

City of Logan Community Infrastructure Strategy

2019 2041

*A modern network of community infrastructure for people to
connect, belong and thrive*



This report has been prepared by:



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EXECUTIVE SUMMARY

The City of Logan has a diverse network of community infrastructure that supports a wide range of community, cultural, educational, recreational, and sporting opportunities. Logan City Council provides some of these facilities, which range from libraries and community centres, to performing arts facilities and aquatic centres. These facilities (and the services and networks that operate from them) enable our residents to lead active, healthy and rewarding lives.

This Community Infrastructure Strategy outlines Logan City Council's long-term direction for community infrastructure provision in the City of Logan over the next 20 years. Broadly, it identifies where, when and how community facilities should be provided to meet current and future community needs. The strategy seeks to realise Council's long-term vision for community infrastructure, being:

The City of Logan has a modern network of community infrastructure that meets the social, cultural, educational, recreational, and sporting needs of our diverse population. These places are recognised by the community as a focal point for people to connect, belong and thrive.

The strategy responds to a number of challenges we face in maintaining a high standard of community infrastructure that meets the diverse needs of our community. Logan is one of the largest and fastest growing cities in Australia, projected to reach a population of 548,724 by 2041¹. This growth will place pressure on existing community facilities to expand and adapt, and will require significant expansion to the City's community infrastructure network in the future.

The cost of land and development also continues to rise, while local governments are finding it increasingly difficult to source adequate infrastructure funding to keep pace with growth and change. In our City's urban areas, the availability of unused public land is scarce and acquisition opportunities are limited. The City's growth areas bring their own set of challenges; expected to develop as cities within their own right, but currently lack the infrastructure investment required to realise their growth potential.

While managing this growth presents challenges; it also provides the impetus for Council to explore new and innovative ways to plan, deliver and activate community infrastructure. A key direction of this strategy is strengthening the role of multi-purpose community hubs; an effective and efficient way to meet a wide range of community needs. Other opportunities include: the formation of public private partnerships and other joint ventures; rationalisation of existing facilities to help fund new and improved facilities; and testing alternative governance and operational models at our facilities.

This Community Infrastructure Strategy includes a detailed network plan; a program of community infrastructure projects to meet community needs over the next 20 years. These projects range from preliminary investigations and planning studies, to upgrades of existing facilities, or development of new community infrastructure. The recommendations have been developed based on a comprehensive evidence-based analysis of needs and provide guidance for more detailed planning studies.

Recognising that most of our City's future growth is expected to occur in greenfield areas, the network plan identifies the need for a wide range of new facilities in growth areas by 2041. For our City's urban areas, the network plan identifies more facility upgrades and redevelopment opportunities; particularly where facilities have reached capacity or are becoming outdated.

To achieve Council's policy directions and deliver on the recommendations identified in the network plan, an implementation plan has been prepared as part of this strategy. The implementation plan is a list of strategic actions that Council will undertake to help realise its long-term vision for community infrastructure in the City of Logan. The actions will be implemented by focussing on four priority areas: 1) Customer Focused; 2) Funding and Strategic Partnerships; 3) Sustainable and Efficient; and 4) Organisational Leadership and Governance.

The implementation plan acknowledges that Council alone cannot deliver the full range of community infrastructure that is required to meet community needs over the next 20 years. It will require a whole-of-community response involving strong coordination and partnerships between each level of government and their agencies, non-government organisations, the private sector, and local residents. The implementation plan signals Council's commitment to working collaboratively with other key stakeholders to deliver the community infrastructure needed in our City.

This Community Infrastructure Strategy represents a critical first step in planning for community infrastructure to support the long-term needs of our growing community. It is intended to provide direction to Council and other stakeholders on the future planning, provision and investment in Council-owned community infrastructure. It leads the way for a more transparent, evidence-based program of work through planning, partnerships and advocacy; to ultimately deliver the community infrastructure needed in our City over the next 20 years.

¹ Source: LCC (2018).

1. INTRODUCTION

1.1 Purpose of this Strategy

The City of Logan has a diverse network of community infrastructure that supports a wide range of community, cultural, educational, recreational, and sporting opportunities. These facilities (and the services and networks that operate from them) enable our residents to lead active, healthy and rewarding lives.

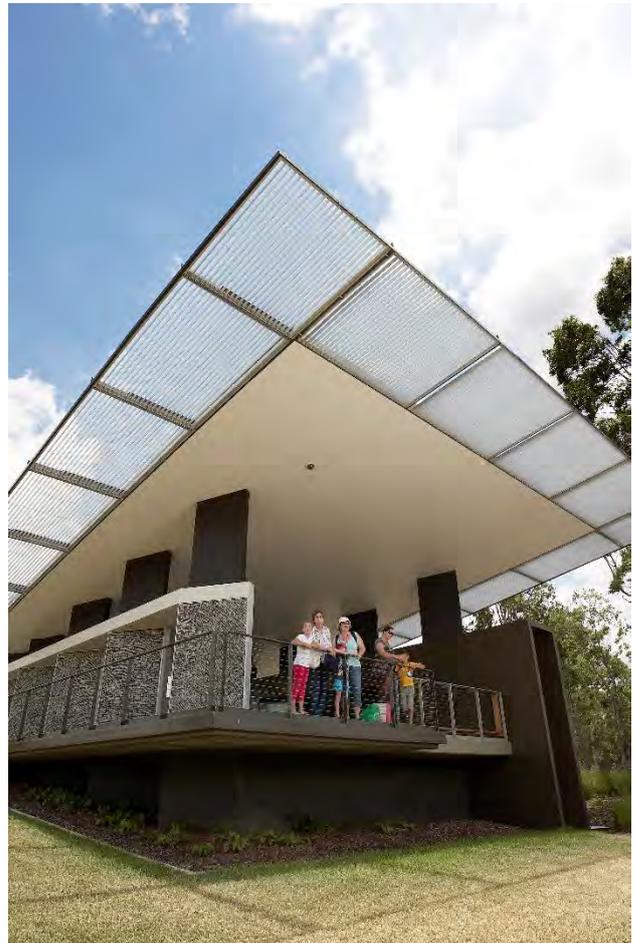
The City of Logan is one of the largest and fastest growing local government areas in Australia. Our current population of 326,615 is expected to increase to 548,724 by 2041². This growth will place pressure on existing community facilities to expand and adapt, and will require significant expansion to the City's community infrastructure network in the future.

Logan City Council is proactive in managing future growth. We have prepared this Community Infrastructure Strategy to ensure residents have access to the community facilities, services and networks that meet their needs, both now and into the future. This strategy outlines Logan City Council's long-term direction for community infrastructure provision in the City of Logan over the next 20 years. Broadly, it identifies where, when and how community facilities should be provided to meet current and future community needs.

This Community Infrastructure Strategy focusses on community infrastructure for which Council has primary responsibility, with particular consideration given to the land and built form (i.e. physical infrastructure).

The objectives of this strategy are to:

- Provide transparency and clear direction regarding the planning, provision and investment in Council-owned community infrastructure up to 2041;
- Set expectations for the type, number, size, and location of community infrastructure throughout the City (Council's Desired Standards of Service (DSS));
- Position Council to pursue new opportunities and collaborative partnerships with other levels of government, non-government organisations and the private sector to help deliver the community infrastructure needed within the City;
- Provide a strong evidence base to support decision-making, advocacy efforts and funding applications for community infrastructure projects;
- Inform other local government planning instruments and processes, including the *Logan Planning Scheme 2015*, *Local Government Infrastructure Plan (LGIP)* and Council's budgeting process; and
- Enable Council to maximise the benefits from its existing investments in community infrastructure assets.



Logan City Council is proactive in managing future growth. We have prepared a program of community infrastructure projects to ensure our residents have access to a wide range of community facilities, services and networks that meet their needs over the next 20 years.

² Source: .id (2019); LCC (2018).

1.2 What is Community Infrastructure?

For the purpose of this strategy, 'community infrastructure' refers to:

The buildings and spaces that are accessed by the community for a wide range of community, cultural, educational, recreational and sporting pursuits; both formally and informally.

Community infrastructure plays an important role in bringing people together and provides opportunities for individuals, families and communities to develop life skills and resilience, maximise their potential, and maintain quality of life. Community infrastructure can shape and influence community outcomes such as social cohesion and economic development, and is essential to supporting the development of sustainable communities. **Figure 1** provides examples of the social and economic benefits of investing in community infrastructure.

Council's community infrastructure network comprises:

- **Community and civic facilities**, including general community spaces, community centres, and convention / exhibition centres;
- **Arts and cultural facilities**, including libraries, performing arts facilities or spaces, art galleries or spaces, and museums;
- **Sport and recreation facilities**, including indoor sports facilities and aquatic centres (it excludes sport and recreation club facilities); and
- **Land** owned by Council and designated for future community infrastructure.

Table 1 provides a list and description of the community facility types that are addressed in this strategy.

Figure 1: Social and Economic Benefits of Community Infrastructure



Table 1: Logan City Council Community Infrastructure Types

Community Infrastructure Type	Description
Community / Civic Facilities	
General community space	A local facility available for general community use, providing meeting spaces, community services and/or information services. General community spaces are often unstaffed and available for hire by community groups on a regular or casual basis. They include small community halls and hobby clubs, but can also comprise dedicated community space located within larger multipurpose facilities.
Community centre	A full-service community facility providing meeting spaces, service delivery spaces and small events spaces. Intended to be multipurpose and flexible in design, to simultaneously accommodate a diverse range of activities and user groups, for the benefit of the broader community.
Convention / exhibition centre	A large, multipurpose facility that can cater for a range of large commercial and community events such as conferences, exhibitions, trade shows, formal functions, entertainment, and concerts. It may include an exhibition hall and/or conference centre.
Arts and Cultural Facilities	
Library	A public library facility, offering high-level functions and resources for learning, development and recreational purposes. It includes space for general book collections, online resources, meeting rooms, study areas, programming spaces, small event spaces, and administrative functions.
Art gallery or space	A facility or dedicated space for the exhibition of art, and may incorporate flexible spaces for meetings, educational and cultural programs, creative workshop space, small event spaces, and commercial activities such as cafés and retail.
Performing arts facility or space	A facility or dedicated space for the rehearsal, staging and viewing of performing arts, ranging from small playhouses to large multipurpose performance centres. It includes a theatre and stage/performance area, and may incorporate flexible spaces for meetings, workshops, ticketing and administrative functions, and commercial activities such as restaurants.
Museum	Provides flexible spaces for exhibiting objects of historical, scientific, artistic, and/or cultural interest. It may incorporate spaces for resource collections and research, educational and cultural programs, meetings, creative workshop space, small event spaces, and commercial activities such as cafés and retail.
Sport and Recreation Facilities	
Indoor sports facility	A dedicated facility for indoor sport, exercise and fitness programs, and recreational activities. It may include space for education and training, allied health services, meetings, corporate and community events, and commercial activities such as a kiosk or gym.
Aquatic centre	An aquatic facility (or swimming pool) available to the general public for swimming, exercise and fitness programs, and recreational activities. It may include space for education and training, allied health services, meetings, corporate and community events, and commercial activities such as a kiosk or gym.
Leisure centre	A co-located or integrated indoor sports facility and aquatic centre.

1.3 Council's Role in Community Infrastructure

Delivering the full range of community infrastructure that is required to meet community needs cannot be the responsibility of any one agency. It requires a whole-of-community response involving strong coordination and partnerships between each level of government and their agencies, non-government organisations, the private sector, and local residents.

Logan City Council recognises the important leadership role it has to play, from planning, through to delivery and operations, as described below.

As a planning authority, Council:

- Undertakes policy development, need analyses and strategic planning for the current and future provision of community infrastructure; and
- Seeks financial and/or in-kind contributions from other levels of government, non-government organisations and the private sector towards community infrastructure provision.

As an owner of community infrastructure, Council:

- Funds, constructs, operates and maintains some community facilities (Council assets); and
- Makes some Council assets available for use by other service providers and the community.

As a provider of community services, Council:

- Delivers community services through some of its assets;
- Provides funding and/or in-kind support to assist others to deliver community services;
- Partners with and advocates to other levels of government and community service providers to ensure adequate services are available to meet community needs; and
- Provides information and referral services to other organisations and the community about available community spaces, services and networks.



Community infrastructure provision requires a whole of community response involving strong coordination and partnerships between each level of government and their agencies, non government organisations, the private sector, and local residents.

1.4 Project Scope and Methodology

This Community Infrastructure Strategy focusses on community infrastructure for which Council has primary responsibility, with particular consideration given to the land and built form (i.e. physical infrastructure).

Some consideration has been given to the role of non-Council provided community infrastructure so that future planning for Council facilities is not undertaken in isolation. However, this strategy does not attempt to identify the future directions, nor the desired standards of service, for community infrastructure which is not the responsibility of Council.

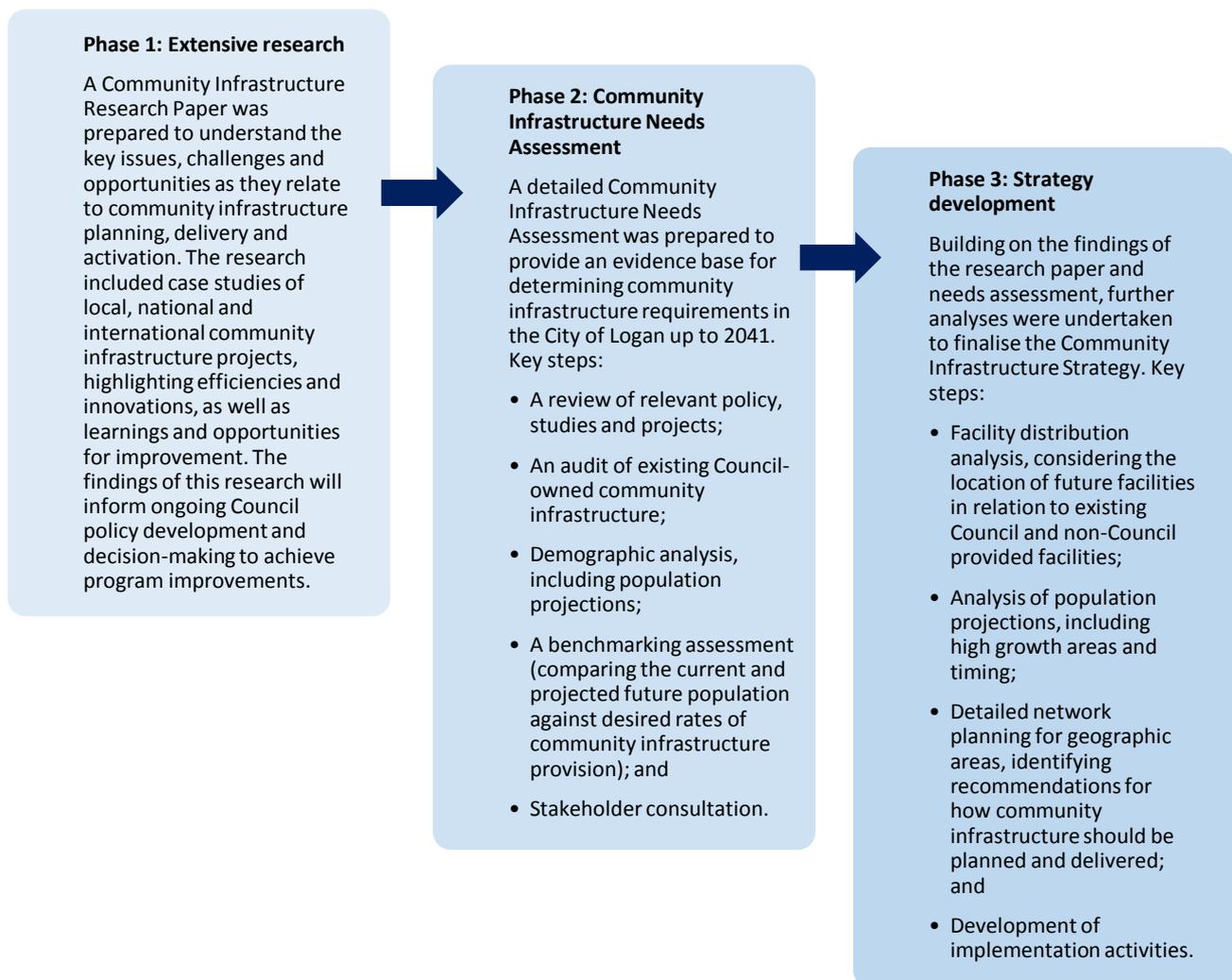
This Community Infrastructure Strategy builds on earlier planning studies, representing the culmination of three project phases, as summarised in **Figure 2**. This strategy should be read in conjunction with the *Community Infrastructure Needs Assessment*, which is available from Council upon request.

Broadly, Council's planning process addresses the following key questions:

- What community infrastructure is there now, who does it serve and how well is it working?
- How are things going to change between now and 2041 – how many people, where and when?
- What community infrastructure is required to meet community needs, now and in the future?
- What is the best way for this infrastructure to be provided so that it meets community needs, while also being sustainable and financially responsible?
- How do we deliver it? Who should fund it?

The methodology for preparing this strategy was guided by the South East Queensland Regional Plan *Implementation Guideline No. 5: Social Infrastructure Planning*³.

Figure 2: Process for preparing this Community Infrastructure Strategy



³ Source: Department of Infrastructure (2007).

2. STRATEGIC CONTEXT

2.1 Policy and Strategic Context

This Community Infrastructure Strategy sits within a broader policy and strategic context, designed to achieve an integrated approach to planning, delivering and activating community infrastructure. **Table 2** provides a summary of the key policy documents and planning instruments that relate to Council's community infrastructure planning process.

The Community Infrastructure Strategy helps advance state and regional policy objectives by planning for new infrastructure that supports population growth and the development of new communities. It also aligns with the priority areas and projects identified in Council's Corporate Plan and Annual Operational Plan.

Table 2: Summary of Relevant Policy and Planning Documents

Document / Instrument	Summary
Queensland Government	
<i>Planning Act 2016</i> ⁴	The <i>Planning Act 2016</i> provides the legislative capacity for local governments to designate land for community infrastructure and requires Queensland local government planning schemes to include a Local Government Infrastructure Plan. The Act also provides the legislative capacity for councils to levy infrastructure charges towards land for community infrastructure.
The Queensland Plan: a 30 year vision for Queensland ⁵	<i>The Queensland Plan</i> represents the aspirations of Queenslanders over the next 30 years. It sets the long-term direction for Queensland's future through strategies and actions across nine themes: education, community, regions, economy, health and wellbeing, environment, people, infrastructure, and governance.
Shaping SEQ: South East Queensland Regional Plan 2017 ⁶	The South East Queensland Regional Plan 2017 (<i>ShapingSEQ</i>) sets the long planning direction and provides a framework to manage growth, land use and development in South East Queensland. It is a statutory plan given effect under the <i>Planning Act 2016</i> , and provides guidance for more detailed planning at the local level. <i>ShapingSEQ</i> was prepared by the Queensland Government in partnership with South East Queensland's 12 local government authorities and their local communities.
South East Queensland Regional Plan Implementation Guideline No. 5: Social Infrastructure ⁷	The South East Queensland Regional Plan is supported by <i>Implementation Guideline No. 5: Social Infrastructure Planning</i> , a non-statutory document that provides guidance on planning for social infrastructure. The methodology for preparing this Community Infrastructure Strategy was guided by the implementation guideline.
Logan City Council	
Corporate Plan 2017-2022 and Annual Operational Plan ⁸	Logan City Council's Corporate Plan 2017-2022 articulates Council's vision to be an 'Innovative, Dynamic City of the Future'. Underpinning this vision is Council's six priority outcome areas: 1) Quality Lifestyles; 2) Conveniently Connected; 3) Economic Transformation; 4) Image and Identity; 5) Green and Renewable; and 6) Next Generation Governance. The priorities set out in the Corporate Plan are translated into measurable actions for each financial year as part of Council's Annual Operational Plan. Implementation of this Community Infrastructure Strategy supports the delivery of Council's priority outcomes across a number of different projects and programs.
Logan Planning Scheme 2015 (and Local Government Infrastructure Plan) ⁹	The <i>Logan Planning Scheme 2015</i> helps Council to manage population growth and guide the way land is developed across the city. A key component of the planning scheme is the <i>Local Government Infrastructure Plan</i> , which identifies Council's plans for priority infrastructure that is necessary to service urban development in a coordinated, efficient and financially sustainable manner. Council's Community Infrastructure Strategy provides baseline information to inform the preparation of the <i>Local Government Infrastructure Plan</i> .

⁴ Source: Planning Act 2016 (Queensland).

⁵ Source: Queensland Government (2014).

⁶ Source: DILGP (2017).

⁷ Source: Department of Infrastructure (2007).

⁸ Source: LCC (2017).

⁹ Source: LCC (2015).

This Community Infrastructure Strategy also intersects with a variety of other Council and State Government strategies and action plans. Key documents have been reviewed to understand the broader planning considerations that are relevant to community infrastructure planning, delivery and activation. These documents included:

- Access and Inclusion Plan 2019-2022
- Active Logan Strategy 2016-2028
- Beenleigh Town Centre Master Plan and Implementation Plan
- City Futures Strategy
- City of Logan Advocacy Strategy 2017-2019
- Community Engagement Strategy 2017-2021
- Creative City: Logan City Council Arts, Culture and Heritage Strategy 2018-2022
- Greater Flagstone Urban Development Area Development Scheme
- Greater Springwood Master Plan and Implementation Plan
- Logan Central Master Plan and Implementation Plan
- Logan Destination Management Plan 2018-2022
- Meadowbrook Master Plan and Implementation Plan
- Park Strategy 2014-2026
- Yarrabilba Urban Development Area Development Scheme

2.2 Study Area Context

The City of Logan is one of 12 local government areas that make up the South East Queensland region. The City shares its boundary with the City of Brisbane, City of Gold Coast, City of Ipswich, Redland City, and Scenic Rim local government areas. It comprises 70 suburbs covering 957 square kilometers, and approximately 70% of the City is rural, semi-rural or land for conservation.

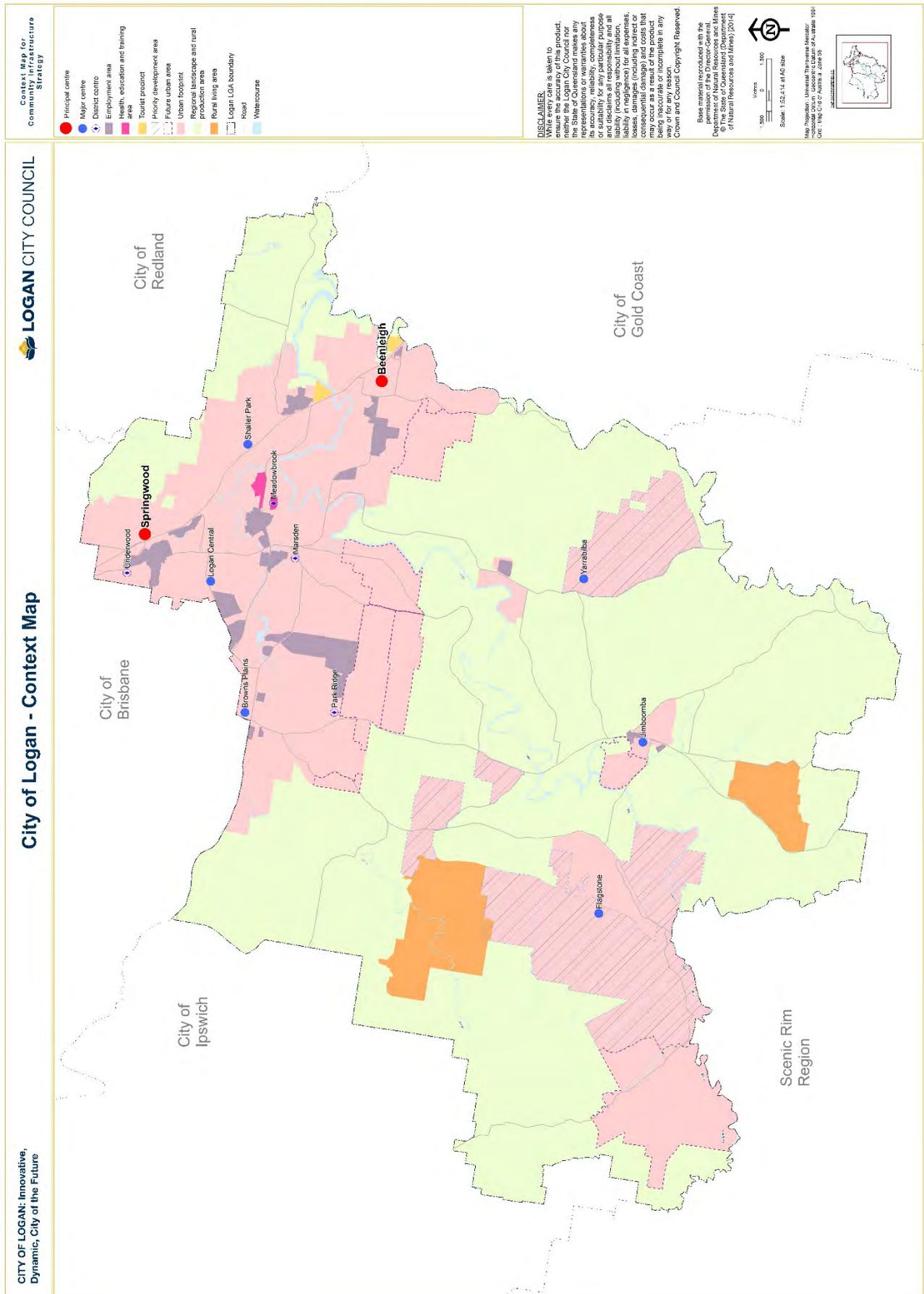
Over the next 20 years the City of Logan will continue to accommodate a significant proportion of South East Queensland's population growth. Most of this growth is expected to occur in the City's two Priority Development Areas (PDAs) of Greater Flagstone and Yarrabilba. PDAs are land designed for priority development, and are regulated by the Queensland Government, through Economic Development Queensland. **Figure 3** is a map showing the City of Logan local government area boundary and key settlement features, including PDAs and activity centres.



"To support and grow the City of Logan sustainably for the long term, Logan City Council will commit to managing assets, delivering services and investing in innovative ideas that cater for needs of the existing community and for future generations."

(LCC Corporate Plan 2017-2022)

Figure 3: City of Logan Study Area Context



3. WHERE ARE WE NOW?

3.1 Community Snapshot

The City of Logan is one of the largest and fastest growing local government areas in Australia. Our population is expected to grow from 326,615 to reach 548,724 people by 2041, with a number of 'new cities' planned for development over the next 30 years¹⁰.

Logan is a young city with around 50% of our residents under the age of 34. We have comparatively large proportions of 'babies and pre-schoolers', 'primary school students' and 'secondary school students'. Recent trends show an ageing population, which is expected to continue over the next 20 years. Between 2011 and 2016, the largest growing age cohorts were the 70-84 years age group (+5,149 people) and the 60-69 years age group (+4,583 people).

Our City is a vibrant and diverse community, home to people from 217 different cultural backgrounds, including Aboriginal and/or Torres Strait Islander people, descendants of people born overseas, and established and recently arrived migrants. Around 10,000 of our residents identify as Aboriginal and/or Torres Strait Islander and more than a quarter of our residents were born overseas. Country of birth and language spoken are wide-ranging. Over 10,000 people permanently migrated from overseas to Logan between 2011 and 2016; a third of these being humanitarian migrants.

Overall, the City of Logan has lower levels of educational attainment compared to Greater Brisbane and Queensland. We have lower levels of school completion and fewer people holding formal qualifications. We also have a notably high rate of disengaged youth; meaning young people aged 15-24 years who are neither working nor attending any form of educational institution.

The predominant household type in Logan is 'couples with children', followed by 'couples without children', 'lone person' households, and 'single parent families'. 'Couples without children' and 'lone person' households experienced the greatest increases between 2011 and 2016. The proportion of 'lone person households' is projected to increase significantly more than any other household type over the next 20 years.

Over 17,000 of our residents require assistance with their daily needs due to disability. There is a strong relationship between age and disability, and we can expect to see this number increase in the future as our population ages.

City-wide, approximately 80% of households have access to the internet at home, ranging from a low of 65% in Logan Central, to a high of 92% in New Beith. Analysis of car ownership shows that 87% of households owned at least one car. Compared to other South East Queensland local government areas, Logan has a low Socio-Economic Indexes for Areas (SEIFA) score, indicating a higher level of socio-economic disadvantage¹¹.



- 326,615** residents in 2018 and expected to grow to 548,724 by 2041
- 34** is the median age of Logan residents
- 50%** of people are under 34 years of age
- 17%** of people are over 60 years of age



- 217** different cultural backgrounds are represented in Logan
- 27%** of people were born overseas
- 16%** of people speak a language other than English at home
- 3%** of people experience difficulty speaking English



- 11%** of people over the age of 15 hold a tertiary qualification
- 47%** of people over the age of 15 have no qualifications
- 16%** of youth aged 15-24 years are neither working nor studying



- 35%** of households are couples with children
- 23%** of households are couples without children
- 14%** of households are single parent families
- 18%** are lone person households



- 17,000** people require assistance with their daily needs due to disability
- 80%** of households have access to the internet
- 87%** of households have access to at least one motor vehicle
- 959** is Logan's SEIFA score on the index of relative socio-economic disadvantage

¹⁰ Source: .id (2019); LCC (2018).

¹¹ Source: ABS (2011); ABS (2016); LCC (2018).

3.2 Analysis of Existing Community Infrastructure

A comprehensive *Community Infrastructure Needs Assessment* has been undertaken as part of this strategy development. The key findings relating to Council's existing community infrastructure network are summarised below.

Overall

- There is a gap in 'higher order' metro and major district level facilities capable of servicing large population catchments.
- There is an oversupply of small and fragmented facilities, which often reach capacity quickly.
- There is a lag time in providing community infrastructure in high growth areas.
- There is some evidence of encroachment on existing facilities beyond their intended purpose as a result of unfilled needs. For example, Logan Metro is increasingly being used as a civic function centre, rather than an indoor sports facility.
- There is some evidence of community facilities with services and activities that are poorly matched to community needs.
- Facility utilisation / activation varies considerably across the City, which is largely dependent on the current lessee.
- Many facilities are ageing, requiring increasing levels of maintenance or upgrades.

Community / civic facilities

- There is a lack of flexible and affordable meeting spaces available for ad hoc use, without a need for a long-term lease.
- There is a reported demand for a large convention / exhibition centre to service the entire City.
- There is a large number of smaller facilities, however most lack the scale and functionality to adequately meet community needs.
- There is a gap in dedicated spaces for young people for both structured and unstructured activities.

Arts and cultural facilities

- There is a gap in arts and cultural facilities overall, including the absence of a metro standard art gallery, museum and performing arts facility.
- There is increasing demand for creative makerspaces, where people can participate in creative projects, rather than simply being an observer.
- Libraries are recognised as highly valued community 'meeting places', regularly used for networking, events and programs, just as much as to access information and resources.
- A number of libraries are too small and require expansion or replacement in order to meet growing community needs and expectations.



"We need to nurture and provide more opportunities for arts and culture to be able to flourish... more makerspaces and creative industry spaces where users can participate in creating, building, performing, or making 'stuff'; as opposed to traditional arts and cultural facilities where visitors are simply observers."

(Stakeholder consultation, Community Infrastructure Needs Assessment, 2018)

Sport and recreation facilities

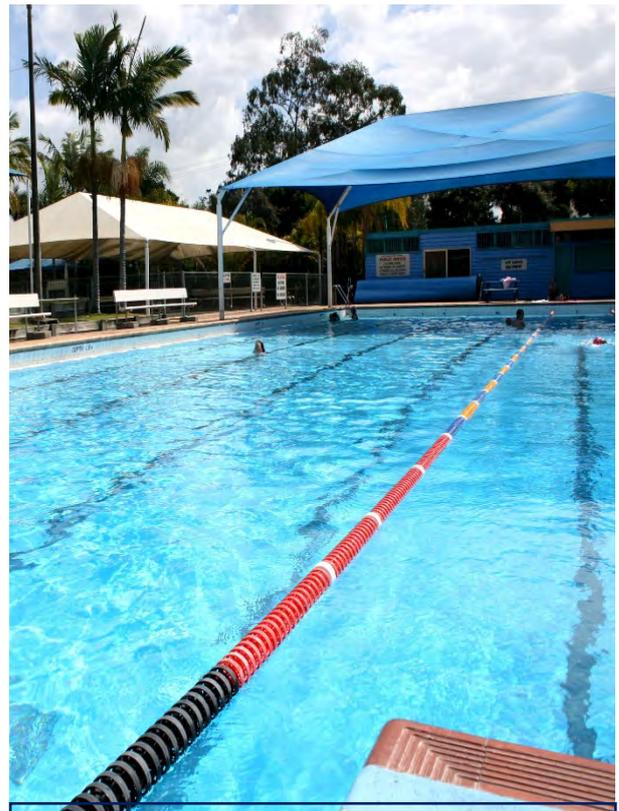
- Sport and recreation facilities are generally well catered for across the City.
- There is an increased focus on pursuing alternative management models for aquatic centres and indoor sports facilities.

Locational issues

- Community facilities are inequitably distributed; with existing facilities concentrated in the northern portion of the City, whereas most of Logan's future growth is expected to occur in the southern and western parts of the City.
- Many community facilities are located outside of activity centres; thus limiting accessibility, convenience, and connectivity to public transport.
- There is currently limited co-location and integration of community facilities within community hubs. Most are standalone facilities which are disconnected from complementary land uses and activities.
- Many community facilities are poorly located in parks; being more susceptible to flooding, safety and security issues.

Design and functional issues

- There is a need for more flexible and multipurpose community facilities to accommodate a variety of user needs.
- There is a need for more storage space, especially for shared use arrangements.
- There is a demand for improved kitchen / kitchenette amenities, especially commercial kitchens for functions and catering.
- There is a demand for better connections to outdoor spaces, for example, a deck, courtyard or community garden.
- Many community facilities lack universal design that caters to diverse needs and abilities, especially adequate access for people with disability.
- There is a demand for improved information and communications technology capability, especially high speed wireless internet.



"Facility location is one of the primary determinants of function and usage. Maximum patronage will often be promoted by integrating facilities within broader activity centres with compatible uses."

(South East Queensland Regional Plan Implementation Guideline No. 5: Social Infrastructure Planning, 2007)

3.3 Key Challenges

There are a number of key challenges we face in planning, delivering and managing community infrastructure, as summarised hereafter. These have been identified through a review of relevant literature, case study research, stakeholder consultation, and through the practical lessons from a range of previous community infrastructure projects.

Rapid population growth and outer-urban development

The City of Logan is one of the fastest growing cities in Australia, projected to reach 548,724 people by 2041¹². This growth is not evenly distributed across the city, with some outer greenfield areas, such as Greater Flagstone and Yarrabilba PDAs, expected to develop into small cities within their own right.

Servicing these new communities will be a challenge for Council over the 10-20 years, and will require significant expansion to our City's community infrastructure network and community services sector. Uncertainty around the timing and scale of major projects, and the complexity of working with multiple developers and stakeholders within State Government designated PDAs, brings additional challenges.

Timely provision of infrastructure in greenfield areas

Experience in the City of Logan has shown considerable lag time between residential development in greenfield areas and the provision of community infrastructure, particularly where land is not in Council ownership. This issue is compounded by the lack of existing facilities, services and support networks that would otherwise be found in more established areas. Where needs are not adequately met, this can have a detrimental impact on broader community outcomes such as social cohesion and economic development, as well as place pressure on the facilities and services located in neighbouring communities.

Servicing diverse and changing communities

Population growth also brings changing demographics to our City. Recent trends show that the number of young families continues to rise, but we are also experiencing an ageing population and increase in lone person households. Our cultural diversity is also increasing, with Logan now home to more than 217 different cultural groups, including Aboriginal and/or Torres Strait Islander people, descendants of people born overseas, and established and recently arrived migrants. Country of birth, language and religion are also wide-ranging.

Alongside demographic characteristics, there are other social and economic extremes that make up the City of Logan. Parts of the City are affluent, while other pockets experience significant relative disadvantage; some areas are highly urbanised while others are rural or greenfield; and some areas are well-serviced, while others have no existing community infrastructure.

It is clear that the City of Logan is made of very different communities with varying demographics, needs, aspirations, and values. Community infrastructure needs to be flexible and multipurpose to accommodate a broad range of uses, and with the ability to be repurposed over time to respond to the changing needs or life stages of a community.

Funding community infrastructure

Building, operating and maintaining community infrastructure is expensive and funding is a significant challenge for most Councils. Under the *Planning Act 2016* Council is only able to levy infrastructure charges contributions for the land component of community infrastructure, not for buildings or associated works. The maximum amount that Councils can levy is capped, and is often not enough to cover the true cost of the land. Funding for construction is typically sourced from competitive State and Federal Government grants, or dedicated through Council's budget process. Maintenance and operating costs also need to be set aside over the life of the building.

New and innovative ways to fund community infrastructure will need to be a focus for Council into the future. In addition, existing community infrastructure needs to be evaluated, and where it is not meeting performance standards, options for improving or rationalising assets must be explored to ensure Council's community infrastructure network is sustainable and financially responsible.

Managing an ageing stock of facilities

Council has an ageing stock of community facilities, many of which are unsuited to meeting contemporary needs and community expectations. Managing an ageing stock of facilities has the following challenges:

- **High costs** - Some of our current facilities are at or nearing the end of their useful life, resulting in increased maintenance and compliance costs. These costs come at the expense of investing in new and improved facilities.
- **Not fit for purpose** - Many facilities were originally designed as single purpose facilities, but now lack the flexibility and functionality to meet modern service provision. Common issues relate to: a lack of storage and kitchen facilities, a lack of multipurpose space, limited access to Wi-Fi and audio visual equipment, and poor universal design. This has an impact on the scope of activities and services that can be provided from Council facilities, ultimately reducing their overall community benefit.

Understanding these challenges provides the necessary basis for decision-making around asset rationalisation or replacement in order to improve the overall efficiency and effectiveness of Council's community infrastructure network.

¹² Source: LCC (2018).

4. WHERE ARE WE GOING?

4.1 What growth are we planning for?

Most of our future population growth is expected to occur in the greenfield areas of Greater Flagstone, Yarrabilba and Park Ridge-Logan Reserve. This is largely attributed to the Greater Flagstone and Yarrabilba PDAs, which are expected to develop into small cities within their own right; accommodating up to 50,000 and 120,000 residents respectively.

This growth will place pressure on existing community facilities to expand and adapt, and will require significant expansion to the City's community infrastructure network in the future. Early provision of community infrastructure must be prioritised in growth areas, recognising the lack of existing community facilities, services and networks that would otherwise be found in more established areas. The timely provision of community infrastructure to match increased demand will be a challenge for Council over the next 20 years and beyond.

Given the significant level of growth expected within the City, community infrastructure will need to cater for both local and regional demand, with adequate higher order community infrastructure to serve a large population base. **Table 3** shows the population projections for each planning sector, as well as the City of Logan overall (including the PDAs), up to 2041.

Table 3: City of Logan Population Projections (2016 - 2041)¹³

Planning Sector / City of Logan	Base pop. at 2016	Projected pop. at 2041	Projected increase (no.)
North	92,172	103,605	+11,433
East	64,978	71,536	+6,558
South	53,385	76,849	+23,464
West	50,862	108,748	+57,886
Rural South East	16,532	62,096	+45,564
Rural South	22,136	102,139	+80,003
Rural West	13,748	23,751	+10,003
Total City of Logan	313,814	548,724	+234,910



The City of Logan is one of the fastest growing cities in Australia, projected to reach a population of 548,724 by 2041. Council and other service providers have a critical role in responding to the increasing community infrastructure and service needs of our residents.

¹³ Source: LCC (2018).

4.2 Contemporary Approaches

Faced with challenges such as rapid population growth and rising infrastructure costs, local governments and other infrastructure providers continue to find better ways of planning, delivering and managing community infrastructure. The following is a summary of contemporary approaches that have been identified through a review of relevant literature, case study research, stakeholder consultation, and through the practical lessons from a range of previous community infrastructure projects.

An integrated, coordinated network of facilities

Any individual community facility cannot be reasonably expected to meet every conceivable community need. Community infrastructure should therefore be planned and managed as part of a city-wide network of facilities that work together to meet a broad range of community needs. This integrated network approach allows community facilities to provide different but complementary services, and by doing so avoids duplication of resources.

Maximising utilisation of existing facilities

With many urban local government areas experiencing unprecedented population growth and increasing community expectations, improving the capacity, efficiency, and performance of existing community facilities needs to be a priority in order to meet demand. The planning, configuration and management approaches to community facilities should be considered in the context of achieving high utilisation levels, with opportunities to incentivise behaviours to help better manage peak demand.

Shared use of facilities

Shared use arrangements have the potential to deliver better and more cost-effective community facilities for community benefit. Sharing facilities and spaces may decrease or delay the need to invest in new facilities, or allow infrastructure to be provided earlier in greenfield areas by pooling resources.

The types and duration of shared use arrangements can vary, with different ownership, management and operational models; often influenced by cost, and the abilities and resources of the parties involved. Shared use arrangements commonly include sharing school facilities with the broader community, and the joint use of facilities between two or more nearby schools.

Public private partnerships

Public Private Partnerships (PPPs) are "partnerships between the public and the private sector for the purposes of designing, planning, financing, constructing and/or operating projects which would be regarded traditionally as falling within the remit of the public sector"¹⁴. PPPs can be an effective model for funding community infrastructure, harnessing the efficiency and resources of the private sector, while delivering community benefits.

Revenue generating opportunities

Many community facilities operate on a not-for-profit basis, relying on income generation, for example, through: hiring out spaces, fundraising events, grant funding, or operating retail or commercial spaces such as a café, restaurant or crèche. Revenue generating opportunities should be considered when planning and designing community facilities to increase financial viability, adding to the range and quality of activities and services being provided. Commercial opportunities can also add value to the facility by offering an improved user experience.

Integrated service delivery

Recognising the benefits of client-focused support services, governments and other service providers are increasingly moving away from stand-alone facilities and fragmented services, towards more integrated models of service delivery. Integrated service delivery refers to "a number of service agencies working together to collaborate and coordinate their support, services and interventions to clients. The focus is generally on clients, or client target groups, who have complex needs that require services from a number of agencies"¹⁵.

Integrated service delivery benefits clients by allowing them to access assistance more effectively (by reducing the need to navigate different services and organisations) and experience an improved referral system across services, leading to better client outcomes. Integration also creates management and resource efficiencies through more coordinated planning, information sharing, and pooling of agency funds. The community hub model is ideal for integrated service delivery, acting as a 'one-stop-shop' for a range of services.

¹⁴ Source: Webb, R. & Pulle, B. (2002).

¹⁵ Source: QCOSS (2013).

Community hubs as the preferred delivery model

Recognising the challenges and limitations of providing small standalone community facilities, local governments are now prioritising community hubs as the preferred model for delivering community facilities.

A community hub is a collection of facilities clustered together on the same or adjoining sites to form a focal point for activities, programs and services. Different community facility types can be selected to form a community hub, however they need to be compatible and ideally have a focus or theme. Common themes include: sport and recreation hubs; arts and entertainment hubs; and education and technology hubs.

Community hubs offer improved access to and better interactions between agencies, clients and other users; designed to achieve better community outcomes. Community hubs also maximise efficiencies and cost-savings through possible sharing of land, infrastructure, and operating and maintenance costs.

Community hubs differ in their scale and delivery model depending on the hub objectives, the stakeholders involved, and the characteristics of the local communities they are intended to service. Council recognises that the community hub model covers a spectrum of approaches, however these can be broadly categorised as outlined in **Figure 4**.

Figure 4: Community Hub Continuum of Integration¹⁶



¹⁶ Source: Adapted from CHaPs (2018) & Romeril, B. (2014).

5. PLANNING FRAMEWORK

The community infrastructure planning framework sets out Council's policy direction and standards for planning and providing community infrastructure. The planning framework enables Council to apply clear and consistent expectations relating to the type, number, size, and location of community infrastructure throughout the City (Council's Desired Standards of Service (DSS)).

The planning framework forms the basis for ensuring that community infrastructure is effective, efficient and equitably distributed. It is intended to be applied to all Council decision-making for community infrastructure, including through implementation activities.

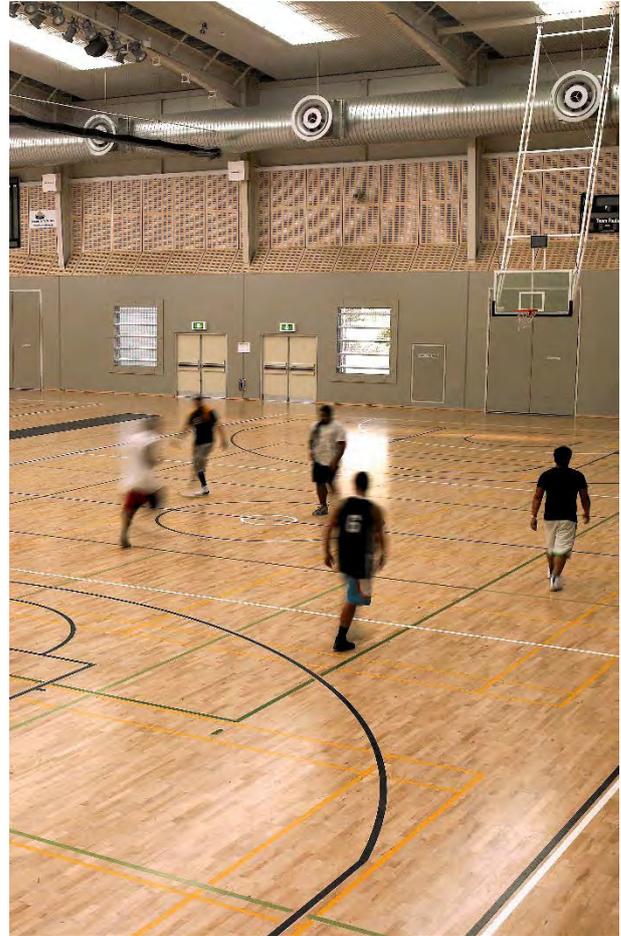
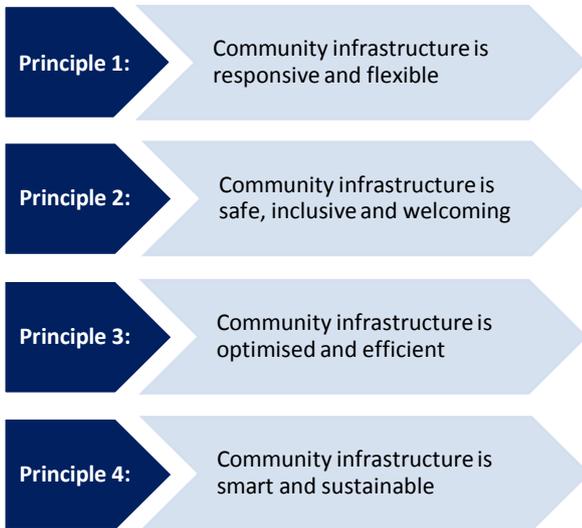
5.1 Vision

Council's long-term vision for community infrastructure is that:

The City of Logan has a modern network of community infrastructure that meets the social, cultural, educational, recreational, and sporting needs of our diverse population. These places are recognised by the community as a focal point for people to connect, belong and thrive.

5.2 Principles and Desired Outcomes

The vision is supported by four principles that guide Council decision-making for community infrastructure planning, delivery and activation. **Table 4** outlines the desired outcomes that Council seeks to achieve under each principle.



Logan City Council is committed to providing an integrated and sustainable network of community facilities that work together to meet a wide range of community needs, each providing different but complementary functions.

Table 4: Community Infrastructure Principles and Desired Outcomes

Principle	Desired Outcomes
1. Community infrastructure is responsive and flexible	<p>1a) Provision of community infrastructure is driven by demonstrated community needs and aspirations.</p> <p>1b) Provision of community infrastructure is prioritised in communities of high need, including socio-economically disadvantaged and emerging communities.</p> <p>1c) Community infrastructure is equitably distributed, central and accessible to the communities that they are intended to service.</p> <p>1d) Community infrastructure is fit for purpose to enable the effective delivery of community services and activities.</p> <p>1e) Community infrastructure is planned, designed and managed to be multifunctional, flexible and adaptable to change.</p>
2. Community infrastructure is safe, inclusive and welcoming	<p>2a) Safety and security is implicit in the planning, design and management of community infrastructure.</p> <p>2b) Community infrastructure is universally designed so that it can be accessed, understood and used by everyone, regardless of their age, ability and background.</p> <p>2c) Community infrastructure is designed, managed and programmed to be attractive and appealing to a broad range of users.</p> <p>2d) Community infrastructure is recognised by our community as places where people feel welcomed and empowered.</p>
3. Community infrastructure is optimised and efficient	<p>3a) Community infrastructure operates as an integrated network of facilities that work together to meet a broad range of community needs, providing different but complementary functions.</p> <p>3b) Community infrastructure is planned, designed and managed to support shared use and achieve maximum utilisation levels.</p> <p>3c) Community infrastructure is strategically located within activity centres to maximise visibility, accessibility and activation.</p> <p>3d) Community infrastructure is co-located or integrated within community hubs to achieve maximum community benefit.</p>
4. Community infrastructure is smart and sustainable	<p>4a) Community infrastructure is planned, delivered and activated through collaborative partnerships between different stakeholders.</p> <p>4b) Community infrastructure seeks to reduce Council's environmental impact through environmentally sustainable design measures.</p> <p>4c) Community infrastructure is future proofed as it is built; embracing technology, data and intelligent design.</p> <p>4d) Community infrastructure achieves value for money by purchasing land early, maximising land and building efficiencies, and using building and asset management practices that maximise the asset lifespan.</p> <p>4e) The public value of community infrastructure is maximised and used to contribute to broader social and economic development objectives.</p>

5.3 Hierarchy of Provision

Council applies a hierarchical classification system to its community infrastructure network. The hierarchy is determined based on a facility's intended function, the standard of service expected for that specific population catchment, the location in relation to other facilities, and geographic setting. **Table 5** provides a description of each hierarchical classification and the activity centre it would best service.

This hierarchy of provision ensures an integrated and efficient community infrastructure network, whereby community facilities are equitably distributed and provide different but complementary services (and in doing so avoids duplication).

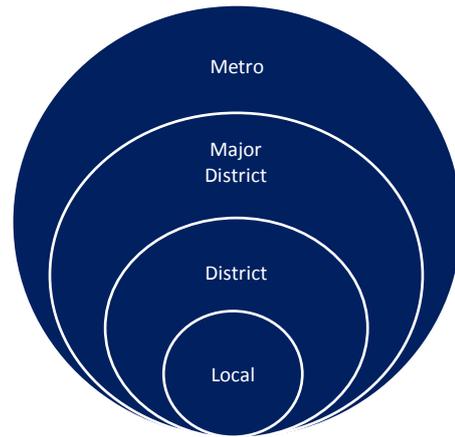


Table 5: Hierarchy of Community Infrastructure Provision

Facility Hierarchy	Description	Activity Centre
Metro	Metro level facilities are the City's premier venues for hosting major community and sporting events, conferences and business events, and national and international performances. These multipurpose venues are versatile and act as a destination to draw audiences and clients from across the South East Queensland region and beyond. Metro facilities have an important role in supporting large functions that cannot be provided at the major district, district, and local level. Examples include premier indoor sporting facilities, metro level cultural facilities, and convention / exhibition centres.	Principal centre Major centre
Major District	Major district level facilities serve as the main or central facility of its type in the City. They act as a destination by providing specialised activities that attract people from outside the local area. Major district facilities have an important role in providing specialised functions which may not be provided at the district and local level. Examples include major indoor sporting facilities and aquatic centres.	Principal centre Major centre
District	District level infrastructure is expected to address universal community needs across different life stages; ranging from maternal health services, through to services for senior citizens. District facilities need to be large enough to support a diverse range of services, including for example: health, education, training, employment, sport, and recreation. Examples include community centres, district libraries, and small performing arts facilities.	Major centre District centre Neighbourhood centre
Local	Local level facilities are small in size and are intended to address local community needs. Depending on the scale of development, they can range from a small multipurpose centre providing services and programs, to a facility targeted at a particular group or demographic. They can also provide links to higher order infrastructure and services that may not be available locally. Local level facilities are only intended to be provided in growth areas, recognising the lack of existing infrastructure, services and networks available in new communities. Local level facilities provide a basis for community participation and the development of social capital. Examples include scouts and girl guides, hobby clubs, youth spaces, and small community halls.	District centre Neighbourhood centre

5.4 Desired Standards of Service

Council seeks to achieve a fair and equitable standard of community facility provision across the City of Logan. Desired Standards of Service (DSS) help to achieve this by setting clear expectations regarding the current and future provision of community infrastructure required in a given area. The DSS adopted for Logan City Council's community infrastructure network is outlined in **Table 6**.

Specifically, the DSS prescribes the hierarchy, rate of provision, maximum distance people should ideally travel, minimum land area, and minimum gross floor area (GFA) for each community facility type. Where practicable, community infrastructure types may be co-located, combined, or multi-storey, which may change the acceptable minimum land area.

While the DSS serves as a useful guide, it is not possible to apply a 'one size fits all' approach to a city as diverse as Logan. For this reason, the DSS has been considered as part of a wider assessment of community needs, including demographics, capacity of existing facilities, and needs and aspirations identified through stakeholder consultation.

The DSS has been determined through consideration of:

- Standards identified in the South East Queensland Regional Plan *Implementation Guideline No. 5: Social Infrastructure Planning*¹⁷;
- Affordability and lifecycle costs, as they relate to the entire community infrastructure network; and
- The level of service provided through non-Council provided community infrastructure.

Table 6: Desired Standards of Service for Community Infrastructure

Community Infrastructure Type	Hierarchy	Rate of Provision (facility: population)	Accessibility	Minimum Land Area / GFA
Community / Civic Facilities				
General community space (provided in greenfield areas only)	Local	1:10,000	2km	1,000m ² /400m ²
Community centre	District	1:50,000	5km	3,000m ² /900m ²
Convention/exhibition centre	Metro	1:250,000 (1 city-wide)	LGA (15km)	40,000m ² /15,000m ²
Arts and Cultural Facilities				
Library	District	1:40,000	5km	3,000m ² /1,500m ²
	Metro	1:100,000	LGA (15km)	7,500m ² /4,000m ²
Art gallery or dedicated art space	District	1:50,000	5km	2,000m ² /600m ²
	Metro	1:250,000 (1 city-wide)	LGA (15km)	4,000m ² /1,200m ²
Performing arts facility or space	District	1:50,000	5-7km	3,000m ² /1,000m ²
	Metro	1:250,000 (1 city-wide)	LGA (15km)	40,000m ² /15,000m ²
Museum	Metro	1:250,000 (1 city-wide)	LGA (15km)	3,000m ² /1,200m ²
Sport and Recreation Facilities				
Indoor sports facility	District	1:50,000	5km	10,000m ² /5,000m ²
	Major District	1:150,000	15km	15,000m ² /7,500m ²
Aquatic centre	District	1:50,000	5km	10,000m ² land
	Major District	1:150,000	15km	15,000m ² land
Leisure centre (combined indoor sports facility and aquatic centre)	District	1:50,000	5km	15,000m ² land
	Major District	1:150,000	15km	25,000m ² land

Note: At the time of writing this strategy, the DSS for community infrastructure (as outlined in Table 6) had been endorsed by Council as a future amendment to the *Logan Planning Scheme 2015*.

¹⁷ Source: Department of Infrastructure (2007).

5.5 Site Selection Criteria

Site selection criteria have been developed to provide guidance when determining suitable sites to locate community infrastructure. This is to ensure that land for community infrastructure is unconstrained and optimised for development, as well as complying with all relevant legislation and standards.

Table 7 outlines the non-facility specific site selection criteria for community infrastructure. They have been informed by a review of relevant literature, stakeholder consultation, and through the practical lessons from a range of previous community infrastructure projects.

Decisions should try to meet most of the desired outcomes, recognising that not all outcomes may be achievable in every case. When undertaking facility-specific planning, application of the site selection criteria should be in accordance with the *Logan Planning Scheme 2015*, and consideration given to other relevant strategic documents, legislation and Australian standards.

Table 7: Site Selection Criteria for Community Infrastructure

Criteria	Desired Outcomes
1. Physical site conditions and technical considerations	<p>1a) The site is free of unacceptable constraints, with consideration given to:</p> <ul style="list-style-type: none"> • Vegetation and habitat value; • Bushfire hazard; • Cultural heritage and character; • Waterway corridors and wetlands; • Erosion prone areas; • Land fill; • Land contamination; and • Any other applicable land use and zoning constraints. <p>1b) The site has a minimum land area in accordance with Council's Desired Standards of Service.</p> <p>1c) The site is of a compact shape, free of irregular boundaries.</p> <p>1d) The developable land area is above the 100 year Average Recurrence Interval flood level.</p> <p>1e) The site slope is not in excess of 10%.</p> <p>1f) The site is fully serviced with regard to utilities (e.g. connected to electricity, water, sewerage).</p> <p>1g) The site is free of health and safety hazards and encumbrances (e.g. easements and other utilities such as drainage, sewerage pump stations, and high voltage powerlines).</p>
2. Context and amenity	<p>2a) The intended community use is compatible with, and ideally complements, the neighbouring land uses.</p> <p>2b) The intended community use is consistent with the existing character and/or future development intent of the area.</p>
3. Visibility and access	<p>3a) The site is visually prominent to maximise passive surveillance and promotion of the facility.</p> <p>3b) The site boundary directly addresses the principal road frontage or vehicle drop off area.</p> <p>3c) The site provides adequate access and space for parking, including service and delivery vehicles (e.g. bus, emergency services, maintenance, and couriers).</p> <p>3d) Access to the site is legible and appropriate for the adjacent road hierarchy.</p>

5.6 Locational Guidelines

Locational guidelines have been developed to inform decisions regarding the location of community infrastructure. The objectives of the guidelines are:

- To protect and enhance social amenity through the location and contribution of community infrastructure;
- To maximise efficient land use and infrastructure costs by clustering compatible uses; and
- To maximise accessibility, convenience and community connections through co-location and encouraging shared use.

Table 8 outlines the facility specific locational guidelines for community infrastructure. When undertaking more detailed planning, application of the locational guidelines should be in accordance with the *Logan Planning Scheme 2015*, and consideration given to other relevant strategic documents, legislation and Australian standards.

Table 8: Locational Guidelines for Community Infrastructure¹⁸

Community facility type	Relationship to other uses	Separated from	Co location / mixed use opportunities	Other issues
General community space	<p>Locate within 400m of an activity centre or central to the target community</p> <p>Locate within 800m of a railway station or 400m of a major bus stop</p> <p>Connected to pedestrian paths and bicycle networks</p> <p>May be located within a retail/shopping precinct</p>	Noise separation from residential areas	Child care facility; aged care facility; respite centre; health facility; education facility; business hub; community garden; open space; art gallery; museum; sport/recreation facility; retail/shopping centre; government administration	<p>Provision for safe drop-off area</p> <p>Provided in greenfield areas only, as per Council's DSS</p>
General community space - youth focussed	<p>Locate within 400m of an activity centre or central to the target community</p> <p>Locate within 800m of a railway station or 400m of a major bus stop</p> <p>Connected to pedestrian paths and bicycle networks</p>	<p>Noise separation from residential areas</p> <p>Separated from safety hazards (e.g. storm water channels)</p> <p>Separated from nightclubs and other licensed premises</p>	Education facility; sport/recreation facility; community centre; library; retail/shopping centre; open space	<p>Provision for safe drop-off area</p> <p>Provided in greenfield areas only, as per Council's DSS. In urban areas, youth spaces should be combined with other community facilities such as community centres or sporting facilities.</p>
Community centre	<p>Locate within 400m of an activity centre</p> <p>Locate within 800m of a railway station or 400m of a major bus stop</p> <p>Connected to pedestrian paths and bicycle networks</p>	Noise separation from residential areas	Child care facility; aged care facility; respite centre; health facility; education facility; youth centre; library; art gallery; museum; sport/recreation facility; civic park/town square; open space; retail/shopping centre; government administration	Ground floor access essential

¹⁸ Source: Adapted from ACT Planning and Land Authority (2011).

Community facility type	Relationship to other uses	Separated from	Co location / mixed use opportunities	Other issues
Convention/ exhibition centre	Locate within 400m of an activity centre or within a cultural/entertainment hub	Noise separation from residential areas	Community centre; library, art gallery; museum; performing arts facility; cultural and entertainment facilities; civic park/town square; food outlets and restaurants; hotel and short-term accommodation; government administration	Provision of loading bay
	Locate within 800m of a railway station or 400m of a major bus stop			Provision for safe drop-off area and bus bay
	Locate close to arterial roads and near major car parking facilities			Close proximity to licensed premises is acceptable where other uses (e.g. schools) are not compromised
Library	Locate within 400m of an activity centre	Noise separation from residential areas	Community centre; youth centre; senior citizens centre; art gallery; museum; performing arts facility; child care facility; respite centre; health facility; education facility; cultural and entertainment facilities; sport and recreational facilities; civic park/town square; open space; food outlets and restaurants; retail/shopping centre; government administration	Provision of loading bay
	Locate within 800m of a railway station or 400m of a major bus stop			Ground floor access essential
	Connected to pedestrian paths and bicycle networks			
	May be located within a retail/shopping precinct			
Art gallery or art space	Locate within 400m of an activity centre or within a cultural/entertainment hub	Noise separation from residential areas	Community centre; library; art gallery; museum; performing arts facility; education facility; cultural and entertainment facilities; civic park/town square; food outlets and restaurants; hotel and short-term accommodation; government administration	Provision of loading bay
	Locate within 800m of a railway station or 400m of a major bus stop			Ground floor access essential
	Locate close to arterial roads and near major car parking facilities			Close proximity to licensed premises is acceptable where other uses (e.g. schools) are not compromised
Performing arts facility or space	Locate within 400m of an activity centre or within a cultural/entertainment hub	Noise separation from residential areas	Community centre; library; art gallery; museum; education facility; cultural and entertainment facilities; civic park/town square; food outlets and restaurants; hotel and short-term accommodation; government administration	Provision for safe drop-off area and bus bay
	Locate within 800m of a railway station or 400m of a major bus stop			Provision of loading bay
	Locate close to arterial roads and near major car parking facilities			Ground floor access essential
Museum	Locate within 400m of an activity centre or within a cultural/entertainment hub	Noise separation from residential areas	Community centre; library; art gallery; performing arts facility; education facility; cultural and entertainment facilities; civic park/town square; food outlets and restaurants; hotel and short-term accommodation	Provision for safe drop-off area and bus bay
	Locate within 800m of a railway station or 400m of a major bus stop			Provision of loading bay

Community facility type	Relationship to other uses	Separated from	Co location / mixed use opportunities	Other issues
	Locate close to arterial roads and near major car parking facilities		term accommodation; government administration	Ground floor access essential Close proximity to clubs and licensed premises is acceptable where other uses (e.g. schools) are not compromised
Indoor sport facility	Locate within 400m of an activity centre or within a sporting/community hub Locate within 800m of a railway station or 400m of a major bus stop Connected to pedestrian paths and bicycle networks Locate close to arterial roads and near major car parking facilities	Noise separation from residential areas	Community centre; youth centre; aquatic centre; other indoor and outdoor sporting facilities; health facility; library; education facility; child care facility; gym; cultural and entertainment facilities; open space; food outlets and restaurants; hotel and short-term accommodation; government administration	Provision for safe drop-off area and bus bay Close proximity to licensed premises is acceptable where other uses (e.g. schools) are not compromised
Aquatic centre	Locate within 400m of an activity centre or within a sporting/community hub Locate within 800m of a railway station or 400m of a major bus stop Connected to pedestrian paths and bicycle networks Locate close to arterial roads and near major car parking facilities	Noise separation from residential areas	Community centre; youth centre; indoor and outdoor sporting facilities; health facility; library; education facility; child care facility; gym; cultural and entertainment facilities; open space; food outlets and restaurants; hotel and short-term accommodation; government administration	Provision for safe drop-off area and bus bay Adequate fencing in accordance with legislation and standards Consideration given to the relationship with, or separation from, water parks and privately provided aquatic centres and swim schools.

6. NETWORK PLAN

The network plan identifies a program of community infrastructure projects to meet community needs within the City of Logan up to 2041. It is intended to provide direction to Council and other stakeholders on the future planning, provision and investment in Council-owned community infrastructure, and forms the basis for more detailed planning studies.

The strategic directions have been developed based on a comprehensive evidence-based analysis of needs, as documented in the *Community Infrastructure Needs Assessment*. Needs were determined from multiple sources, including: a review of relevant policy and projects; demographic analysis; an audit of existing community facilities; benchmarking; stakeholder consultation; and facility distribution analysis.

Council's role in each project will be determined on a case-by-case basis following more detailed planning, but could involve, for example:

- **Lead:** Council will lead the delivery of the project.
- **Activate partner:** Council will create enabling environments for partnership and collaboration across stakeholders.
- **Advocacy:** Council will advocate on behalf of the community and other stakeholders.
- **Advice/resources:** Council will provide strategic advice and resources to support the project (e.g. policy direction, research, and data).

Strategic Directions

The strategic directions identified in the network plan are broadly grouped under one of the following categories:

- **New facility:** Develop a new community facility.
- **Upgrade:** Upgrade or redevelop an existing community facility.
- **Decommission:** Decommission a community facility (in entirety or for another use).
- **Investigate:** Undertake further investigations.
- **Monitor:** Monitor the situation.

Where there is an opportunity to co-locate or combine community infrastructure as part of a community hub, this has been identified within the network plan.

This network plan will be supported by an annual action plan, as determined by corporate and community priorities, Council's annual budget considerations and available resources. All directions are subject to securing financial commitments, along with Council prioritisation of capital works and operational considerations.



This Community Infrastructure Strategy provides Council and other stakeholders with a clear and consolidated program of community infrastructure projects over the next 20 years. It represents an evidence based planning approach driven by identified community needs and aspirations.

Timeframes and Triggers

Indicative timeframes are assigned to each community infrastructure project, as follows:

- **Ongoing:** Actions are ongoing.
- **Short:** Delivery between 2019 and 2025.
- **Medium:** Delivery between 2026 and 2031.
- **Long-term:** Delivery between 2032 and 2041.

The timing was determined based on population triggers for demand; meaning the project should be delivered once the population has met a critical threshold of the total projected population in a given area. The triggers for delivery are **50%** of the population in growth areas and **70%** of the population in urban areas. Up to 2-3 years lead-in time (prior to the population trigger) is required to facilitate any land acquisition, prepare funding applications, and to undertake detailed planning and designs.

Timeframes are indicative only and will be dependent on: population growth; development sequencing; the delivery of critical infrastructure in greenfield areas; securing financial commitments; and any other factors that may impact on the applicability of the strategy, including policy and legislatively changes.

Spatial Framework

The network plan applies a spatial framework whereby the City of Logan has been divided into seven geographic areas (referred to as planning sectors). **Figure 5** shows the composition of the planning sectors that make up the City of Logan local government area. This place-based approach allows detailed local-level planning that is appropriate to the community characteristics, population growth, land use, and future development intent of that area.

The network plan identifies the strategic directions for city-wide community infrastructure, followed by the seven planning sectors, as follows:

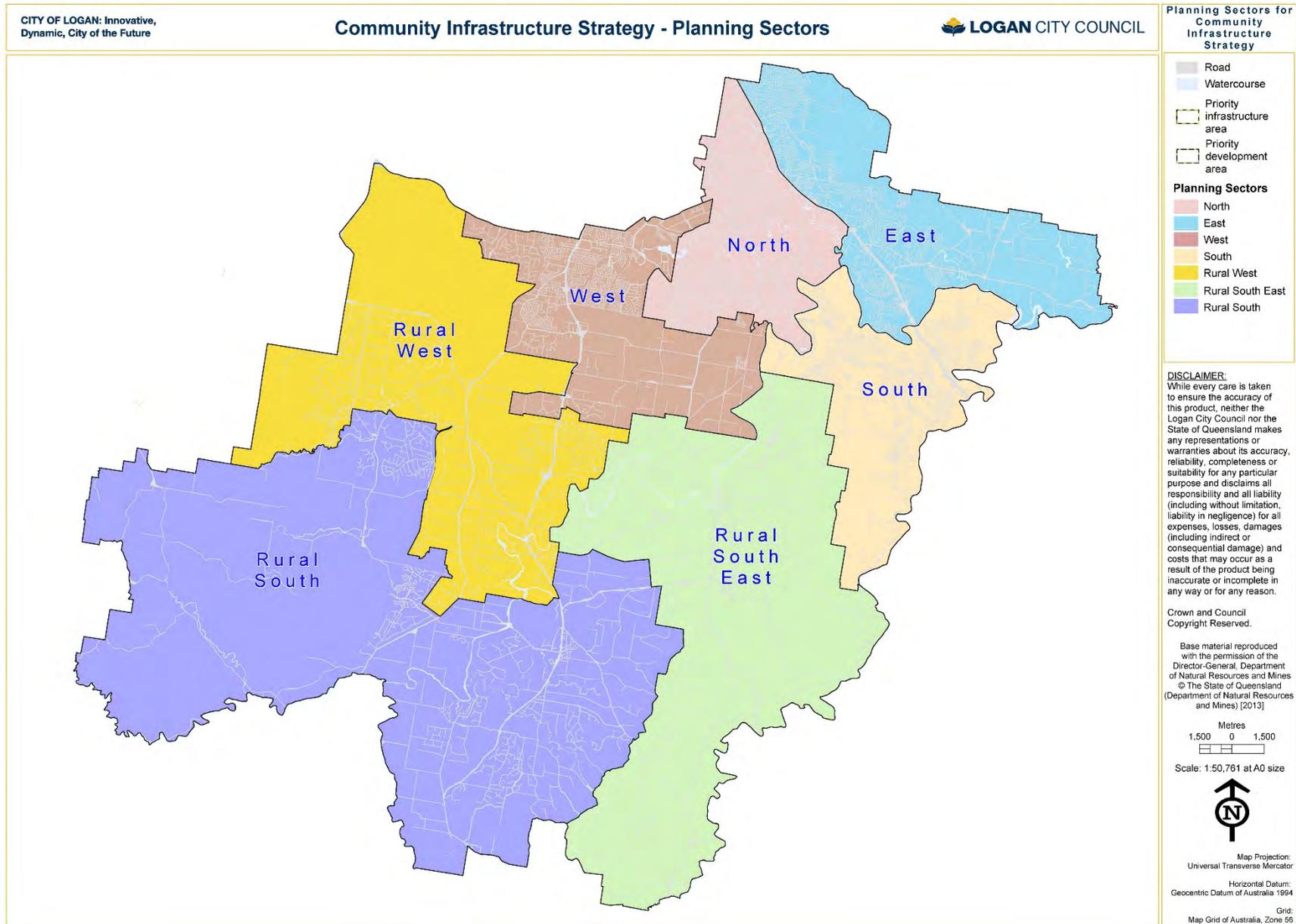
1. City of Logan (city-wide community infrastructure)
2. North Planning Sector
3. East Planning Sector
4. South Planning Sector
5. West Planning Sector
6. Rural South East Planning Sector
7. Rural South Planning Sector
8. Rural West Planning Sector

The strategic directions for each planning sector have been identified in the accompanying maps. The location of new community facilities is indicative only and subject to further investigation, except where land has already been acquired by Council.



Community infrastructure is essential to supporting the development of sustainable communities. It plays an important role in bringing people together and provides opportunities for individuals, families and communities to develop life skills and resilience, maximise their potential, and maintain quality of life.

Figure 5: Spatial Framework - Planning Sectors



6.1 City of Logan

Profile

Base population at 2016	313,814
Projected population at 2041	548,724
Population increase 2016 - 2041	+234,910

The City of Logan is one of 12 local government areas that make up the South East Queensland region. The City shares its boundary with the City of Brisbane, City of Gold Coast, City of Ipswich, Redland City, and Scenic Rim local government areas. The City comprises 70 suburbs covering 957 square kilometers, and approximately 70% of the City is rural, semi-rural or land for conservation.

Over the next 20 years the City of Logan will continue to accommodate a significant proportion of South East Queensland's population growth. The City's network of activity centres will each play an important role in supporting increased development, employment and the delivery of services. These centres are:

- Principal centres: Beenleigh and Springwood;
- Major centres: Logan Central, Jimboomba, Browns Plains, Loganholme (Shailer Park);
- Specialised centres: Meadowbrook;
- Other centres: Logan Village and Park Ridge; and
- PDA centres: Flagstone and Yarrabilba.

Existing Council community infrastructure

Existing Council-owned community infrastructure that currently services a metro or major district catchment include:

- Logan Central Library
- Logan Metro Sports and Events Centre
- Logan North Aquatic and Fitness Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
n/a	TBC	1	Investigate - Metro convention / exhibition centre ➤ Investigate the feasibility of a metro convention / exhibition centre. ➤ Consider co-locating with other cultural / entertainment facilities to form a hub.	Investigate	Short (study only)
n/a	TBC	2	Investigate - Metro museum ➤ Investigate the feasibility of a new metro museum. ➤ Investigate the opportunities to include a dedicated Aboriginal and Torres Strait Islander space / component. ➤ Options to consolidate some existing collections may be considered.	Investigate	Short (study only)
1	Logan Central town centre	4	Investigate - Art gallery	See North Planning Sector for further information.	
		5	Investigate - Upgrades to Logan Entertainment Centre		
2	Underwood	9	Upgrade - Logan North Aquatic and Fitness Centre		
3	Beenleigh	23	Investigate - Upgrades to Beenleigh Library	See South Planning Sector for further information.	
4	Flagstone town centre	58	New facility - Civic centre	See Rural South Planning Sector for further information.	
		61	New facility - Metro library		
		63	New facility - Major district leisure centre		

6.2 North Planning Sector

Profile

Base population at 2016	92,172
Projected population at 2041	103,605
Population increase 2016 - 2041	+11,433

The North Planning Sector covers an urban area in the northern part of the City and shares a section of its boundary with the City of Brisbane local government area. It includes the activity centres of Logan Central and Meadowbrook. It comprises the following suburbs:

- Crestmead
- Kingston
- Logan Central
- Loganlea
- Marsden
- Meadowbrook
- Slacks Creek
- Underwood
- Waterford West
- Woodridge

The South East Queensland Regional Plan (SEQR) identifies Logan Central as a Major Regional Activity Centre for the South East Queensland region; a focal point for employment and the delivery of services, with significant infill and redevelopment opportunities. The Logan Central Master Plan describes Logan Central as the "civic and cultural centre" of the City of Logan. It comprises a small cluster of civic and cultural facilities, including the Logan Entertainment Centre, Logan City Council Administration Centre, Logan Art Gallery, and Logan Central Library.

The SEQR identifies Meadowbrook as a Regional Economic Cluster; a precinct for knowledge and technology based activities. The Meadowbrook area comprises major health and education facilities, including the Logan Hospital, Griffith University - Logan Campus and TAFE Queensland.

The North Planning Sector has good access to major road networks, including the Pacific Motorway, Gateway Motorway and Logan Motorway. It is well serviced by public transport compared to other planning sectors, including several train stations.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 12 general community spaces
- Crestmead Community Centre
- Kingston East Community Centre
- Logan Central Community Centre
- Loganlea Community Centre
- Booran Park Neighbourhood Centre
- Gould Adams Community Centre
- Logan Central Library
- Logan North Library
- Marsden Library
- Logan Art Gallery
- Loganlea Progress Hall - Community Space (art & craft)
- Temporary art and craft display at Wilbur Street (formerly located at Kingston Butter Factory)
- Logan Entertainment Centre
- Kingston Butter Factory - Butterbox Theatre (temporarily closed)
- Carinya Park - Community Space (dance)
- Temporary museum collection at Wilbur Street (formerly located at Kingston Butter Factory)
- Mayes Cottage (museum)
- Logan North Aquatic and Fitness Centre
- Gould Adams Park Aquatic Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
N1	Logan Central town centre	3	New facility - Community centre* <ul style="list-style-type: none"> ➤ Deliver a new community centre in the Logan Central Master Plan area to replace the existing Logan Central Community Centre. ➤ The community centre should include a dedicated space for youth programs/services, co-designed in consultation with young people. ➤ Locate the community centre adjacent to the future Logan Central town square, co-located with other civic and community facilities. 	New facility	Medium
		4	Investigate - Art gallery* <ul style="list-style-type: none"> ➤ Investigate the feasibility of upgrading the existing Logan Art Gallery or delivering a new replacement metro level art gallery in the Logan Central Master Plan area. ➤ Investigate opportunities to include creative maker spaces. 	Investigate	Short (study only)
		5	Investigate - Upgrades to Logan Entertainment Centre* <ul style="list-style-type: none"> ➤ Investigate the feasibility of upgrading/expanding the Logan Entertainment Centre from a district level facility to a metro level standard (including provision of a full fly tower system). 	Investigate	Short (study only)
		6 (8)	Investigate - Land for community infrastructure* <ul style="list-style-type: none"> ➤ Work with other areas of Council to investigate the future use of the Logan City PCYC site, following its replacement by a future PCYC at Cronulla Park. ➤ Consider opportunities for how the site could be used to progress the strategic directions of the Logan Central Master Plan. 	Investigate	Short (study only)
N2	Logan Central	7	New facility - Community and arts centre <ul style="list-style-type: none"> ➤ Deliver a new creative, cultural and community facility at the Council-owned site located adjacent to the existing Logan Central Library. 	New facility	Short
N3	Slacks Creek	8 (6)	New facility - General community space (PCYC) <ul style="list-style-type: none"> ➤ Progress plans to deliver a new PCYC at Cronulla Park, in line with the Cronulla Park Master Plan, to replace the Logan City PCYC located at Logan Central. ➤ Activation of the new PCYC should have a strong focus on supporting youth. 	New facility	Short
N4	Underwood	9	Upgrade - Logan North Aquatic and Fitness Centre <ul style="list-style-type: none"> ➤ Investigate opportunities to upgrade the Logan North Aquatic and Fitness Centre, in line with the Lowe Oval Master Plan. ➤ Consider opportunities to include multipurpose community meeting rooms as part of any upgrades. 	Upgrade	Short
N5	Kingston	10	Upgrade - Redevelop Kingston Butter Factory <ul style="list-style-type: none"> ➤ Progress plans to redevelop the Kingston Butter Factory precinct, including: <ul style="list-style-type: none"> - Retention of the indoor theatre; - Delivery of a new outdoor stage and outdoor events space; - Delivery of a new general community space (e.g. for a heritage centre); and - Upgrades to the caretaker cottage. 	Upgrade	Short
N6	Gould Adams Park	11	Investigate - Upgrades to Gould Adams Aquatic Centre <ul style="list-style-type: none"> ➤ Work with the commercial leaseholder to produce a master plan for the site (as per the lease agreement) and to investigate opportunities to upgrade the facility. 	Investigate	Short

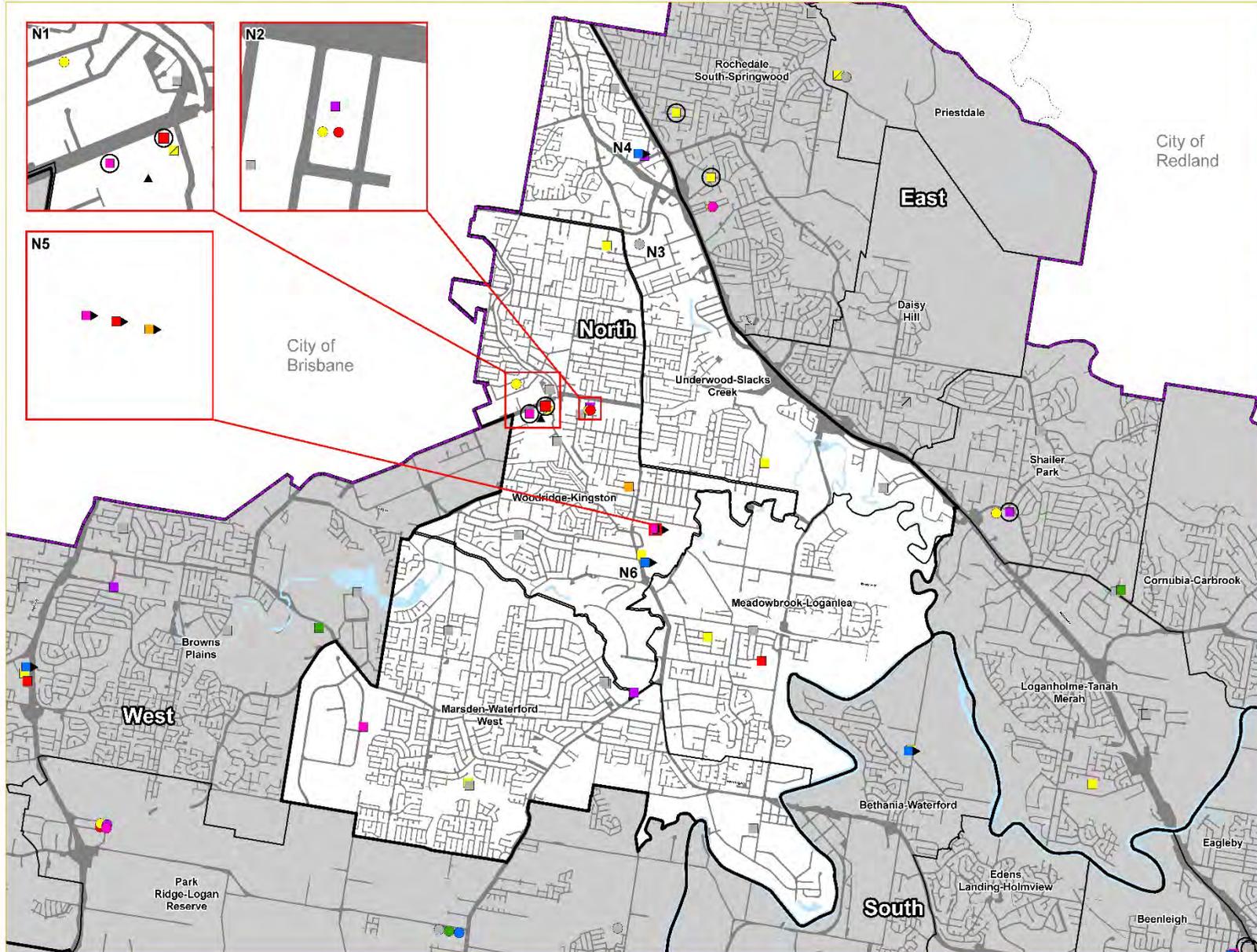
*Collectively considered as part of master planning for this location.

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Community Infrastructure North Planning Sector



Community Infrastructure North Planning Sector



- Existing Facility**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Museum
- Indoor Sports Facility
- New Facility**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Indoor Sports Facility
- Aquatic Centre
- Upgrade Existing Facility**
- Art Gallery / Space
- Performing Arts Facility / Space
- Museum
- Aquatic Centre
- Monitor/ Investigate/Review Existing**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Aquatic Centre
- Decommission**
- General Community Space
- Community Centre
- Other Facility**
- Other
- Planning Sector Boundaries
- Roads
- Watercourse
- Logan LGA Boundary

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Data sources included in this map include the Queensland Government Department of Natural Resources and Mining (2016 State of Queensland).

Map prepared by Environmental Information Systems - Environmental Data | Queensland Government | Queensland State | Date: 15/04/2019 | Version: 1.0



6.3 East Planning Sector

Profile

Base population at 2016	64,978
Projected population at 2041	71,536
Population increase 2016 - 2041	+6,558

The East Planning Sector comprises a mix of urban and rural areas in the eastern part of the City and shares its boundary with the City of Brisbane, City of Gold Coast and Redland City local government areas. It includes the Springwood activity centre and comprises the following suburbs:

- Carbrook
- Cornubia
- Daisy Hill
- Loganholme
- Priestdale
- Rochedale South
- Shailer Park
- Springwood
- Tanah Merah

The SEQRP identifies Springwood as a Principal Regional Activity Centre for the South East Queensland region; a focal point for employment and the delivery of services, with significant infill and redevelopment opportunities. The Greater Springwood Master Plan describes Council's intent to transform Springwood into Logan's principal commercial centre (and South East Queensland's next central business district), accommodating a greater density of commercial, retail, community, and residential development into the future.

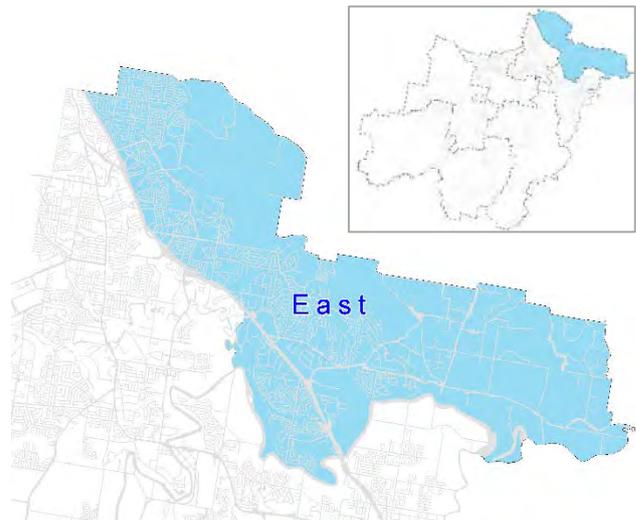
The SEQRP identifies Logan Hyperdome as a Major Regional Activity Centre for the region; a focal point for business, and major retail and convenience functions. The Logan Hyperdome area is characterised by a relatively isolated 'big box' style retail precinct, bounded by the Pacific Motorway and low density residential development.

The East Planning Sector has good access to major road networks, including the Pacific Motorway and Gateway Motorway, and it is relatively well serviced by public transport compared to other planning sectors.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 12 general community spaces
- Underwood Park Hall
- Springwood Community Centre
- Tudor Park Community Recreation Centre
- Nerida Street Community Centre
- Logan Hyperdome Library
- Cornubia Park Sports Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
E1	Springwood town centre	12 (15)	New facility - Community centre*^ <ul style="list-style-type: none"> ➤ Deliver a new community centre in the Springwood town centre as part of a "civic and community precinct" to replace the existing Springwood Community Centre. ➤ The community centre should include a dedicated space for youth programs/services. 	New facility	Medium
		13	New facility - District art gallery or art space*^ <ul style="list-style-type: none"> ➤ Investigate the feasibility of delivering a new district level art gallery or art space in the Springwood town centre as part of a "civic and community precinct". 	New facility	Medium
		14	New facility - District performing arts facility or space*^ <ul style="list-style-type: none"> ➤ Investigate the feasibility of delivering a new district level performing arts facility or space in the Springwood town centre as part of a "civic and community precinct". ➤ Determine the type of performing arts facility or space (e.g. community-based, commercial). 	New facility	Medium
E2	Springwood	15 (12)	Investigate - Asset rationalisation <ul style="list-style-type: none"> ➤ Investigate asset rationalisation opportunity for the existing Springwood Community Centre, in preparation of planning for the new community centre in the Springwood town centre. Any proceeds of sales resulting from this investigation are to be reinvested into the new community centre in the Springwood town centre. 	Investigate	Medium
E3	Rochedale South	16 (17)	Investigate - Asset rationalisation <ul style="list-style-type: none"> ➤ Investigate asset rationalisation opportunity for the existing Nerida Street Community Centre. Any proceeds of sales resulting from this investigation are to be reinvested into the new multipurpose community facility at Underwood Park and other community infrastructure in Division 1. 	Investigate	Short
E4	Underwood Park	17 (16)	New facility - General community space <ul style="list-style-type: none"> ➤ In line with the Site Infrastructure Plan for Underwood Park (scenario 2), progress plans to develop a new multipurpose community facility at Underwood Park, comprising a general community space component. 	New facility	Short
		18 (17)	Decommission - Underwood Park Hall <ul style="list-style-type: none"> ➤ In line with the Site Infrastructure Plan for Underwood Park (scenario 2), decommission the existing Underwood Park Hall, which is being replaced by the new multipurpose community facility at Underwood Park. 	Decommission	Short
E5	Daisy Hill	19 (20)	Decommission - Usher Park general community space <ul style="list-style-type: none"> ➤ Decommission the Usher Park general community space (this facility has been vacant since 2008 and is unusable due to no electricity, toilets or kitchen). 	Decommission	Short
E6	Shailer Park / Loganholme	20 (19)	New facility - Community centre <ul style="list-style-type: none"> ➤ Deliver a new community centre, located east of the motorway, to service Carbrook, Cornubia and surrounds (replacing the Usher Park general community space). 	New facility	Medium
E7	Hyperdome	21	Monitor - Capacity at Logan Hyperdome Library <ul style="list-style-type: none"> ➤ Monitor the capacity of the Logan Hyperdome Library to meet community demand. 	Monitor	Ongoing

*Collectively considered as part of master planning for this location.

^Note: Council has already acquired 3 properties on Murrajong Road and Briggs Road in Springwood to accommodate a portion of this community hub.

6.4 South Planning Sector

Profile

Base population at 2016	53,385
Projected population at 2041	76,849
Population increase 2016 - 2041	+23,464

The South Planning Sector covers an urban area in the southern part of the City and shares a section of its boundary with the City of Gold Coast local government area. It includes the Beenleigh activity centre and comprises the following suburbs:

- Bahrs Scrub
- Bannockburn
- Beenleigh
- Belivah
- Bethania
- Eagleby
- Edens Landing
- Holmview
- Mount Warren Park
- Waterford
- Windaroo
- Wolffdene

The SEQRP identifies Beenleigh as a Principal Regional Activity Centre for the South East Queensland region; a focal point for employment and the delivery of services, with significant infill and redevelopment opportunities. Beenleigh serves a regional catchment and comprises a cluster of major facilities, including Beenleigh Events Centre, Logan City Council Beenleigh Customer Service Centre, Beenleigh Library, Beenleigh Town Square, Beenleigh PCYC, Beenleigh Neighbourhood Centre, Beenleigh Aquatic Centre, and Beenleigh Theatre.

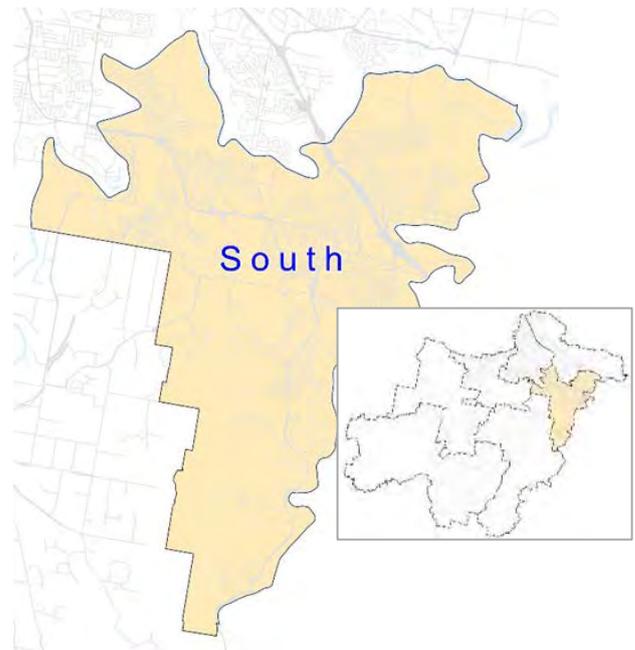
The suburb of Bahrs Scrub is a growing residential area to the south-west of Beenleigh and has been identified in the SEQRP as a Growth Expansion Area.

The South Planning Sector has good access to major road networks, including the Pacific Motorway and Logan Motorway. It is well serviced by public transport compared to other planning sectors, with good rail connections to Brisbane and the Gold Coast. This sector presents significant opportunities for higher order community infrastructure given its strategic location adjacent to major transport corridors and past investment in infrastructure.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 8 general community spaces
- Beenleigh Neighbourhood Centre
- Bethania Community Centre
- Eagleby Community Centre
- Beenleigh Events Centre
- Beenleigh Library
- Beenleigh Theatre
- Beenleigh Band Shelter
- Olivers Sports Complex Community Space (music 1)
- Olivers Sports Complex Community Space (music 2)
- Mount Warren Sports Centre
- Beenleigh Aquatic Centre
- Bethania Aquatic Centre
- Eagleby Aquatic Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
S1	Beenleigh town centre	22 (23)	New facility - Community and arts centre* <ul style="list-style-type: none"> ➤ Deliver a new creative, cultural and community facility in the Beenleigh Master Plan area. ➤ The facility should include a dedicated space for youth programs/services and general community meeting space. 	New facility	Medium
		23 (22)	Investigate - Upgrades to Beenleigh Library* <ul style="list-style-type: none"> ➤ Investigate the feasibility of delivering a new metro level library in the Beenleigh Master Plan area to replace the existing district level Beenleigh Library. ➤ The new library should have sufficient space for programming and general community meeting space. ➤ The new library may require relocation to a larger site/space. In this instance, consider options to use the existing site to accommodate the community and arts centre. 	Investigate	Medium
		24	Upgrade - Beenleigh Neighbourhood Centre* <ul style="list-style-type: none"> ➤ Investigate options for upgrading the Kent Street building of the Beenleigh Neighbourhood Centre. 	Upgrade	Long
S2	Beenleigh Aquatic Centre / Dauth Park	25	Upgrade - Beenleigh Aquatic Centre* <ul style="list-style-type: none"> ➤ Progress redevelopment of the Beenleigh Aquatic Centre, including investigation of stage 2 works. 	Upgrade	Short
		26	Investigate - Beenleigh PCYC <ul style="list-style-type: none"> ➤ Investigate options for upgrading the Beenleigh PCYC in line with the Dauth Park Precinct Master Plan. 	Investigate	Short
		27	Investigate - Beenleigh and District Senior Citizens Centre <ul style="list-style-type: none"> ➤ Investigate options for upgrading the Beenleigh and District Senior Citizens Centre in line with the Dauth Park Precinct Master Plan. 	Investigate	Short
S3	Eagleby	28 (25)	Investigate - Review Eagleby Aquatic Centre <ul style="list-style-type: none"> ➤ Review the ongoing operations of the Eagleby Aquatic Centre following the full redevelopment of the Beenleigh Aquatic Centre. 	Investigate	Medium
		29	Upgrade - Eagleby Community Centre <ul style="list-style-type: none"> ➤ Investigate options for upgrading the Eagleby Community Centre. 	Upgrade	Long
S4	Bethania	30	Investigate - Upgrades to Bethania Aquatic Centre <ul style="list-style-type: none"> ➤ Investigate the feasibility of upgrading the Bethania Aquatic Centre to include an indoor heated program pool. 	Investigate	Short (study only)
S5	Mount Warren Park	31	Monitor - Capacity at Mount Warren Sports Centre <ul style="list-style-type: none"> ➤ Monitor the capacity of the Mount Warren Sports Centre to meet community demand. 	Monitor	Ongoing
S6	Bahrs Scrub	32	New facility - General community space <ul style="list-style-type: none"> ➤ Work with the developer to deliver a new general community space in line with the Local Development Area Plan and Infrastructure Agreement. 	New facility	Short (or in line with the Infrastructure Agreement)

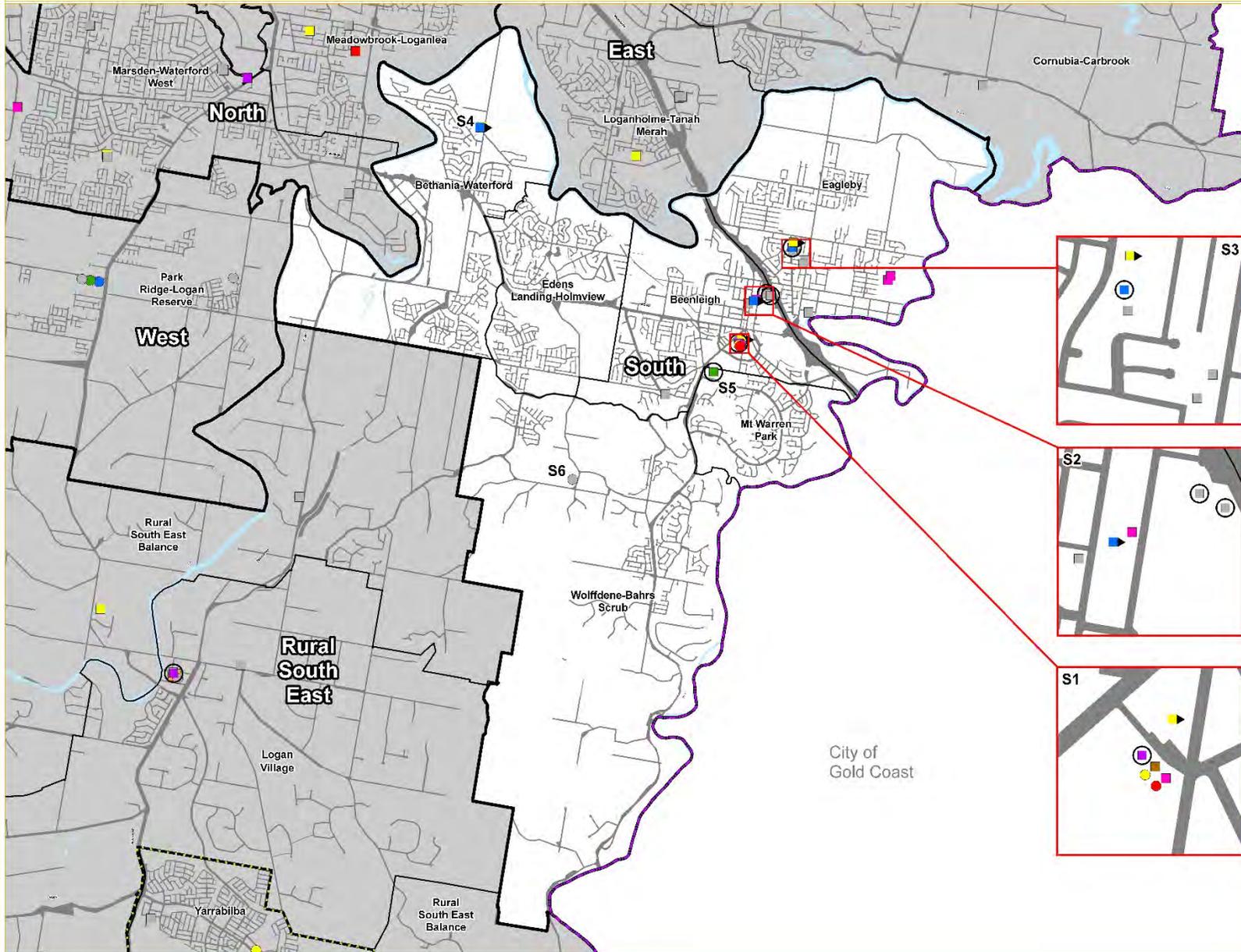
*Collectively considered as part of master planning for this location.

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Community Infrastructure South Planning Sector



Community Infrastructure South Planning Sector



- Existing Facility**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Museum
- Convention / Exhibition Centre
- New Facility**
- General Community Space
- Community Centre
- Art Gallery / Space
- Indoor Sports Facility
- Aquatic Centre
- Upgrade Existing Facility**
- Community Centre
- Aquatic Centre
- Monitor / Investigate / Review Existing**
- General Community Space
- Library
- Indoor Sports Facility
- Aquatic Centre
- Planning Sector Boundaries**
- Roads
- Watercourse
- Priority Development Area
- Logan LGA Boundary

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Map Projection: Lambert Conformal Conic
Map Datum: Geoid 2011
GDA 94 to GDA 2011 Conversion: 2019-09



6.5 West Planning Sector

Profile

Base population at 2016	50,862
Projected population at 2041	108,748
Population increase 2016 - 2041	+57,886

The West Planning Sector is located in the north-western part of the City and incorporates both urban and growth areas. It includes the centres of Browns Plains and Park Ridge and comprises the following suburbs:

- Berrinba
- Boronia Heights
- Browns Plains
- Chambers Flat (part of)
- Forestdale
- Greenbank (part of)
- Heritage Park
- Hillcrest
- Logan Reserve
- Park Ridge
- Park Ridge South (part of)
- Regents Park

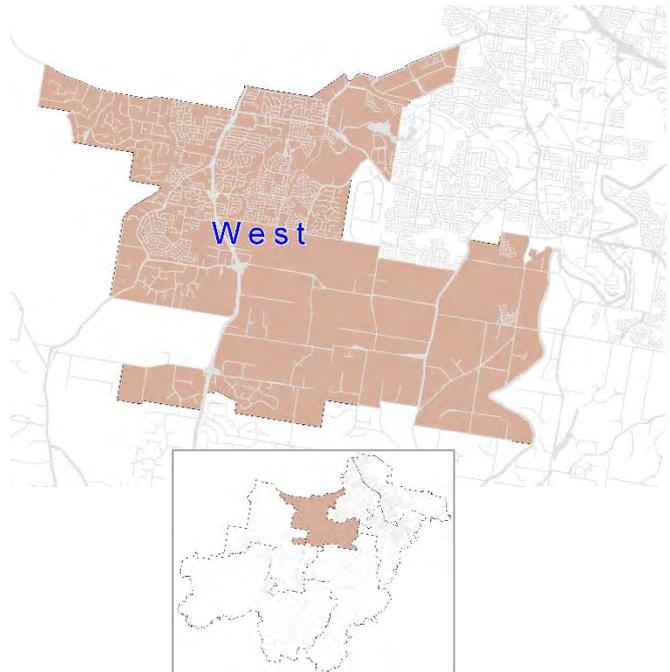
The SEQRP identifies Browns Plains as a Major Regional Activity Centre for the South East Queensland region; a focal point for employment and the delivery of services. Browns Plains services a sub-regional catchment, and is currently a key retail and commercial hub for the north-western part of the City.

The SEQRP identifies Park Ridge as a Growth Expansion Area for the region, and is expected to accommodate a significant proportion of the City's growth and new development over the next 20 years. Community, educational and health related facilities and services are planned to be concentrated within the future Park Ridge town centre.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 6 general community spaces
- Logan West Community Centre
- Logan West Library
- Orr Court - Community Space (art & craft)
- Logan Metro Sports and Events Centre
- Logan West Aquatic Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
W1	Park Ridge town centre	33	New facility - Community centre* ➤ Deliver a new community centre as part of a "civic and community precinct".	New facility	Medium
		34 (35)	New facility - District library (and art space)* ➤ Deliver a new district level library (and art space) as part of a "civic and community precinct".	New facility	Medium
		35 (34)	New facility - Art space (in library)* ➤ Deliver a new dedicated art space, incorporated into the new library.	New facility	Medium
		36	New facility - District performing arts facility or space* ➤ Deliver a new district level performing arts facility or space as part of a "civic and community precinct". ➤ Determine the type of performing arts facility or space (e.g. community-based, commercial).	New facility	Medium
W2	Park Ridge district centre	37	Community hub New facility - District leisure centre and general community space^ ➤ Deliver a new district level indoor sports facility, district level aquatic centre and general community space as a community hub.	New facility	Short
W3	Logan West	38	Upgrade - Logan West Aquatic Centre ➤ Work with the commercial leaseholder to investigate the feasibility of upgrading and expanding Logan West Aquatic Centre to achieve maximum utilisation. ➤ Consider options to use the Council-owned land located adjacent to the existing aquatic centre.	Upgrade	Short
W4	Park Ridge South	39	New facility - General community space ➤ Deliver a new general community space.	New facility	Medium
W5	Logan Reserve	40	New facility - General community space ➤ Deliver a new general community space.	New facility	Short

*Collectively considered as part of master planning for this location.

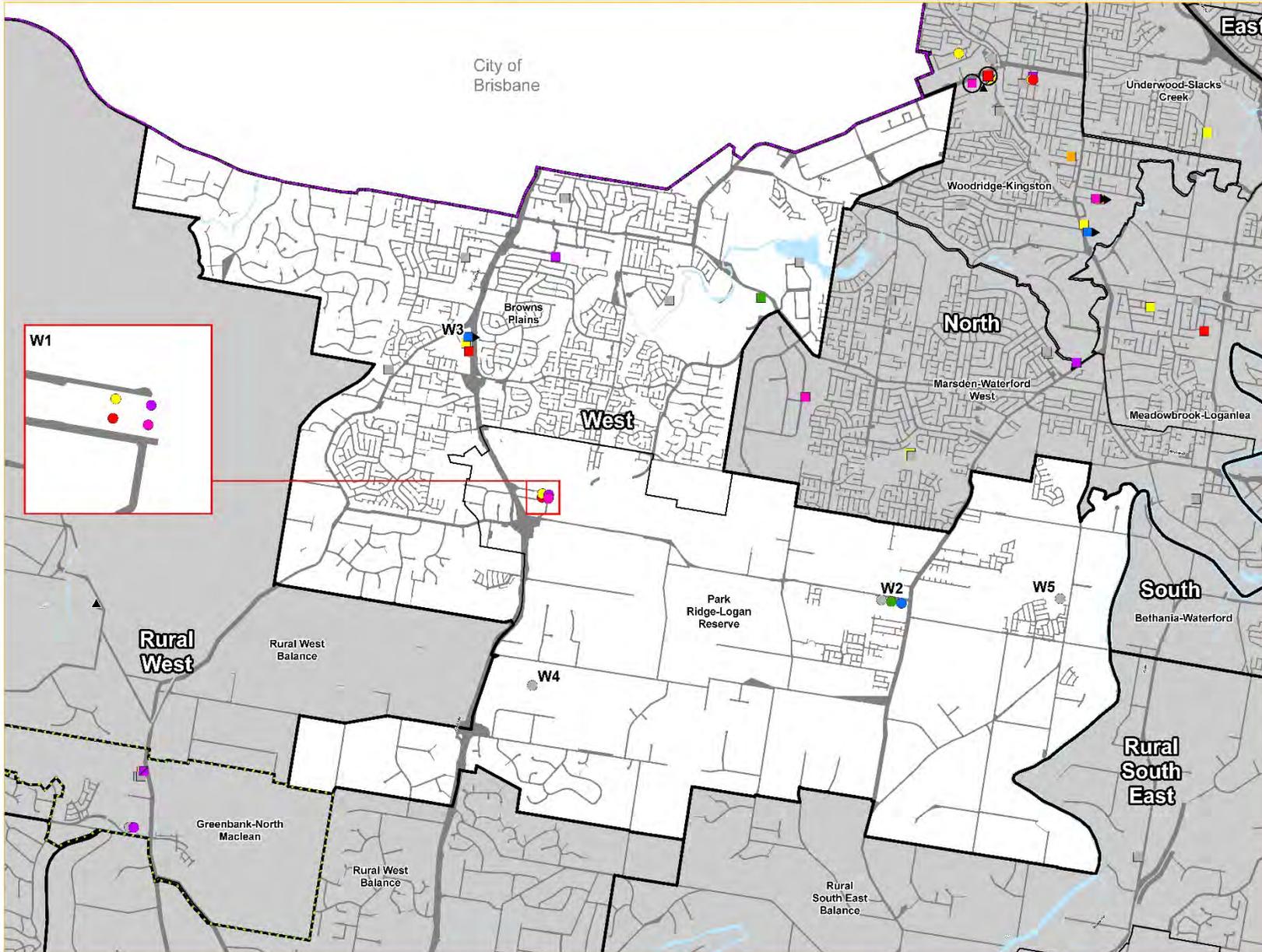
^Note: Council has acquired land on the corner of Park Ridge Road and Chambers Flat Road for this community hub.

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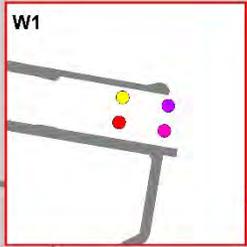
Community Infrastructure West Planning Sector



Community Infrastructure
West Planning Sector



- Existing Facility**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Museum
- Indoor Sports Facility
- New Facility**
- General Community Space
- Community Centre
- Library
- Art Gallery / Space
- Performing Arts Facility / Space
- Indoor Sports Facility
- Aquatic Centre
- Upgrade Existing Facility**
- Art Gallery / Space
- Performing Arts Facility / Space
- Museum
- Aquatic Centre
- Monitor/ Investigate/Review Existing**
- Art Gallery / Space
- Performing Arts Facility / Space
- Decommission**
- Community Centre
- Library
- Other Facility**
- Other
- Planning Sector Boundaries**
- Roads
- Watercourse
- Priority Development Area
- Logan LGA Boundary



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Department of Urban and Infrastructure Services, 2019.

Map Projection: Universal Transverse Mercator
Horizontal datum: Geocentric datum of Australia 1994
Scale: 1:50,000 (not to scale)



6.6 Rural South East Planning Sector

Profile

Base population at 2016	16,532
Projected population at 2041	62,096
Population increase 2016 - 2041	+45,564

The Rural South East Planning Sector covers a large area in the south-eastern part of the City and includes a mix of rural and growth areas. It includes the rural centre of Logan Village and growing major centre of Yarrabilba. It comprises the following suburbs:

- Buccan
- Cedar Creek (part of)
- Chambers Flat (part of)
- Kairabah
- Logan Village
- Mundoolun
- Stockleigh
- Tamborine (part of)
- Yarrabilba

The SEQRP identifies Yarrabilba as a Major Regional Activity Centre and Growth Expansion Area, intended to accommodate high levels of residential and economic growth. Logan Village is a small semi-rural centre and has a number of existing facilities that contribute to the area's character and community identity.

The Rural South East Planning Sector is relatively remote from existing urban areas and requires significant upgrades/extensions to existing transport networks and other infrastructure to realise its growth potential. Overall, the Rural South East Planning Sector has limited access to major road networks and poor public transport compared to other planning sectors.

Note: Yarrabilba Priority Development Area

The Rural South East Planning Sector includes the Yarrabilba Priority Development Area (PDA), one of two PDAs located in the City of Logan. PDAs are land designated for priority development, and are regulated by the Queensland Government, through Economic Development Queensland.

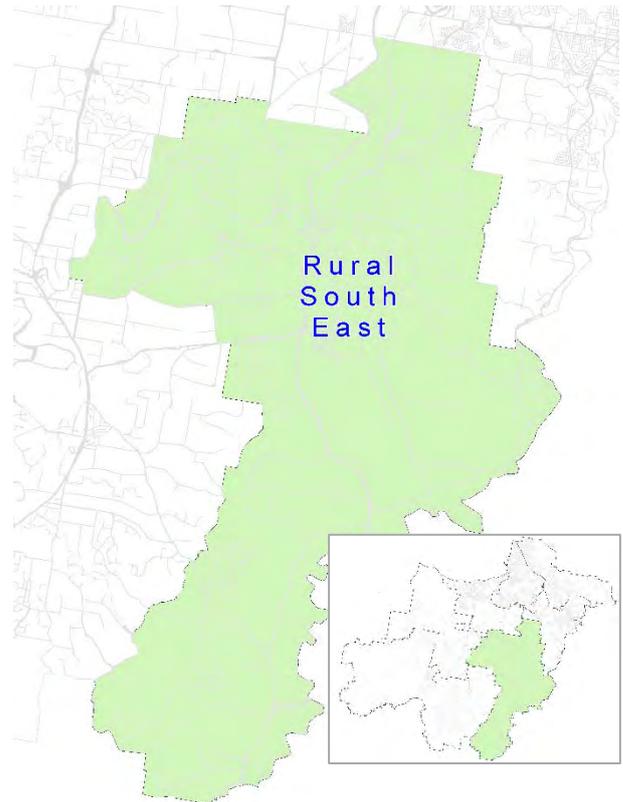
Yarrabilba is expected to develop as a self-contained community, comprising a series of neighbourhoods with a range of housing choices, local employment opportunities, and infrastructure and services. When fully developed it is anticipated that the PDA will provide 20,000 dwellings for a population of up to 50,000 people.

The directions for community infrastructure provision in the Yarrabilba PDA, as identified in the network plan, have been determined through a third party review process with input from Council, Economic Development Queensland and the developer. Some of the directions in this planning sector are subject to the preparation of Infrastructure Agreement(s) between relevant parties.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 5 general community spaces
- Chambers Flat Community Centre
- Logan Village Community Centre
- Logan Village Library
- Logan Village Green - Craft Cottage (Doo Drop Inn)
- Logan Village Green - Museum



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
RSE1	Yarrabilba PDA town centre	41	New facility - Community centre*^ ➤ Deliver a new community centre as part of a community hub which also comprises the new library and art gallery or space.	New facility	Medium (or in line with the Infrastructure Agreement)#
		42 (51)	New facility - District library*^ ➤ Deliver a new district level library as part of a community hub which also comprises the new community centre and art gallery or space.	New facility	Medium (or in line with the Infrastructure Agreement)#
		43	New facility - District art gallery or space*^ ➤ Deliver a new district level art gallery or space as part of a community hub which also comprises the new community centre and library.	New facility	Medium (or in line with the Infrastructure Agreement)#
		44	New facility - District performing arts facility or space*^ ➤ Deliver a new district level performing arts facility or space as part of, or close to, the community hub. ➤ Determine the type of performing arts facility or space (e.g. community-based, commercial).	New facility	Medium (or in line with the Infrastructure Agreement)#
		45	New facility - District leisure centre*^ ➤ Deliver a new district level indoor sports facility and district level aquatic centre, located in or near the town centre.	New facility	Medium (or in line with the Infrastructure Agreement)#
RSE2	Yarrabilba PDA Precinct 3 (north)	46	New facility - Community centre^ ➤ Deliver a new community centre in Precinct 3, in line with the Infrastructure Agreement(s). ➤ The community centre should include a dedicated space for youth programs/services and be co-designed in consultation with young people.	New facility	Short (or in line with the Infrastructure Agreement)#
RSE3	Yarrabilba PDA (west)	47	New facility - General community space^ ➤ Deliver a new general community space.	New facility	Medium (or in line with the Infrastructure Agreement)#
RSE4	Yarrabilba PDA (east)	48	New facility - General community space^ ➤ Deliver a new general community space.	New facility	Medium (or in line with the Infrastructure Agreement)#
RSE5	Yarrabilba PDA (south)	49	New facility - General community space^ ➤ Deliver a new general community space.	New facility	Long (or in line with the Infrastructure Agreement)#
RSE6	Yarrabilba PDA (south east)	50	New facility - General community space^ ➤ Deliver a new general community space.	New facility	Long (or in line with the Infrastructure Agreement)#
RSE7	Logan Village	51 (42)	Investigate - Review Logan Village Library ➤ Review the ongoing operations of the Logan Village Library following the delivery of the new district level library in Yarrabilba.	Investigate	Medium
		52	New facility - General community space ➤ Deliver a new general community space.	New facility	Short

* Collectively considered as part of master planning for this location.

^ Note: Land for this facility will be transferred to Council as part of the Infrastructure Agreement(s) for the Yarrabilba Priority Development Area.

Timing is subject to development sequencing in the Yarrabilba Priority Development Area and available funding.

6.7 Rural South Planning Sector

Profile

Base population at 2016	22,136
Projected population at 2041	102,139
Population increase 2016 - 2041	+80,003

The Rural South Planning Sector covers a large area in the southern part of the City and includes a mix of rural and growth areas. It includes the centres of Jimboomba and Flagstone and comprises the following suburbs:

- Cedar Grove
- Cedar Vale
- Flagstone
- Flinders Lakes
- Glenlogan
- Jimboomba
- Kagaru
- Lyons
- Monarch Glen
- New Beith
- Riverbend
- Silverbark Ridge
- Undullah
- Veresdale
- Veresdale Scrub
- Woodhill

The SEQRP identifies Greater Flagstone as a Growth Expansion Area intended to accommodate high levels of residential and economic growth. The township of Flagstone is identified as a Major Regional Activity Centre; a focal point for a range of business and employment activities, and the delivery of major and district level services. The SEQRP identifies Jimboomba as a Major Rural Activity Centre; a rural township to provide a concentration of employment and business activities, and the delivery of services.

The Rural South Planning Sector is relatively remote from existing urban areas and requires significant upgrades/extensions to existing transport networks and other infrastructure to realise its growth potential. The eastern half of this planning sector has easy access to the Mount Lindesay Highway. This sector has poor public transport services compared to other planning sectors.

Note: Greater Flagstone Priority Development Area

The Rural South Planning Sector includes a large portion of the Greater Flagstone Priority Development Area (PDA), one of two PDAs located in the City of Logan. PDAs are land designated for priority development, and are regulated by the Queensland Government, through Economic Development Queensland.

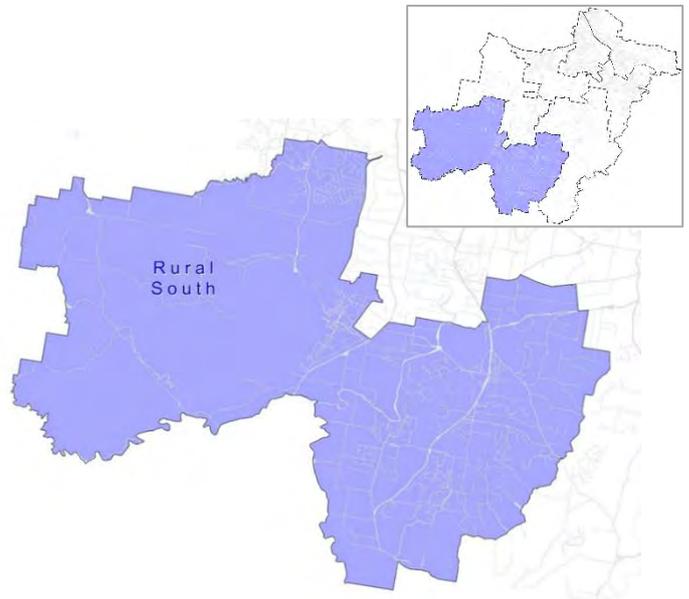
Greater Flagstone is expected to develop as a self-contained community, comprising a series of neighbourhoods with a range of housing choices, local employment opportunities, and infrastructure and services. When fully developed it is anticipated that the PDA will provide 50,000 dwellings for a population of up to 120,000 people.

The directions for community infrastructure provision in the Greater Flagstone PDA, as identified in the network plan, have been informed by Economic Development Queensland's strategic planning. Ultimately, the supply and delivery of this community infrastructure will be dependent on development sequencing, funding and any future agreement(s) between relevant parties.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 5 general community spaces
- Caddies Community Centre
- Jimboomba Library
- Jimboomba Park Indoor Sports Centre



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
RS1	Jimboomba town centre	53 (54,55)	New facility - General community space <ul style="list-style-type: none"> Investigate the delivery of a new general community space as part of a community hub which also comprises a new or upgraded library and Council customer service centre. 	Investigate	Short
		54 (53,55)	Investigate - District library <ul style="list-style-type: none"> Investigate the delivery of a new or upgraded district level library, to replace the existing library, as part of a community hub which also comprises a general community space and Council customer service centre. 	Investigate	Short
		55 (54,55)	New facility - Art space <ul style="list-style-type: none"> Investigate the delivery of a new art space, for example, as part of the proposed community hub or as public art. 	Investigate	Short
RS2	Jimboomba Park	56	Investigate - Upgrades to Jimboomba Park Indoor Sports Centre <ul style="list-style-type: none"> Investigate the feasibility of upgrading or replacing the Jimboomba Park Indoor Sports Centre to bring it to a higher standard. 	Investigate	Short (study only)
RS3	Jimboomba State School	57	Monitor - Relocation of Jimboomba State School <ul style="list-style-type: none"> Monitor the potential relocation of Jimboomba State School by the Department of Education. Should relocation of the school proceed, investigate future options for the existing school pool in consultation with the Department of Education. 	Monitor	Ongoing
RS4	Flagstone town centre	58 (59)	New facility - Civic centre*^ <ul style="list-style-type: none"> Deliver a new civic centre in the Flagstone town centre as part of a "civic and community precinct". Consider combining with the new performing arts facility or space (similar to the Beenleigh Events Centre). 	New facility	Medium (or in line with an Infrastructure Agreement)#
		59 (58)	New facility - District performing arts facility or space*^ <ul style="list-style-type: none"> Deliver a new district level performing arts facility or space in the Flagstone town centre as part of a "civic and community precinct". Determine the type of performing arts facility or space (e.g. community-based, commercial). Consider combining with the new civic centre (similar to the Beenleigh Events Centre). 	New facility	Medium (or in line with an Infrastructure Agreement)#
		60 (61,62)	New facility - Community centre*^ <ul style="list-style-type: none"> Deliver a new community centre in the Flagstone town centre as part of a "civic and community precinct". Combine with the new library and art gallery or space to form a community hub. Prioritise this facility for early delivery over other community facilities in this location. 	New facility	Short (or in line with an Infrastructure Agreement)#
		61 (60,62)	New facility - Metro library*^ <ul style="list-style-type: none"> Deliver a new metro level library in the Flagstone town centre as part of a "civic and community precinct". Combine with the new community centre and art gallery or space to form a community hub. Prioritise this facility for early delivery over other community facilities in this location. Depending on population growth and the ability to secure funding, a multi-staged development may be required. 	New facility	Short (or in line with an the Infrastructure Agreement)#
		62 (60,61)	New facility - District art gallery or space*^ <ul style="list-style-type: none"> Deliver a new district level art gallery or space in the Flagstone town centre as part of a "civic and community precinct". Combine with the new community centre and library to form a community hub. 	New facility	Short (or in line with an Infrastructure Agreement)#

		63	Community hub	<p>New facility - Major district leisure centre*^</p> <ul style="list-style-type: none"> ➤ Deliver a new major district level indoor sports facility and major district level aquatic centre as part of a community hub, located in or near the town centre. ➤ Consider locating close to schools and sporting fields. ➤ Depending on population growth and the ability to secure funding, a multi-stage development may be required. 	New facility	Medium (or in line with an Infrastructure Agreement)#
RS5	Flagstone district centre (north)	64 (65,66)	Community hub	<p>New facility - Community centre*^</p> <ul style="list-style-type: none"> ➤ Deliver a new community centre in the Flagstone district centre as part of a "civic and community precinct". ➤ Combine with the new art gallery/space and performing arts facility/space to form a community hub. 	New facility	Long (or in line with an Infrastructure Agreement)#
		65 (64,66)		<p>New facility - District art gallery or space*^</p> <ul style="list-style-type: none"> ➤ Deliver a new district level art gallery or space in the Flagstone district centre as part of a "civic and community precinct". ➤ Combine with the new community centre and performing arts facility/space to form a community hub. 	New facility	Long (or in line with an Infrastructure Agreement)#
		66 (64,65)		<p>New facility - District performing arts facility or space*^</p> <ul style="list-style-type: none"> ➤ Deliver a new district level performing arts facility or space in the Flagstone district centre as part of a "civic and community precinct". ➤ Combine with the new community centre and art gallery/space to form a community hub. ➤ Determine the type of performing arts facility or space (e.g. community-based, commercial). 	New facility	Long (or in line with an Infrastructure Agreement)#
		67	Community hub	<p>New facility - District leisure centre*^</p> <ul style="list-style-type: none"> ➤ Deliver a new district level indoor sports facility and aquatic centre as a community hub, located in or near the district centre. ➤ Consider locating close to schools and sporting fields. 	New facility	Long (or in line with an Infrastructure Agreement)#
RS6	Greater Flagstone PDA (north east)	68		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Short (or in line with an Infrastructure Agreement)#
RS7	Greater Flagstone PDA (north)	69		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Medium (or in line with an Infrastructure Agreement)#
RS8	Greater Flagstone PDA (north west)	70		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Medium (or in line with an Infrastructure Agreement)#
RS9	Greater Flagstone PDA (west)	71		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Long (or in line with an Infrastructure Agreement)#
RS10	Greater Flagstone PDA (south)	72		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Long (or in line with an Infrastructure Agreement)#
RS11	Greater Flagstone PDA (south east)	73		<p>New facility - General community space^</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Long (or in line with an Infrastructure Agreement)#
RS12	Undullah	74		<p>New facility - General community space</p> <ul style="list-style-type: none"> ➤ Deliver a new general community space. ➤ The location of other general community spaces in Flagstone and the provision of non-Council facilities may impact on the location and need for this facility over the long term. 	New facility	Long

*Collectively considered as part of master planning for this location.

^ Note: Land for this facility will be transferred to Council as part of the Infrastructure Agreement(s) for the Greater Flagstone Priority Development Area.

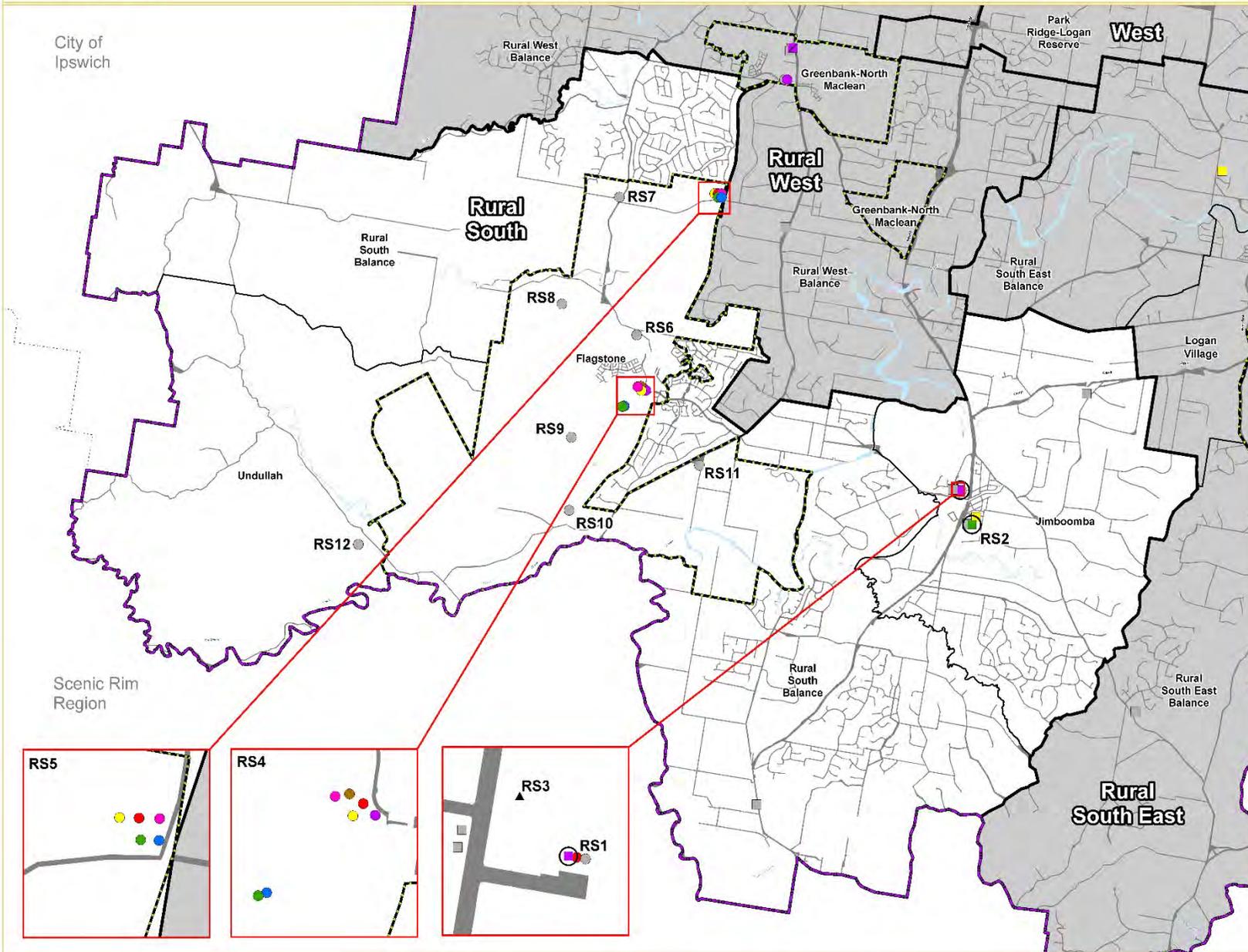
Timing is subject to development sequencing in the Greater Flagstone Priority Development Area and available funding.

CITY OF LOGAN: Innovative,
Dynamic, City of the Future

Community Infrastructure Rural South Planning Sector



Community Infrastructure
Rural South Planning Sector



- Existing Facility**
- General Community Space
 - Community Centre
- New Facility**
- General Community Space
 - Community Centre
 - Library
 - Art Gallery / Space
 - Performing Arts Facility / Space
 - Indoor Sports Facility
 - Aquatic Centre
 - Convention / Exhibition Centre
- Monitor / Investigate / Review Existing**
- Library
 - Indoor Sports Facility
- Decommission**
- Library
- Other Facility**
- Other
- Planning Sector Boundaries**
- Roads
 - Watercourse
 - Priority Development Areas
 - Logan LGA Boundary

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This document is prepared with the assistance of the Director General, Department of Natural Resources and Mines, Queensland Department of Natural Resources and Mines (DNRM).

Map prepared by Logan City Council, Queensland, Australia. Date: 15/06/2024. Scale: 1:50,000.



6.8 Rural West Planning Sector

Profile

Base population at 2016	13,748
Projected population at 2041	23,751
Population increase 2016 - 2041	+10,003

The Rural West Planning Sector is located in the western part of the City and includes a mix of rural and growth areas. It comprises the suburbs of:

- Greenbank (part of)
- Munruben
- North Mclean (part of)
- Park Ridge South (part of)
- South Maclean

The Greenbank Military Training Area covers the northern half of the planning sector, with development concentrated in the south. The SEQRP identifies Greater Flagstone as a Growth Expansion Area, intended to accommodate high levels of residential and economic growth.

The Rural West Planning Sector has access to the Mount Lindesay Highway, which connects with the Logan Motorway. It has poor public transport services compared to other planning sectors.

Note: Greater Flagstone Priority Development Area

The Rural West Planning Sector includes a portion of the Greater Flagstone Priority Development Area (PDA), one of two PDAs located in the City of Logan. PDAs are land designated for priority development, and are regulated by the Queensland Government, through Economic Development Queensland.

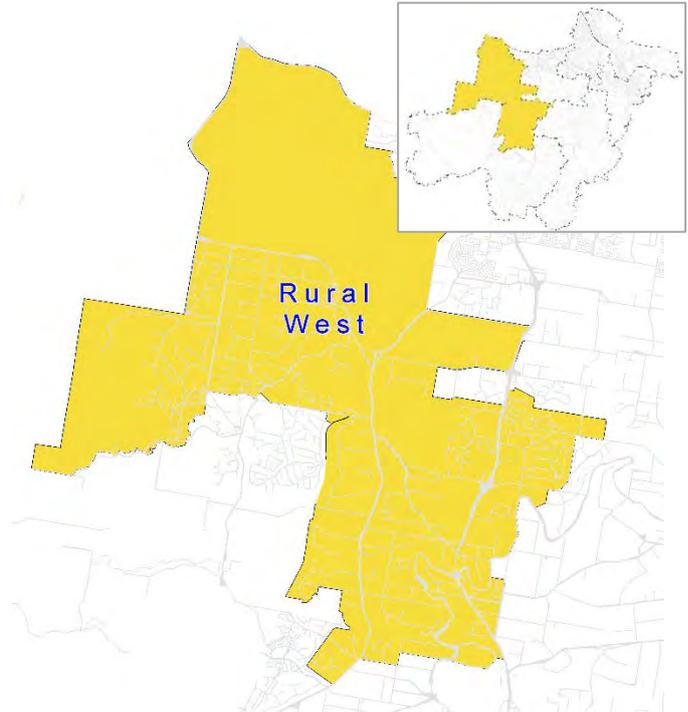
Greater Flagstone is expected to develop as a self-contained community, comprising a series of neighbourhoods with a range of housing choices, local employment opportunities, and infrastructure and services. When fully developed it is anticipated that the PDA will provide 50,000 dwellings for a population of up to 120,000 people.

The directions for community infrastructure provision in the Greater Flagstone PDA, as identified in the network plan, have been informed by Economic Development Queensland's strategic planning. Ultimately, the supply and delivery of this community infrastructure will be dependent on development sequencing, funding and any future agreement(s) between relevant parties.

Existing Council community infrastructure

The following Council-owned community infrastructure is located in this planning sector:

- 3 general community spaces
- Greenbank Community Centre
- Greenbank Library



Strategic Directions for Community Infrastructure Provision

Map Ref.	Location	No. (linked items)	Facility Type and Provision Strategies	Direction	Indicative Timing
RW1	Greenbank district centre	75	New facility - General community space[^] <ul style="list-style-type: none"> ➤ Deliver a new general community space. 	New facility	Medium (or in line with an Infrastructure Agreement)#
		76	New facility - District library[^] <ul style="list-style-type: none"> ➤ In line with Economic Development Queensland's community facilities plan, deliver a new district level library to replace the existing Greenbank Library. ➤ Investigate opportunities to repurpose the existing Greenbank Library to facilitate extensions to the adjacent Greenbank Community Centre, or for other community-based programs and services (e.g. early literacy programs, services for seniors). 	New facility	Medium (or in line with an Infrastructure Agreement)#
RW2	Greenbank State School	77	Investigate - Access to Greenbank State School pool <ul style="list-style-type: none"> ➤ In consultation with the Department of Education, investigate options for improving public access to the pool at Greenbank State School during summer. 	Investigate	Short

[^] Note: Land for this facility will be transferred to Council as part of the Infrastructure Agreement(s) for the Greater Flagstone Priority Development Area.

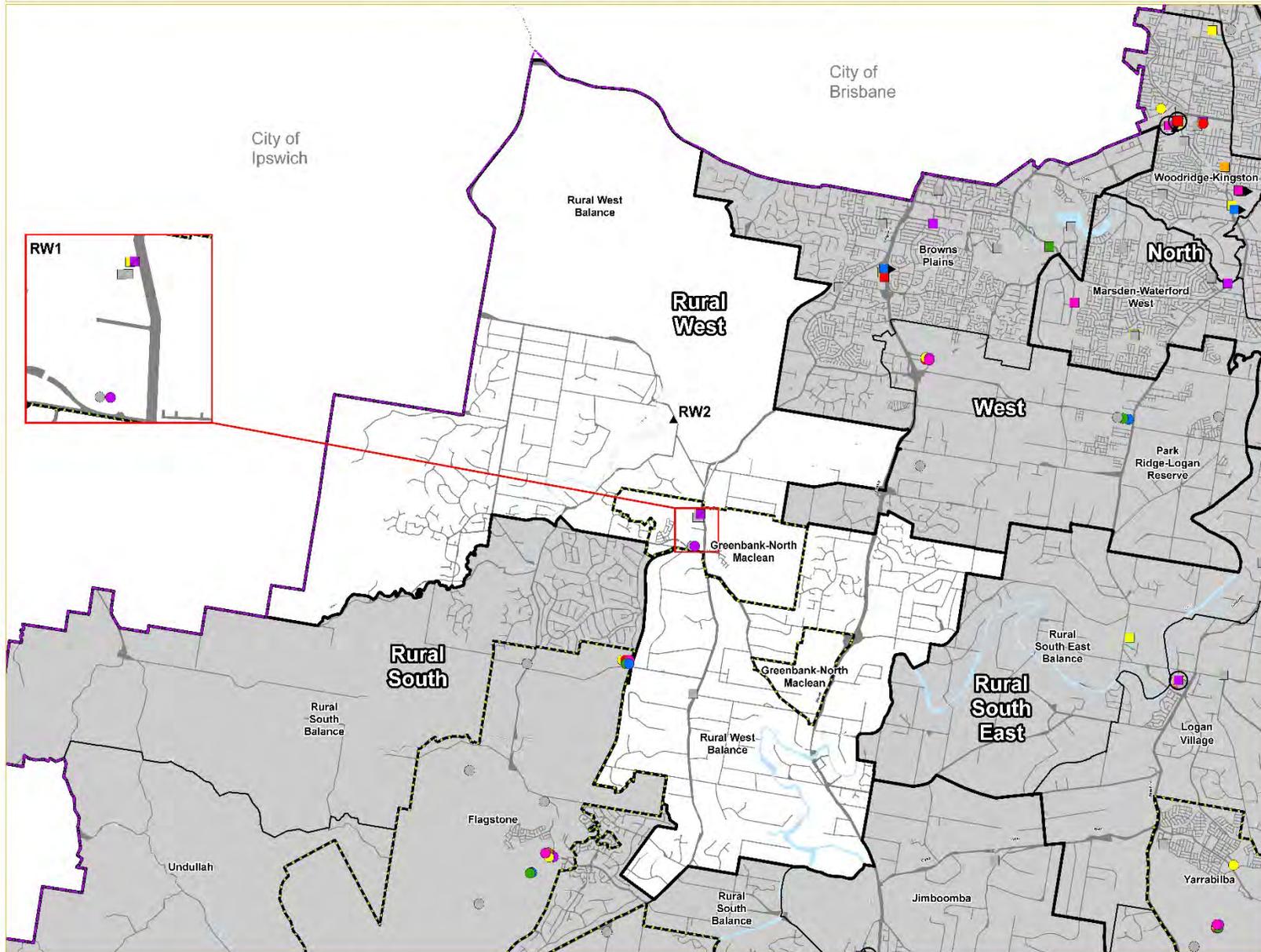
Timing is subject to development sequencing in the Greater Flagstone Priority Development Area and available funding.

CITY OF LOGAN: Innovative, Dynamic, City of the Future

Community Infrastructure Rural West Planning Sector



Community Infrastructure Rural West Planning Sector



- Existing Facility**
 - General Community Space
 - Community Centre
 - Library
 - Art Gallery / Space
 - Performing Arts Facility / Space
 - Museum
 - Indoor Sports Facility
- New Facility**
 - General Community Space
 - Community Centre
 - Library
 - Art Gallery / Space
 - Performing Arts Facility / Space
 - Indoor Sports Facility
 - Aquatic Centre
 - Convention / Exhibition Centre
- Upgrade Existing Facility**
 - Art Gallery / Space
 - Performing Arts Facility / Space
 - Museum
 - Aquatic Centre
- Monitor/Investigate/Review Existing**
 - Library
 - Art Gallery / Space
 - Performing Arts Facility / Space
- Decommission**
 - Community Centre
 - Library
- Other Facility**
 - Other
- Other**
 - Planning Sector Boundaries
 - Roads
 - Watercourse
 - Priority Development Area
 - Logan LGA Boundary

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Data provided by Queensland Government Department of Transport and Main Roads and the Department of Natural Resources and Environmental Regulation

Map prepared by Universal Transverse Mercator - Australian Datum - Geometric Datum of Australia 1984 - Grid - Map Grid of Australia, Zone 56



7. IMPLEMENTATION PLAN

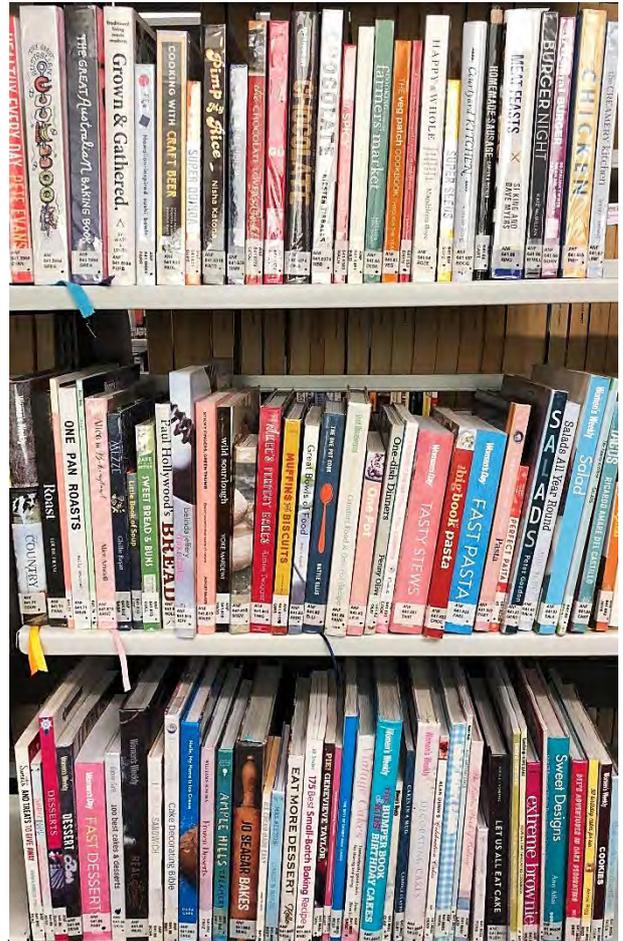
Implementing the strategy

To achieve Council's policy directions and deliver on the recommendations identified in the network plan, an implementation plan has been prepared as part of this strategy. The implementation plan is a list of strategic actions that Council will undertake to help realise its long-term vision for community infrastructure in the City of Logan. It also provides a framework to seek the support of other key stakeholders to work collaboratively to deliver the community infrastructure needed within the City.

The strategic actions respond to the research, analyses and stakeholder consultation undertaken to date. Some of the actions build upon current projects and programs being undertaken by Council and the community. Other actions signify new and innovative ways to plan, deliver and activate community infrastructure.

A key direction of the implementation plan is strengthening Council's strategic partnerships and collaboration with other levels of government, non-government organisations and the private sector in order to deliver the community infrastructure required over the next 20 years. To achieve this, it will be critical that the directions within this Community Infrastructure Strategy are communicated and embedded across different stakeholders and their programs; facilitating a more coordinated and sustainable approach to community infrastructure planning.

The implementation plan identifies 37 actions grouped under four priority areas, as listed below. It will be supported by an annual action plan of community infrastructure projects, with targeted actions determined by corporate and community priorities, annual budget considerations and available resources.



This Community Infrastructure Strategy represents a critical first step in planning for future community infrastructure. It leads the way for a more transparent, evidence based program of work that will strengthen Council's ability to advocate, collaborate and secure investment; and ultimately deliver the community infrastructure needed in our City over the next 20 years.

PRIORITY AREA 1: Customer Focused

Aim: To ensure that community needs and aspirations are at the centre of every decision we make for community infrastructure.

Strategy	Actions	Timing	Responsible Area(s)
Provide information and improve awareness of community facilities available in the City of Logan.	1.1 Continue to update Council's website with sufficient information about Council's community facilities. Include information relating to, for example, location, capacity, fees, amenities, equipment, and accessibility.	2019	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	1.2 Identify and consult with non-Council community facility providers to help promote and increase utilisation of non-Council provided facilities (e.g. private facilities, places of worship, schools).	2019	Community Services
	1.3 Provide a centralised point to access information regarding community facilities in the City of Logan (e.g. Logan Community Directory).	2020	Community Services
	1.4 Investigate expanding Council's online booking system to include additional community facilities in order to improve convenience for our customers.	2020	Sport, Leisure & Facilities
Deliver high quality, fit-for-purpose community infrastructure that meets community needs and expectations.	1.5 Develop a community infrastructure design guideline to ensure all new facilities are sustainable and achieve high quality design outcomes that meet the diverse needs and expectations of our community. Include information relating to, for example, minimum facility inclusions and standards, crime prevention through environmental design principles, and universal design considerations.	2020	Community Services Sport, Leisure & Facilities Libraries & Creative Industries Economic Development & Strategy
	1.6 Facilitate community engagement processes in the planning, design and management of community infrastructure, including as part of activity centres planning. Ensure target users are well represented (e.g. people with disability, young people).	Ongoing	Community Services Community Engagement Economic Development & Strategy
Activate community facilities to match the needs of our customers.	1.7 Continue to work with lessees and other community organisations to build capacity to design services and programs that respond to identified community needs and aspirations.	Ongoing	Community Services Sport, Leisure & Facilities
	1.8 Continue to provide information about community needs to inform Council's leasing process, including expression of interest criteria.	Ongoing	Community Services Sport, Leisure & Facilities
	1.9 Explore and trial new operating and governance models in community facilities, including models of integrated service delivery.	Ongoing	Community Services Libraries & Creative Industries Sport, Leisure & Facilities

PRIORITY AREA 2: Funding and Strategic Partnerships

Aim: To pursue new and innovative ways to fund and deliver community infrastructure, where costs are shared across different stakeholders.

Strategy	Actions	Timing	Responsible Area(s)
Advocate on behalf of the community to secure increased government investment in community infrastructure.	2.1 Advocate to State and Federal Governments to provide increased funding towards the delivery of community infrastructure projects within the City of Logan.	Ongoing	Advocacy
	2.2 Advocate to the Queensland Government (and through the Local Government Association of Queensland) to review the <i>Planning Act 2016</i> to allow local governments to levy infrastructure charges to cover construction of community facilities, not just the land component.	Ongoing	Advocacy Community Services Economic Development & Strategy
	2.3 Monitor relevant community infrastructure funding opportunities and budget announcements, and identify strategic opportunities for policy and project alignment.	Ongoing	Advocacy
Diversify Council's funding options for community infrastructure.	2.4 Investigate the different options available to Council to fund and deliver community infrastructure, through both internal and external sources. <ul style="list-style-type: none"> ➤ Prepare a community infrastructure funding and delivery options paper; and ➤ Implement processes that enable Council to pursue feasible options. 	2019 Ongoing	Community Services
	2.5 Develop a Council policy that provides direction for the allocation of revenue generated from the Community Services Charge, with consideration to: <ul style="list-style-type: none"> ➤ The fair allocation of funds towards the community infrastructure network, including capital works; and ➤ Provisions to allocate match funding required as part of grant applicants for community infrastructure projects. 	2020	Finance
	2.6 Review Council's breakdown of infrastructure charges contributions and determine a fair allocation to the land for community infrastructure network.	Annually	Economic Development & Strategy Finance Community Services
Continue to support, develop and resource strategic partnerships that will help deliver the strategic directions of the Community Infrastructure Strategy.	2.7 Explore and trial opportunities for the shared use of community and school facilities: <ul style="list-style-type: none"> ➤ Consider the need to develop a Council policy or guideline regarding shared use of community and school facilities, with consideration given to the type, length and frequency of arrangements; ➤ In consultation with the Department of Education and other non-government schools, identify opportunities to increase the utilisation of existing school facilities by the wider community, particularly those funded through the Federal Government's Building the Education Revolution program; and ➤ In consultation with the Department of Education and other non-government schools, identify opportunities to deliver new shared facilities, especially in growth areas. 	Ongoing	Community Services Economic Development & Strategy Sport, Leisure & Facilities

PRIORITY AREA 2: Funding and Strategic Partnerships

Aim: To pursue new and innovative ways to fund and deliver community infrastructure, where costs are shared across different stakeholders.

Strategy	Actions	Timing	Responsible Area(s)
	2.8 Explore and trial opportunities to work with development partners to help deliver community infrastructure projects (e.g. Invest Logan, investment corporations, private developers, philanthropists, community organisations).	Ongoing	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	2.9 Continue to represent Logan City Council on the Logan Development Areas Working Group to help coordinate community infrastructure planning and delivery in Priority Development Areas.	Ongoing	Community Services Economic Development & Strategy
	2.10 Continue to represent Logan City Council on the Logan Together Cross-Sector Leadership Table to help facilitate opportunities that support young people and their families to access community facilities, services and networks.	Ongoing	Community Services
	2.11 Continue to work with the Logan: City of Choice Leadership Team to help champion and provide strategic insight into community infrastructure planning and delivery.	Ongoing	Community Services Advocacy

PRIORITY AREA 3: Sustainable and Efficient

Aim: To have a sustainable and cost efficient network of community infrastructure that delivers maximum socio economic benefit from Council's investment.

Strategy	Actions	Timing	Responsible Area(s)
Plan and deliver a sustainable network of community infrastructure in greenfield areas.	3.1 Work with developers and Economic Development Queensland to execute infrastructure agreements for community infrastructure in greenfield areas, including Greater Flagstone and Yarrabilba Priority Development Areas.	Ongoing	Economic Development & Strategy Community Services
	3.2 Continue to work within internal and external stakeholders to provide interim measures in new communities before community infrastructure can be provided, for example: temporary community spaces; community development programs; community engagement events; and outreach service delivery.	Ongoing	Community Services Libraries & Creative Industries
	3.3 Continue to work with Economic Development Queensland to ensure that implementation plans (prepared by developers in Priority Development Areas) are coordinated, sustainable and appropriate.	Ongoing	Economic Development & Strategy Community Services
Council's community infrastructure network is well managed and achieves maximum utilisation.	3.4 Undertake a detailed audit of Council's community facilities to inform future planning, delivery, maintenance, and compliance. Use this information to inform the preparation of a long term asset management plan for community infrastructure.	2021	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	3.5 Identify Council's underutilised community infrastructure and investigate options for future use.	2021	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	3.6 Rationalise ageing and/or inadequate community infrastructure to help facilitate provision of new and improved community facilities: <ul style="list-style-type: none"> ➤ Identify ageing, inadequate and/or surplus community infrastructure; ➤ Identify rationalisation options (e.g. dispose, sell, re-purpose); and ➤ Develop a Council policy and process to provide guidance on community infrastructure asset rationalisation, ensuring any revenue is reinvested back into the community infrastructure network. 	2021	Community Services Sport, Leisure & Facilities Property
Maximise the socio-economic value of community infrastructure.	3.7 Develop a framework to measure the socio-economic value of investing in community infrastructure and its contribution to building strong and sustainable communities. Communicate the value of investing in community infrastructure to government, non-government organisations, developers, local businesses, and the community.	2020	Community Services
	3.8 Explore and trial ways to incorporate commercial opportunities within Council's community facilities to maximise financial viability, including consideration of: <ul style="list-style-type: none"> ➤ Incorporating retail and commercial development within community infrastructure projects (e.g. mixed used development); and ➤ Incorporating retail and commercial operations within community facilities, including those that can be undertaken by service providers (e.g. commercial kitchen, crèche, gym, meeting rooms for hire). 	Ongoing	Community Services Sport, Leisure & Facilities Economic Development & Strategy Property

PRIORITY AREA 4: Organisational Leadership and Governance

Aim: To embed the strategic directions of the Community Infrastructure Strategy across all stakeholders and their programs, to achieve coordinated and efficient community infrastructure planning and delivery.

Strategy	Actions	Timing	Responsible Area(s)
Communicate and embed the Community Infrastructure Strategy across different stakeholders to achieve coordinated community infrastructure planning and delivery.	4.1 Use the Community Infrastructure Strategy to inform the land for community infrastructure component of the Local Government Infrastructure Plan (LGIP) and Infrastructure Planning for Emerging Communities (IPEC).	2019	Community Services Economic Development & Strategy
	4.2 Communicate and embed the strategic directions of the Community Infrastructure Strategy across all stakeholders and their programs, to facilitate transparent and coordinated community infrastructure planning and delivery. Stakeholders to include, for example: relevant Council branches, Invest Logan, Logan Together, Economic Development Queensland, State and Federal Government agencies.	Ongoing	Community Services
	4.3 Establish a City Growth Service Delivery Coordination Team (SDCT) to provide strategic direction to manage growth and coordinate the planning and delivery of Council's infrastructure networks (land for community facilities, parks, water, sewerage, stormwater, and movement).	2020	Economic Development & Strategy
	4.4 Work with Economic Development Queensland to develop clear reporting processes regarding development in Priority Development Areas to achieve coordinated and timely community infrastructure planning and delivery.	Ongoing	Economic Development & Strategy Community Services
Prioritise community infrastructure projects and proactively plan for investment, advocacy and partnership opportunities.	4.5 Develop and implement an annual action plan to prioritise and resource the implementation of the Community Infrastructure Strategy. The action plan will identify actions to undertake each year, in line with corporate priorities, budget considerations and available resources.	Annually	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	4.6 Prepare a ten year capital program for community facilities to inform Council's Capital and Operational Major Projects and Enhancements Schedule (COMPES).	2020	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
	4.7 Informed by the annual action plan and ten year capital program, prepare plans and designs to support funding applications and service enhancements (i.e. feasibility studies, business cases, concept designs).	Ongoing	Community Services Sport, Leisure & Facilities Libraries & Creative Industries
Undertake monitoring and review processes to ensure that the Community Infrastructure Strategy remains relevant.	4.8 Review and update the Community Infrastructure Strategy every 5 years in line with the Local Government Infrastructure Plan (LGIP).	In line with LGIP review schedule	Economic Development & Strategy Community Services
	4.9 Monitor population growth, development applications, infrastructure agreements and any other factors that have an impact on existing plans for community infrastructure (e.g. Council's Development Assessment Branch to brief the Community Services Branch on a quarterly basis).	Ongoing	Development Assessment Economic Development & Strategy Community Services

8. CONCLUSION

This Community Infrastructure Strategy outlines Logan City Council's long-term direction for community infrastructure provision in the City of Logan up to 2041. Broadly, it identifies where, when and how community infrastructure should be provided to meet current and future community needs. It is intended to provide direction to Council, along with other stakeholders, on the future planning, provision and investment in Council-owned community infrastructure.

The strategy articulates a new way forward in planning, providing and activating community infrastructure. It identifies some key shifts in how we meet community needs, including:

- Strengthening the role of multi-purpose community hubs as an effective and efficient way to meet a wide range of community needs;
- Placing a greater emphasis on integrated service delivery from our community facilities, putting the needs of our customers front and centre; and
- Making a clear commitment to working more collaboratively with other key stakeholders to deliver the community infrastructure needed in our City.

The implementation plan forms a critical component of the strategy; outlining a variety of strategic actions that Council will need to undertake to help realise its long-term vision for community infrastructure in the City of Logan. The actions will be implemented by focussing on four priority areas: 1) Customer Focused; 2) Funding and Strategic Partnerships; 3) Sustainable and Efficient; and 4) Organisational Leadership and Governance.

Finally, this Community Infrastructure Strategy represents a critical first step in planning for community infrastructure to support the long-term needs of our growing community. It leads the way for a more transparent, evidence-based program of work; where Council is in a stronger position to ultimately deliver the community infrastructure needed in our City over the next 20 years.

8.1 Monitoring and Review

This Community Infrastructure Strategy is a living document, and will need to be monitored and reviewed regularly to ensure it remains relevant. A minor review of the strategy will be undertaken in the first two years after its adoption. Thereafter it will be updated every five years in line with the LGIP amendment periods.

Ongoing monitoring and regular updates will ensure that the strategy remains responsive to: population growth and development patterns; changing demographics and community needs; newly arising opportunities and current best practice; policy and legislative changes; and any other factors that may impact upon the applicability of the strategy.



This strategy articulates a new way forward in planning, providing and activating Council's community infrastructure assets. It identifies some key shifts in how we meet community needs, and signals a clear commitment to working collaboratively with other key stakeholders to deliver the community infrastructure needed in our City.

8.2 Summary of Strategic Directions

For ease of reference, **Table 9** summarises the community infrastructure projects identified within the network plan.

Table 9: Summary of Community Infrastructure Projects

Indicative Timing	Project	City/Planning Sector
Short	Investigate - Metro convention / exhibition centre	City of Logan
Short	Investigate - Metro museum	City of Logan
Short	Investigate - Art gallery	North
Short	Investigate - Upgrades to Logan Entertainment Centre	North
Short	Investigate - Land for community infrastructure (current Logan Central PCYC site)	North
Short	New facility - Community and arts centre (Logan Central)	North
Short	New facility - General community space (new PCYC at Cronulla Park)	North
Short	Upgrade - Logan North Aquatic and Fitness Centre	North
Short	Upgrade - Redevelop Kingston Butter Factory	North
Short	Investigate - Upgrades to Gould Adams Aquatic Centre	North
Short	Investigate - Asset rationalisation (Nerida Street Community Centre)	East
Short	New facility - General community space (Underwood Park)	East
Short	Decommission - Underwood Park Hall	East
Short	Decommission - General community space (Usher Park)	East
Short	Upgrade - Beenleigh Aquatic Centre	South
Short	New facility - General community space (Bahrs Scrub)	South
Short	Investigate - Upgrades to Bethania Aquatic Centre	South
Short	Investigate - Upgrades to Beenleigh PCYC	South
Short	Investigate - Upgrades to Beenleigh and District Senior Citizens Centre	South
Short	Upgrade - Logan West Aquatic Centre	West
Short	New facility - Leisure centre and general community space (Park Ridge)	West
Short	New facility - General community space (Logan Reserve)	West
Short	New facility - Community centre (Yarrabilba PDA precinct 3)	Rural South East
Short	New facility - General community space (Logan Village)	Rural South East
Short	New facility - General community space (Jimboomba)	Rural South
Short	Investigate - New or upgraded library (Jimboomba)	Rural South
Short	New facility - Art space (Jimboomba)	Rural South
Short	Investigate - Upgrades to Jimboomba Park Indoor Sports Centre	Rural South
Short	New facility - Community centre (Greater Flagstone PDA town centre)	Rural South
Short	New facility - Library (Greater Flagstone PDA town centre)	Rural South
Short	New facility - Art gallery or space (Greater Flagstone PDA town centre)	Rural South
Short	New facility - General community space (Greater Flagstone PDA north east)	Rural South
Short	Investigate - Access to Greenbank State School pool	Rural West
Medium	New facility - Community centre (Logan Central)	North
Medium	New facility - Community centre (Springwood)	East
Medium	New facility - Art gallery or space (Springwood)	East
Medium	New facility - Performing arts facility or space (Springwood)	East
Medium	Investigate - Asset rationalisation (Springwood Community Centre)	East
Medium	New facility - Community centre (Shailer Park / Loganholme)	East
Medium	New facility - Community and arts centre (Beenleigh)	South
Medium	Investigate - Upgrades to Beenleigh Library	South
Medium	Investigate - Review Eagleby Aquatic Centre	South
Medium	New facility - Community centre (Park Ridge)	West
Medium	New facility - Library (Park Ridge)	West
Medium	New facility - Art space (Park Ridge)	West
Medium	New facility - Performing arts facility or space (Park Ridge)	West
Medium	New facility - General community space (Park Ridge South)	West
Medium	New facility - Community centre (Yarrabilba PDA town centre)	Rural South East
Medium	New facility - Library (Yarrabilba PDA town centre)	Rural South East
Medium	New facility - Art gallery or space (Yarrabilba PDA town centre)	Rural South East
Medium	New facility - Performing arts facility or space (Yarrabilba PDA town centre)	Rural South East
Medium	New facility - Leisure centre (Yarrabilba PDA town centre)	Rural South East
Medium	New facility - General community space (Yarrabilba PDA west)	Rural South East

Medium	New facility - General community space (Yarrabilba PDA east)	Rural South East
Medium	Investigate - Review Logan Village Library	Rural South East
Medium	New facility - Performing arts facility or space (Greater Flagstone PDA town centre)	Rural South
Medium	New facility - Leisure centre (Greater Flagstone PDA town centre)	Rural South
Medium	New facility - Civic centre (Greater Flagstone PDA town centre)	Rural South
Medium	New facility - General community space (Greater Flagstone PDA north)	Rural South
Medium	New facility - General community space (Greater Flagstone PDA north west)	Rural South
Medium	New facility - General community space (Greater Flagstone PDA Greenbank district centre)	Rural West
Medium	New facility - Library (Greater Flagstone PDA Greenbank district centre)	Rural West
Long	Upgrade - Beenleigh Neighbourhood Centre	South
Long	Upgrade - Eagleby Community Centre	South
Long	New facility - General community space (Yarrabilba PDA south)	Rural South East
Long	New facility - General community space (Yarrabilba PDA south east)	Rural South East
Long	New facility - General community space (Greater Flagstone PDA west)	Rural South
Long	New facility - General community space (Greater Flagstone PDA south)	Rural South
Long	New facility - General community space (Greater Flagstone PDA south east)	Rural South
Long	New facility - General community space (Undullah)	Rural South
Long	New facility - Community centre (Greater Flagstone PDA district centre north)	Rural South
Long	New facility - Art gallery or space (Greater Flagstone PDA district centre north)	Rural South
Long	New facility - Performing arts facility or space (Greater Flagstone PDA district centre north)	Rural South
Long	New facility - Leisure centre (Greater Flagstone PDA district centre north)	Rural South
Ongoing	Monitor - Capacity at Logan Hyperdome Library	East
Ongoing	Monitor - Capacity at Mount Warren Sports Centre	South
Ongoing	Monitor - Relocation of Jimboomba State School (and pool)	Rural South

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