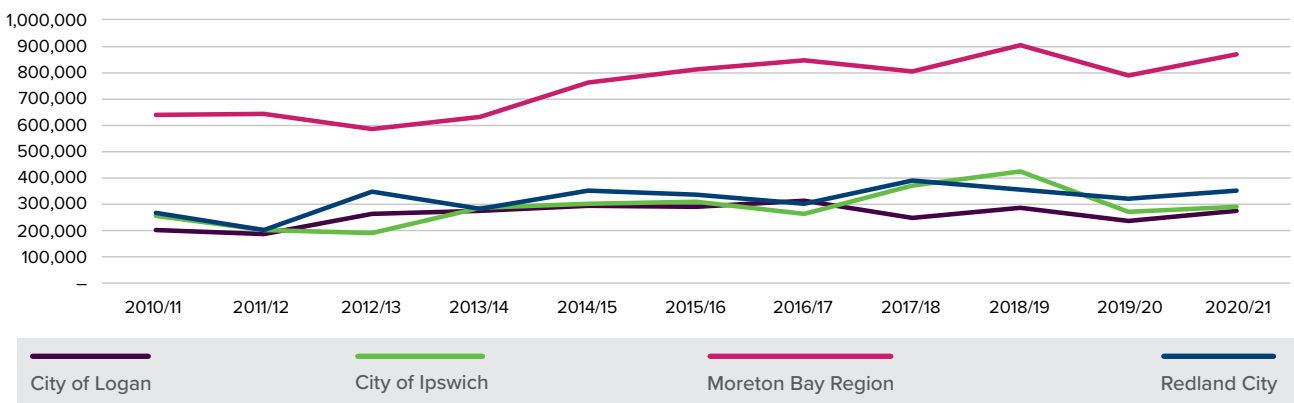
## Regional Visitation Trends

The downward trend is consistent across all locations from 2018/19 with an upward trend in each LGA for domestic visitation from 2020/21. Source: Tourism Research Australia

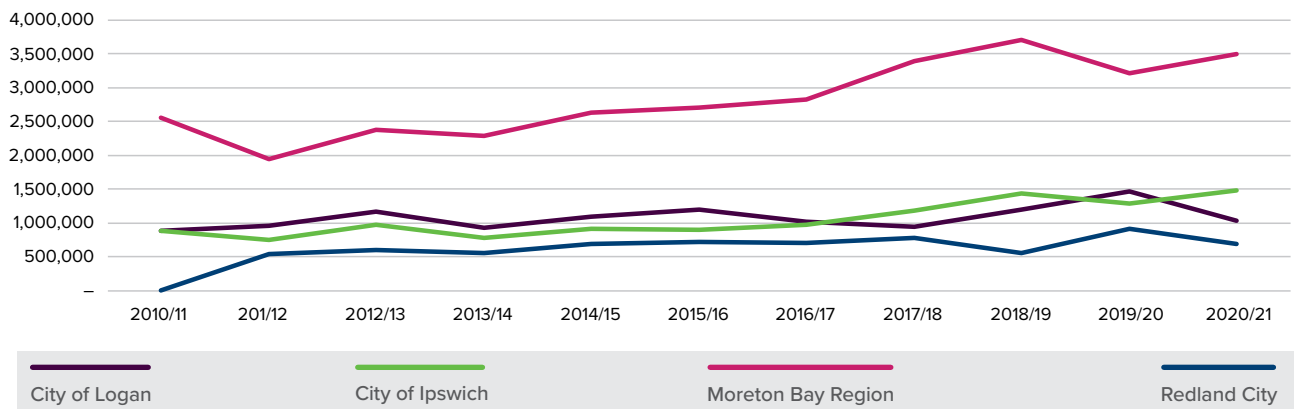
### International visitors



### Domestic overnight visitors



### Domestic day trip visitors



## Key Visitor Characteristics

Visiting friends and relatives is the primary reason for all visitors who come to Logan for both domestic and international travellers. This is closely followed by Leisure/holiday purposes, business, attending events and education.

According to Roy Morgan data, the majority of people who visit Logan for day trips are from Mid-Life Households (Head of household is aged between 45–64, and household has no children under 16). The top activities undertaken in Logan include live entertainment (theatre, concert, or pub), visiting a licensed restaurant or café and trying food specific to the region they are visiting, and participating in sport/leisure events and activities. In recent engagement with community and industry they described their visiting friends and families are primarily from South east Queensland and their most popular activities are related to food (67%), nature (61%) or destination events (59%).

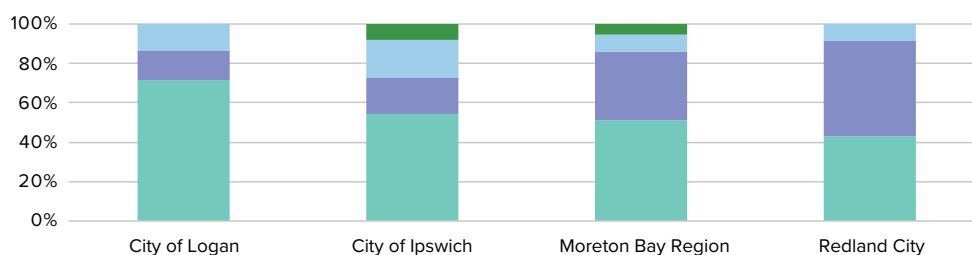
### International

In the years prior to COVID-19 our international market visitation had peaked at over 49,000 visitors and over 1million visitor nights. More than 64% of international visitors to Logan were here to visit friends and relatives, staying 18days, two days longer than the Greater Brisbane average. The main source markets are New Zealand and United Kingdom accounting for over half of visitors.

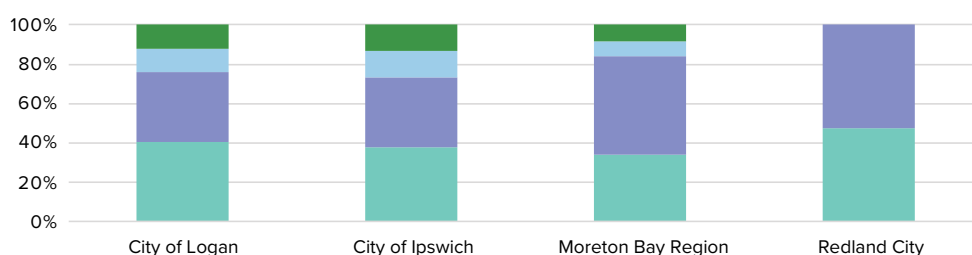
**International visitors – main reason for trip**



**Domestic overnight visitors – main reason for trip**



**Domestic day trip visitors – main reason for trip**



## Value of the Industry

For the 2021/22 financial year, the value of the industry is \$964m, measured by total direct and indirect sales/output.

The visitor economy generates a wide range of benefits, some of which are able to be quantified (financial and economic benefits) and some, such as social, cultural and environmental benefits which can be easily overlooked. The tourism dollar has direct and indirect impact across a range of sectors in Logan's economy contributing to wages, salaries, profits and taxes.

The tourism sector has the potential to help address the need for more locally-based employment. In 2016, tourism accounted for 4% of all jobs in Logan and ranked 11th in terms of job creation. It was one of the few sectors growing at that time. Despite the challenges of COVID-19 tourism employment has grown slightly to 4.9% in 2022. Logan will benefit from tourism being a bigger contributor to the local economy and a stronger driver of local employment.

### How the tourism dollar supports Logan's economy





Daisy Hill Koala Centre, Daisy Hill 

# Strategic Landscape

The City of Logan has its own story to tell with unique selling points. Strategically aligning with regional, state and federal strategies will, however, increase our national and global competitiveness, better position ourselves for funding opportunities to assist with experience development, and leverage marketing campaigns.

There are a number of relevant Council policies, plans and strategies that have an impact on activating the tourism industry. The sector is intrinsically linked to sports, events and shows, creative industries, transport networks, parks and open spaces, the environment and the community. Many of these plans and strategies identify critical enabling infrastructure with great outcomes like the redevelopment of the Kingston Butter Factory, new recreational trails and place making projects. Council has also identified strategic centres and worked with the community to develop Centre Implementation Plans which, along with the Night Time Economy Strategy provide clear guidance on preferred outcomes. With an extensive range of cultural, sports and leisure facilities, Council is in fact one of the largest tourism operators in the city and this is recognised with a commitment to developing tourism in the Logan City Council Corporate Plan (2021–26).

## City of Logan Corporate Plan 2021–2026 Key Priority 5.1

**Continue to develop the City of Logan as an emerging tourism destination with a strong sporting, cultural and nature-based offering.**

The strategy links with the following Council policies, strategies and action plans:

- Logan City Council Corporate Plan 2021–2026
- Economic Development Strategy 2022–2027
- Urban Art Strategy – Logan’s Activity Centres
- Night Time Economy Strategy 2022
- Logan Community Vision: Final Report 2021

- Safe City Strategy Action Plan 2021–2024
- Customer Experience Strategy 2020–2024
- Community Infrastructure Strategy 2019–2041
- Access and Inclusion Plan 2019–2022
- Logan and Albert River Visions 2017–2067
- Recreational Trails Strategy
- City Centre Implementation Plans

Logan is part of the Greater Brisbane tourism region whose vision is to be “Australia’s Nature Capital”. The regional experience development pillars were used to help shape and build the Explore Logan destination brand identity and storytelling framework. In turn, this will position Logan well in reaching the regional Brisbane visitor market as well as the domestic day trip market from the Gold Coast.

The Australian Government’s Tourism Strategy “THRIVE 2030” and the Queensland Government’s Tourism Action Plan “Towards 2032” identify opportunities and industry enablers that are catalysts for recovery and opportunity. While domestic tourism numbers in Queensland are returning quite strongly, there is still some time before we achieve all pre COVID-19 benchmarks. Ensuring a strong working relationship with our government partners and connecting our industry with state and federal opportunities is vital.



Strategic ‘wheel’: the framework for Queensland’s 5-year action plan (Towards Tourism 2032, Queensland Government)



## FEDERAL: Thrive 2030

### Australian Government's Tourism Strategy

Building from the Australian Government's strategic priorities will assist Logan in developing a strong visitor experience. This strategy is a reimagined visitor economy strategy developed in 2020 to address the challenges created by COVID-19 and pre-existing issues. Its strategic priorities include:

- > Collecting data and insights
- > Encouraging collaboration
- > Building a resilient workforce
- > Improving business practices
- > Developing infrastructure
- > Building markets
- > Developing unique experiences



## STATE: Towards 2032

### Transforming Queensland's visitor economy future, Queensland Government

To be more competitive Queensland's tourism industry needs to play on its strengths and address gaps. Aligning with Queensland's strategic 'wheel' of opportunities will assist Logan's industry in forging a way forward beyond COVID-19. This wheel forms the strategic framework for actions to be delivered over the next 5 years.

It identifies opportunities that are catalysts for change (orange) and key enablers of the opportunity (green). The strategy sets an ambitious industry target to more than double the state's tourism overnight expenditure to more than \$44 billion by 2032.



## REGIONAL: The Visitor Economy 2031

### Vision for Brisbane

#### **Brisbane Economic Development Agency (BEDA)**

Supporting the Greater Brisbane Region's tourism vision as "Australia's Nature Capital" will assist us in reaching and leveraging Brisbane's visitor and marketing activities. To achieve this vision BEDA has outlined key experience pillars as a framework to develop stories, experiences, and activities. Logan is part of this vision and

we will use these themes to shape the destination story, build experience clusters and itineraries.

Relevant themes include:

- > Warm and welcoming community experiences
- > Cultural and city experiences
- > Indigenous cultural experience

# Opportunities and Challenges: What we heard

Community and stakeholder input is critical to the long-term success of a Destination Management Plan. In 2021, Logan's Community Vision recognised that growing our local tourism experiences, and in turn, visitor numbers can help to create jobs and prosperity for the city. As such, this Plan provides an opportunity to deliver on Council and community priorities for the future of Logan.

During June–August 2022, a range of consultation activities were conducted through an independent facilitator that reached over 2,600 people. A community and tourism industry survey with over 309 respondents, 3 workshops for industry representatives, council staff and Councillors and one-on-one interviews with local, regional and state tourism organisations, provided data on the current state of the tourism industry, the barriers to growth, and opportunities for the development of the destination.

*If we change people's perceptions of the river we will change people's perception of the city.*

*Nature is the canvas for tourism in Logan.*





Area 51, Underwood

## Challenges – Barriers to growth

There were several barriers identified during the consultation process that were perceived to be hindering the growth of Logan’s tourism sector. Many of these were also identified in the previous Destination Management Plan analysis. While not all are in Council’s sphere of control, they will require the active participation of both Council, industry, and other stakeholders to resolve.

- › Lack of accommodation
- › Perceived lack of safety at night
- › Perceived lack of variety of dining options
- › Council processes
- › Negative perception of Logan
- › Lack of staff
- › Lack of digital marketing skills
- › Lack of awareness of things to do in the city
- › Lack of connectivity between centres
- › Perceived limited active transport opportunities

Challenges specifically noted in the consultation include:

- › Acknowledging that there is work to be done to elevate Logan’s tourism experiences and use the new brand to reposition the city and its perceived reputation. The Explore Logan brand is the first step in defining Logan’s unique value proposition and then supporting the development of hero experiences that align with this.
- › Social Media was identified by 74% of the community participants as the way they find out about things to do, but a major weakness included lack of awareness of what is happening across the city and how to find this information as a major barrier.
- › Industry noted the challenges in attracting and retaining staff and limited digital marketing skills.
- › The opportunity to deliver effective marketing and promotional campaigns were identified as a priority by both community and industry.
- › Improving collaboration and partnerships between Council and the tourism industry was also considered critical to growing Logan’s visitor economy.
- › Improved amenities, connections and accessibility which were flagged as current barriers to attracting visitors and increasing length of stay at existing attractions.

## Opportunities – Strengths and Assets

Across all the consultation undertaken, participants expressed a deep sense of pride for Logan and in particular its natural assets. The rivers, bushland and multiculturalism were consistently highlighted as the most appealing features. This pride in place translated into a desire to package and promote experiences that the community know and love and has been a fundamental element in the development of the actions identified.

Overall, there was a strong call for Council to help facilitate new experiences with the top priority to create nature-based experiences and activating the Logan and Albert Rivers. This was closely followed by the development of adventure, multicultural, food, culture, and night time experiences. In the community survey a question on the effectiveness of the previous Destination Management Plan resulted in the improved food tourism activities rating the highest improvement, followed by marketing and promotions efforts.

Highlighted opportunities that will deliver on our strengths include:

### Nature-based Experiences

The scenic rural areas in the west of the city provide an opportunity to develop outdoor, nature-based experiences and overnight stays over the next few years. Enhancing visitor infrastructure with a focus on sustainable growth is not just about economic return but also about protecting our environment and culture which is central to our competitiveness.

### Cultural and Heritage

The First Nations culture and heritage alongside the rich cultural diversity and significant number of ethnic and cultural groups in Logan provide a clear point of difference. Aligning these to the arts, festivals and food sector provides more opportunities for entrepreneurship and experience development.

### Regional Trails

A review of recreational trails across the city including the proposed rail trail have provided a sound framework of which trails will be suitable to develop further for the tourism market.

### Rural Diversification

The opportunity to work with rural landowners who would like to consider offering short-term accommodation on their properties. This will create a diversity of accommodation options reflecting consumer trends and increase the yield of visitor spend.

### Explore Logan Brand

The most challenging action continues to be changing the perception of the city. A new corporate brand, the proud city campaign and the new Explore Logan destination brand and subsequent campaign launch have been well received by industry and now, is a strong asset that brings new opportunities. The brand provides a renewed focus that with continued support will go a long way to lead the tourism industry through the next few years of recovery and consolidation post COVID-19. While the current website has had a refresh with the new brand, a comprehensive upgrade of all digital platforms will be critical to remain competitive as we move towards 2032.

This Destination Management Plan continues to deliberately build on and investigate strategies to address the identified challenges and opportunities to grow overnight visitation to Logan. New venues and experiences, implementing the Night Time Economy Strategy, destination events and an events acquisition program all build demand for overnight stays providing evidence to create investor confidence. While we have come some way in demonstrating that tourism is a strong part of the Logan economy we have much more to do to be fully recognised as a destination.



Mayes Cottage, Kingston 

## Trends and influences

There are several external global drivers and trends that are changing the way we travel and what we choose to do. COVID-19 has shaped visitor expectations around health and safety as well as pent up demand to travel and enjoy the great outdoors. The following trends have been identified as key themes for us to consider:



**Authentic and unique place-based experiences:** Increasingly, visitors are seeking small-scale meaningful experiences and activities delivered by local experts. Primarily these are younger visitors who reject large-scale tourism in favour of authentic experiences that reflect a place and then share these interactions digitally throughout their journey. In particular, nature-based and cultural tourism experiences are growing in demand.



**Sustainable future:** The growing awareness and demand for more eco-friendly and sustainable destinations and experiences with a focus on minimising impact on the environment. Purposeful travel, volunteer tourism and travel for good are ways that industry can develop new experiences and educate visitors to facilitate better social and community outcomes.



**Tourism resilience:** For many tourism operators and destinations we are still in the recovery stage of rebuilding from COVID-19, floods, and fires. The ability to adapt to changes in circumstances, market fluctuations and natural events through diversification and education creates industry confidence and has a compounding positive effect on a local community.



**Technological advances and digitisation:** Ongoing digitisation and the global expansion of the sharing economy has had an enormous impact on tourism. Tourism businesses of all sizes must embrace this change and continually evolve their offering and digital experience to meet visitor expectations. As an industry made up of predominantly small businesses, business capability and staff up-skilling to embrace new technology is an ongoing challenge.

With these consumer trends in mind, it is important to understand how they also impact the travel process and the touch points where we can more effectively service the needs and wants of the visitor. With the expectation that information can be accessed immediately via digital platforms it is important that we as the region and as an industry ensure that our businesses are digital ready at each of the 5 stages of the travel process: dreaming, planning, booking, experiencing, and sharing.



Distillery Road Market, Eagleby 

# Destination Vision

The primary objective of the Destination Management Plan is to grow the visitor economy for the benefit of the community. The development of a destination vision is to provide a focus from which we can align, leverage and identify ideas, programs and concepts that will deliver the long-term sustainable benefits of growing a visitor economy.

Destinations become known for what they stand for and this must align with our local culture, environmental strengths and community vision. As the destination is evolving, so too will the destination vision. Council has adopted a Sustainability Policy and framework that will underpin all of our activities and priorities. The architecture behind the new Explore Logan brand has now provided us with a more detailed market positioning which, along with the insights gained from consultation, has broadened the focus of the vision to include a reference to nature and adventure-based tourism. This is also reflected in the action plan.

Over the next 5–10 years, Logan will become a vibrant visitor destination focused on offering sustainable nature-based experiences, sporting and cultural events and entertainment hubs. All of which will drive greater local employment, improved community amenities and a strong market position, supported by new investment.

# Activating the Vision

In order to deliver on the vision, we have used the following key pillars of destination management as the framework for the action plan:

- > Product and Experience Development
- > Destination Events
- > Destination Marketing
- > Industry Development
- > Governance and Partnerships

Actions have been identified to activate opportunities, address gaps and prioritise product and experience development as identified in the consultation process. Encouraging development of new experiences that meets and exceeds visitor needs but also residents' expectations is an underpinning guiding principle in this plan. The Destination Management Plan provides an opportunity to ensure a coordinated approach to growing the visitor economy between the tourism industry, all levels of government and the local community.

While there are a range of new measures proposed to monitor the implementation of the plan other key success markers include:





Logan Metro Sports & Events Centre, Crestmead 

*Explore*  
LOGAN

## Our Destination Brand

We are the city of cultures, a real deal destination for urban explorers, where you'll be welcomed as you are.

Here, you'll discover hidden gems, culinary surprises, excellent arts and events, sporting passion and a twist of adventure.

We have a library of rich stories waiting to be told and authentic experiences to be offered. It's for when you want a little bit of city, a little bit of country, a little bit of alternative, and a whole lot of time out.

# Game Changers

A broad range of priorities and themes have been identified by stakeholders through the consultation process, and the majority of those are real opportunities. There is a continued desire however to identify and focus on a few core projects that can act as catalysts to support the sustainable growth of the Logan visitor economy.



## **Advocate for short-term accommodation to support a multi-purpose sporting venue for the 2032 Brisbane Olympic and Paralympic Games**

A multi-purpose sporting venue fills a gap in the current South East Queensland offering and will benefit from the inclusion of short-term accommodation nearby. This will enable such a venue to diversify its offering into other events and will leverage far greater economic benefit for Logan through overnight visitation and spend.



## **Investigate the development of a nature-based, recreational facility with food and accommodation offerings**

Despite previous efforts to encourage investment, Logan still lacks a major commercial tourism experience. With a high level of rural amenity and population growth there is an opportunity to investigate tourism industry opportunities in rural areas to add diversity, jobs and value to the economy. The consultation phase of this strategy provided insights from the community and industry stakeholders regarding the future requirements for tourism. There was strong support to investigate land acquisition opportunities to create a future tourism precinct or stand-alone commercial facility. This included premier outdoor adventure experiences, food and agritourism experiences, events and accommodation. Identifying suitable locations that would support such a facility and encouraging its development would be a catalyst for further offerings to develop around it.



## **Deliver the Riverine Discovery Centre to be a regionally recognised environmental and recreational experience**

Stage 1 of this centre has been funded and an activation and marketing program is now required to encourage visitation and build demand for commercial activation. Continued advocacy for funding of subsequent stages remains a high priority to realise the long-term vision of experiences such as kayaking, river front dining, pontoons, tours, and nature-based adventure play.




## **Support the development of a night time cultural and food tourism precinct(s)**

A number of strategies and comments throughout the consultation identify the need for more food experiences. Identifying and attracting businesses and events to develop a cluster of food experiences that support the development of a night time economy will also give people a reason to stay longer. Presently, food and beverage experiences are the most popular activity for residents and visitors to Logan, but they have expressed aspirations for more diversity and entertainment.





Concept only

Riverine Discovery Centre, Eagleby 

# Strategic Development Themes

To activate Logan's vision for its visitor economy, several recommended actions have been identified under each pillar. These have been developed in response to the opportunities and challenges identified in the community, industry, and council stakeholders' consultation process.



## Product and Experience Development

**Objective: Increase visitor spend and stay.**

The ability for Logan to grow its visitor economy is still dependent on growing its accommodation offering to increase yield through overnight stays. Increased competition from surrounding local government areas necessitates that Logan grow its product offering as well as enhancing existing experiences. Council will need to take a more coordinated and commercial approach to developing and supporting new product and experience development in the city. It is important that Logan leverages its strengths as a destination rather than duplicate what exists in surrounding areas. These include opportunities to develop nature, adventure and Indigenous experiences particularly around the river and rural areas along with our food and cultural offerings. With the focus on developing accessible tourism in the lead up to the 2032 Brisbane Olympic and Paralympic Games there is an opportunity to encourage industry to consider enhanced accessibility facilities and experiences as part of their experience development and target this growing sector for the benefit of both visitors and the community.

As a key stakeholder in tourism, Council needs to consider that some of our parks and leisure facilities can support this opportunity by evolving from community recreation to recognising them as tourism assets for the benefit of both residents and visitors. Allowing permanent or temporary commercial activities such as pop-ups or paid experiences in key locations can help stimulate and support entrepreneurial activity.



## Destination Events

**Objective: Build a destination event calendar to grow visitor demand.**

Logan has a diverse and vibrant community events portfolio that is slowly rebuilding post-COVID. Currently, however, the city lacks signature and regional events that are major demand drivers for visitors. The first Destination Management Plan identified the opportunity in attracting multi-day sporting events with the establishment of an events acquisition and sponsorship program. This focus has proved successful generating approximately \$9.8m of revenue from new events for the city over the past 4 years from an investment of only \$310,000. To consolidate this, it is now critical to implement key actions and recommendations from the Logan Events Strategy and Centres activation strategies to generate a portfolio of destination events that will help to increase visitor spend and grow market share. This includes making it easier for potential event audiences to find information and investigating ways to leverage cultural and lifecycle events.

With the 2032 Brisbane Olympic and Paralympic Games, there will be opportunities to leverage future sporting events and enhance our hosting expertise.



## Destination Marketing

**Objective: Work with industry to build the Explore Logan brand, increase destination awareness and create a positive perception of the city.**

A strong destination brand is built by investing in positive experiences as well as promotion. It is about the experiences people have when they visit our destination and the stories they hear from the people who had that experience. A consumer's experience with a destination begins with their research usually done online either through the channels of a destination website or social media. It is critical to ensure that each of these elements are strong to enable visitors, locals, and industry to digitally share those experiences and moments. This will also need to be done in partnership with industry to harness the collective action to promote and strengthen our new brand and the destination. As an industry, the sum of experiences and stories is more compelling when we work together, both by amplifying the digital word of mouth opportunities and in delivering a quality customer experience that can then be shared by the visitor.



## Industry Development

**Objective: Build an active and engaged, trade-ready industry.**

Building a stronger and trade ready tourism industry is integral to the success of the destination's long-term sustainability and the resilience of the wider tourism ecosystem. Having a customer-centric business with information and processes that enhance a visitor experience across all travel stages, will not only enhance the reputation of the city, but will also see more businesses being recognised as a Best of Queensland experience<sup>2</sup>. Supporting our local industry with training, education and collaborative opportunities will be critical to the development of the sector in Logan. Further cluster development through the place-based projects at Logan Village, Beenleigh, Jimboomba, Logan Central, Meadowbrook, Springwood and Slacks Creek will help to drive stronger visitation and visitor spend as these centres continue to be enhanced and activated.

As seen with the pandemic and extreme weather events, risk and crisis management planning are key to sustainability, and Council will continue to support upskilling programs, information, and actions to build industry resilience.



## Governance and Partnerships

**Objective: Enable and leverage greater collaboration and partnerships to fuel growth.**


Council has a key role to play as an enabler and facilitator of tourism, helping to drive change, create a supportive policy environment and bringing key industry partners together. Working with BEDA, Tourism and Events Queensland, and the Queensland Government to support the development and growth of the Logan industry will maximise opportunities to build capacity and capability.

Forming a closer working relationship between Council, industry stakeholders and community groups to leverage and harness local pride and enthusiasm will also provide an opportunity to build on grass roots work occurring across a number of Council branches. As a signatory to the Small Business Friendly Council Charter, understanding the levers that Council can pull to facilitate reducing red tape, simplifying regulations and incentivise investment particularly for small tourism businesses is also a key outcome for Council. Continuing to invest in supporting infrastructure projects that are good for the community, but also underpin tourism experiences and support the growth of the visitor economy, should be prioritised.



<sup>2</sup> Best of Queensland Experiences | Queensland


# Five Year Action Plan

Following engagement with Council, industry and community 22 areas of opportunity have been identified and included in the Action Plan. Some of these are a continuation from the previous Destination Management Plan as they require further time and resources to be achieved. For some opportunities returning to pre-pandemic visitation levels and building resilience will be required before further growth can be realised.

	Opportunity Focus	Actions	Timeframe
 <b>Product and Experience Development</b>	<b>Game Changers</b>	Advocate for short-term accommodation to support a multi-purpose sporting venue for the 2032 Brisbane Olympic and Paralympic Games	Short
		Deliver and activate the Riverine Discovery Centre building the demand and use of the site	Medium
		Investigate the development of a commercial nature-based, recreational/adventure facility with food and accommodation offerings	Medium
		Support the development of a night time cultural and food tourism hub	Long
	<b>Short-Term Accommodation</b>	Update the accommodation demand study and generate new investment collateral to engage with potential investors	Short
		Investigate planning reforms that support investment in both centres and rural zones	Short
		Review approval processes and guidelines that support share economy short-term accommodation	Short
		Reduce regulatory red tape to encourage small scale nature-based accommodation options	Short
		Review the feasibility study for the Destination Holiday Park, investigate potential sites and re-engage with industry	Medium
		Facilitate information sessions for people wanting to start an accommodation business following the release of the Logan Plan 2025	Long

Opportunity Focus	Actions	Timeframe
<b>Nature-based Experiences</b>	Support activation of public spaces through the temporary commercial use of public land	Short
	Activate the Albert and Logan Rivers with a riverside precinct offering	Medium
	Support the development and advocacy of multi-day cycling, wheeling and walking trails connecting local government areas	Medium
	Support the development and promotion of the rail trail to attract visitors and new tourism business opportunities	Long
<b>Urban Adventure</b>	Identify and encourage urban based adventure experiences	Short
	Encourage existing businesses and attract new ones to contribute to the diversity of night time economy offerings	Short
<b>Culture and Heritage</b>	Identify, build capacity and support the development of unique Indigenous experiences that have been identified by local groups	Short
	Update the Public Art and Heritage trails to be shared on the tourism platforms	Short
	Support the museums and historical societies to identify opportunities for experience improvement and upskilling	Short
<b>Food and Night Time Economy</b>	Review and implement prioritised actions from the Food Tourism Development Plan	Short
	Increased focus on identifying and attracting night time economy businesses to activate key centres	Short
	Investigate a local food business incubator and potential location to nurture food entrepreneurship	Medium
	Investigate the feasibility of multicultural food tours in key locations	Medium
	Nurture the development of new and existing food and beverage businesses to improve offering	Medium
	Support the development of events and activities that activate key centres in the evening including creative lighting and urban art	Medium

	Opportunity Focus	Actions	Timeframe
 <b>Destination Events</b>	<b>Event Development</b>	Establish a signature regional event with a river theme	Medium
		Investigate opportunities for cultural and destination events and activities to be held in key centres as part of the 2032 Brisbane Olympic and Paralympic Games	Medium
	<b>Capacity Building</b>	Capacity building of event organisers through workshops and programs	Short
		Attract and leverage sport event opportunities pre 2032 Brisbane Olympic and Paralympic Games by continuing and growing the events acquisition fund	Medium
		Leverage event facility investment with the attraction of new events and coordinated promotion to event managers and promoters	Long
<b>Event Calendar</b>	Review event calendars across Council for an improved functionality and consumer experience	Short	
 <b>Destination Marketing</b>	<b>Build and activate the Explore Logan identity</b>	Develop a multi-channel awareness strategy to increase reach and digital engagement with new content, imagery and storytelling	Short
		Develop a new Explore Logan website platform with mobile integration and Search Engine Optimisation	Short
		Review and update all tourism collateral to the new brand including corporate investment and international activities	Short
		Grow and develop the visitor guide as a key piece of tourism collateral	Medium
		Investigate and develop new visitor markets and relevant collateral e.g. lifecycle events such as weddings, small business and conference meetings	Long
	<b>Industry Campaigns</b>	Facilitate co-operative marketing campaigns for industry buy in to access TEQ and BEDA and other industry opportunities	Short
		Develop campaigns and content that incentivise and encourage local attendance at Logan tourism businesses	Medium
		Create a Logan Locals Tourism Champion photography competition to increase user-generated content and local knowledge	Medium

	Opportunity Focus	Actions	Timeframe
	<b>Leverage reach of Council</b>	Identify opportunities to work with other teams on dedicated nature-based tourism marketing campaigns and supporting digital platforms that celebrates Logans environmental experiences	Short
		Leverage Council activities, programs, events – ensuring that there is ongoing internal collaboration and content generation	Medium
 <b>Industry Development</b>	<b>Build an active and engaged industry</b>	Continue to facilitate packaging and itinerary development workshops for both local and regional markets	Short
		Support the industry to develop digital marketing skills and technology integration	Short
		Grow the industry networking program to develop collaboration opportunities including annual tourism forum	Long
	<b>Improve service delivery and resilience</b>	Mentor industry stakeholders to reach for and meet the Best of Queensland Experiences criteria	Short
		Facilitate a customer service workshop to understand customers better and personalise new experiences to generate return visitation	Medium
		Develop a Welcome Ambassador pack and participate in BEDA “Concierge Program” and familiarisation programs	Medium
	<b>Increase workforce participation</b>	Work with stakeholders to address challenges and leverage skills development opportunities	Medium
	<b>Accessible Tourism</b>	Undertake an audit of public and commercial experiences that have accessible facilities develop a digital platform to share with residents and visitors via Explore Logan	Short
		Leverage state government focus to support industry through educational opportunities and information sharing to incorporate accessible and inclusive facilities and experiences	Short
		Investigate the feasibility of a sensory park as a legacy project for 2032	Long



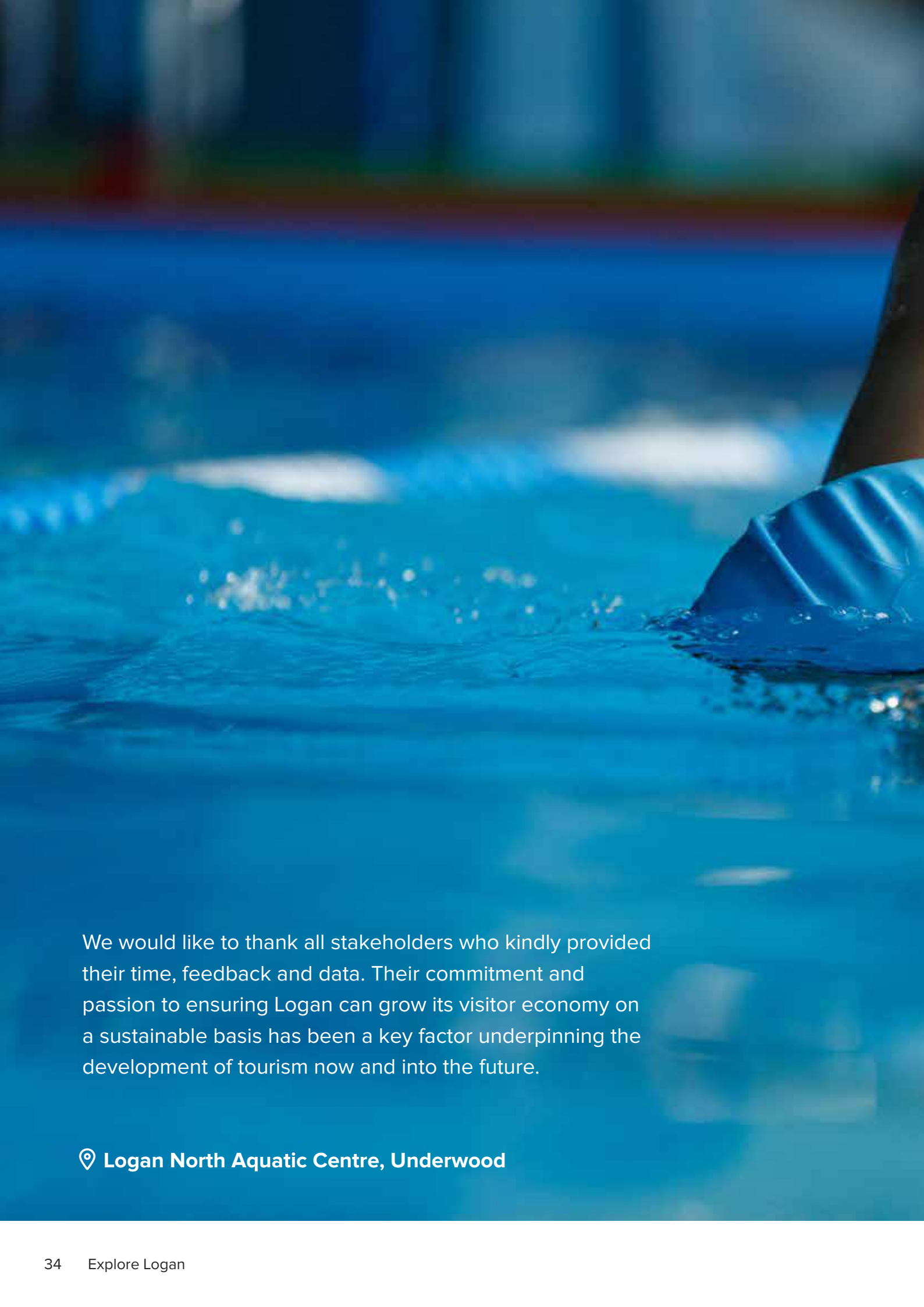
Governance and Partnerships

Opportunity Focus	Actions	Timeframe
<b>Wayfinding</b>	Investigate a wayfinding app to improve awareness of places and trails across the city	Long
	Review the use and demand of free Wi-Fi across the city and improve and expand as required	Long
<b>Grow and nurture stakeholder partnerships</b>	Participation and coordination at local, regional and state activities – familiarisation tours, educational workshops, professional development and advocacy to capitalise on opportunities for Logan	Ongoing
	Advocate for Brisbane2032 investment in tourism related infrastructure in the Logan region	Medium
	Review engagement practices with industry to develop a more collaborative and networked cluster	Medium
<b>Visitor Services</b>	Review accreditation requirements in the Welcoming Cities Standard to embed a customer centric focus across Council and share with industry	Short
	Investigate the development of an additional Visitor Information Centre	Medium
<b>Review barriers to investment</b>	Create codes in the Logan Plan 2025 (Logan Planning Scheme) to support appropriate and sustainable tourism businesses in the rural zones	Short
	Review and streamline policies and processes that are barriers to business activating places as part of the commitment to the Small Business Friendly Council Charter eg: temporary commercial uses in public spaces	Medium
<b>Build a deeper understanding of visitors</b>	Undertake Consumer Profile and journey mapping to develop comprehensive visitor profiles	Long
	Advocate for improved data and insights from state and federal partners	Long
	Build a deeper understanding of the supply and demand (visitation and occupancy) in the local and regional visitor economy to monitor progress and make recommendations for improvement.	Long



Opportunity Focus	Actions	Timeframe
<b>Sustainability</b>	Review alignments and opportunities to engage and intersect with other emerging sectors (creative industries, circular and low carbon, care economy) identified in the Economic Development Strategy to support and benefit the tourism industry	Medium
	Investigate destination sustainability programs to support and leverage Council's Carbon Neutral certification	Long
<b>Measuring Success</b>	Review activities and measure outcomes including the following where possible <ul style="list-style-type: none"> <li>› Monitor new experience development</li> <li>› Monitor new tourism investment</li> <li>› Marketing reach and engagement</li> <li>› Marketing campaign participation and buy-in</li> <li>› Growth of Visitor Economy – return to pre-COVID by 2024</li> <li>› Lead generation to existing businesses</li> <li>› Industry participation and engagement</li> </ul>	Quarterly





We would like to thank all stakeholders who kindly provided their time, feedback and data. Their commitment and passion to ensuring Logan can grow its visitor economy on a sustainable basis has been a key factor underpinning the development of tourism now and into the future.

 **Logan North Aquatic Centre, Underwood**





LOGAN OFFICE  
OF ECONOMIC  
DEVELOPMENT

*Explore*  
LOGAN



CITY OF  
LOGAN