

Corporate Plan

2021–2026



logan.qld.gov.au



Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, pays respect to Elders past, present and emerging, and extends that respect to all Aboriginal and Torres Strait Islander peoples in the City of Logan.



The smoking ceremony is an ancient custom among Indigenous Australians and is believed to ward off bad spirits.

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Logan River Red Bridge

Message from our Mayor and CEO

It's with great pleasure that we present our Logan City Council Corporate Plan 2021-2026.

Over the next 5 years, this corporate plan will influence how Council prioritises investment in the City of Logan, and how we deliver our vast range of services, programs and infrastructure.

For the first time in our city's history, our corporate plan has been informed by a vision developed by the community. The Logan Community Vision was developed through months of important and intensive conversations. All voices and opinions matter to us, and we reached parts of the community we don't often hear from. The community landed on an aspirational and holistic vision:

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

(You can read more about the Logan Community Vision on page 13.)

Our residents can be assured we are listening, and we are strongly aligning the community aspirations with Council's priorities over the next 5 years. The themes identified through the visioning process have guided and informed this corporate plan and the areas we will focus on.

To support those themes, our Mayor and Councillors have developed a city vision that will help drive the corporate plan:

City of Logan, a green city full of pride, opportunity and culture.

New direction in this corporate plan

In addition to the Logan Community Vision, this corporate plan has several other important new directions.

Our growth story is well known, however, the environment is also core to Logan's identity.

A massive 73% of the city is either rural living, green living and recreation, or open space. Protecting our natural environment is important. We're proud to say that Council is leading the way in delivering carbon reduction initiatives and energy efficiency strategies. Further innovation is needed and Council is taking bold steps to implement measures now that will benefit the city for generations to come. Over the next 5 years Council is committed to increasing the city's green canopy, building our climate change resilience and rethinking the future of waste in the city.

At the same time, we've sharpened our focus on building local wealth by supporting local jobs and investment opportunities. At the big end of town, we continue to attract national and international investment. Locally, we're helping small business to learn new skills and grow. We're shining a spotlight on growing our night-time economy in a way that is safe and inclusive, while contributing to the vitality of our city.

All this, while providing the same high quality services day in and day out that our community has come to expect. We're thinking more holistically about how we maintain current levels of service while identifying efficiencies. This will allow us to respond to emerging community and customer needs more quickly. As an organisation, we're working strategically in how we operate and spend ratepayer funds. It allows us to be a high performing organisation that cost-effectively meets our community's needs and, longer term, helps create a sustainable city into the future.

We would like to acknowledge and thank the extensive work undertaken by our community in developing the Logan Community Vision, particularly our deliberative panel. We'd also like to acknowledge and thank Councillors and the Executive Leadership Team for the many hours of discussion, debate and decision-making that has gone into this corporate plan.

We believe the Logan City Council Corporate Plan 2021-2026 provides the foundation for a strong future for this Council and the City of Logan.

Mayor Darren Power
City of Logan



Silvio Trinca
Acting Chief Executive Officer
Logan City Council



Our Mayor and Councillors



Mayor Darren Power

Elected Mayor: 2020
Elected Councillor: 1997
Representing the whole of the City of Logan.



Councillor Lisa Bradley

Division 1
Elected Councillor: 2008
Representing Priestdale, Springwood, Rochedale South, and part of Daisy Hill.



Councillor Teresa Lane

Chair of the City Infrastructure Committee
Division 2
Elected Councillor: 2020
Representing Kingston, Logan Central, Woodridge, and part of Underwood.



Councillor Mindy Russell

Division 3
Elected Councillor: 2020
Representing Slacks Creek, Daisy Hill, and part of Shailer Park and Underwood.



Councillor Laurie Koranski
Chair of the City Lifestyle Committee

Division 4
Elected Councillor: 2016
Representing Bannockburn, Belivah, Buccan, Cedar Creek, Kairabah, Waterford, Windaroo, Wolffdene, Yarrabilba, and part of Bethania, Logan Village and Tamborine.



Councillor Jon Raven
Deputy Mayor
Chair of the Planning, Economic Development and Environment Committee

Division 5
Elected Councillor: 2016
Representing Berrinba, Marsden, Waterford West, and part of Crestmead.



Councillor Tony Hall

Division 6
Elected Councillor: 2020
Representing Bahrs Scrub, Edens Landing, Holmview, Loganlea, Meadowbrook, and part of Bethania.



Councillor Tim Frazer

Division 7
Elected Councillor: 2020
Representing Boronia Heights, Browns Plains, Forestdale, Hillcrest, and part of Park Ridge and Regents Park.



Councillor Jacob Heremaia
Chair of the Procurement and Appropriations Special Committee

Division 8
Elected Councillor: 2020
Representing Heritage Park, Logan Reserve, and part of Chambers Flat, Crestmead, Park Ridge, Park Ridge South and Regents Park.



Councillor Scott Bannan

Division 9

Elected Councillor: 2020
Representing Cedar Grove, Cedar Vale, Glenlogan, Jimboomba, Mundoolun, Riverbend, Stockleigh, Veresdale, Veresdale Scrub, Woodhill, and part of Chambers Flat, Logan Village, Munruben, North Maclean, South Maclean and Tamborine.



Councillor Miriam Stemp

Division 10

Elected Councillor: 2020
Representing Carbrook, Cornubia, Loganholme, Tanah Merah, and part of Shailer Park.



Councillor Natalie Willcocks

Chair of City Governance Committee

Division 11

Elected Councillor: 2020
Representing Flagstone, Flinders Lakes, Greenbank, Kagaru, Lyons, Monarch Glen, New Beith, Silverbark Ridge, Undullah, and part of Munruben, North Maclean, Park Ridge South and South Maclean.

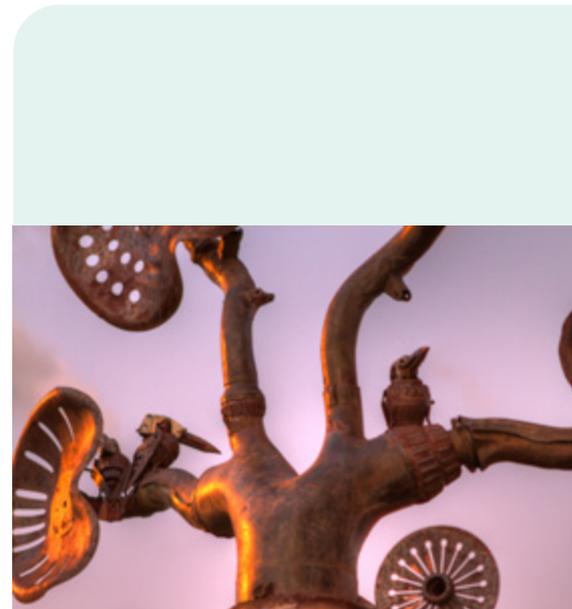


Councillor Karen Murphy

Division 12

Elected Councillor: 2020
Representing Beenleigh, Eagleby, and Mt Warren Park.

Find out more about our Mayor and Councillors, logan.qld.gov.au



Our city vision

***City of Logan:
a green city full of
pride, opportunity
and culture.***

Council recognises the extensive work undertaken by the community to develop the Logan Community Vision (see page 13). To support that work, our Mayor and Councillors have developed a city vision that will help drive the corporate plan and Council’s focus over the next 5 years.

Image: Chris Trotter, *Brachychiton Rupestris* 2004, recycled machine parts. Logan Public Art Collection.

Logan City Council divisional boundaries

MAYOR — Darren Power

Representing the whole of the City of Logan.

DIVISION 7 — Cr Tim Frazer

Representing Boronia Heights, Browns Plains, Forestdale, Hillcrest, and part of Park Ridge and Regents Park.

DIVISION 11 — Cr Natalie Willcocks

Representing Flagstone, Flinders Lakes, Greenbank, Kagaru, Lyons, Monarch Glen, New Beith, Silverbark Ridge, Undullah, and part of Munruben, North Maclean, Park Ridge South and South Maclean.

DIVISION 2 — Cr Teresa Lane

Representing Kingston, Logan Central, Woodridge, and part of Underwood.

DIVISION 5 — Cr Jon Raven

Representing Berrinba, Marsden, Waterford West, and part of Crestmead.

DIVISION 8 — Cr Jacob Heremaia

Representing Heritage Park, Logan Reserve, and part of Chambers Flat, Crestmead, Park Ridge, Park Ridge South and Regents Park.

DIVISION 3 — Cr Mindy Russell

Representing Slacks Creek, Daisy Hill, and part of Shailer Park and Underwood.

DIVISION 1 — Cr Lisa Bradley

Representing Priestdale, Springwood, Rochedale South, and part of Daisy Hill.

DIVISION 10 — Cr Miriam Stemp

Representing Carbrook, Cornubia, Loganholme, Tanah Merah, and part of Shailer Park.

DIVISION 12 — Cr Karen Murphy

Representing Beenleigh, Eagleby, and Mt Warren Park.

DIVISION 6 — Cr Tony Hall

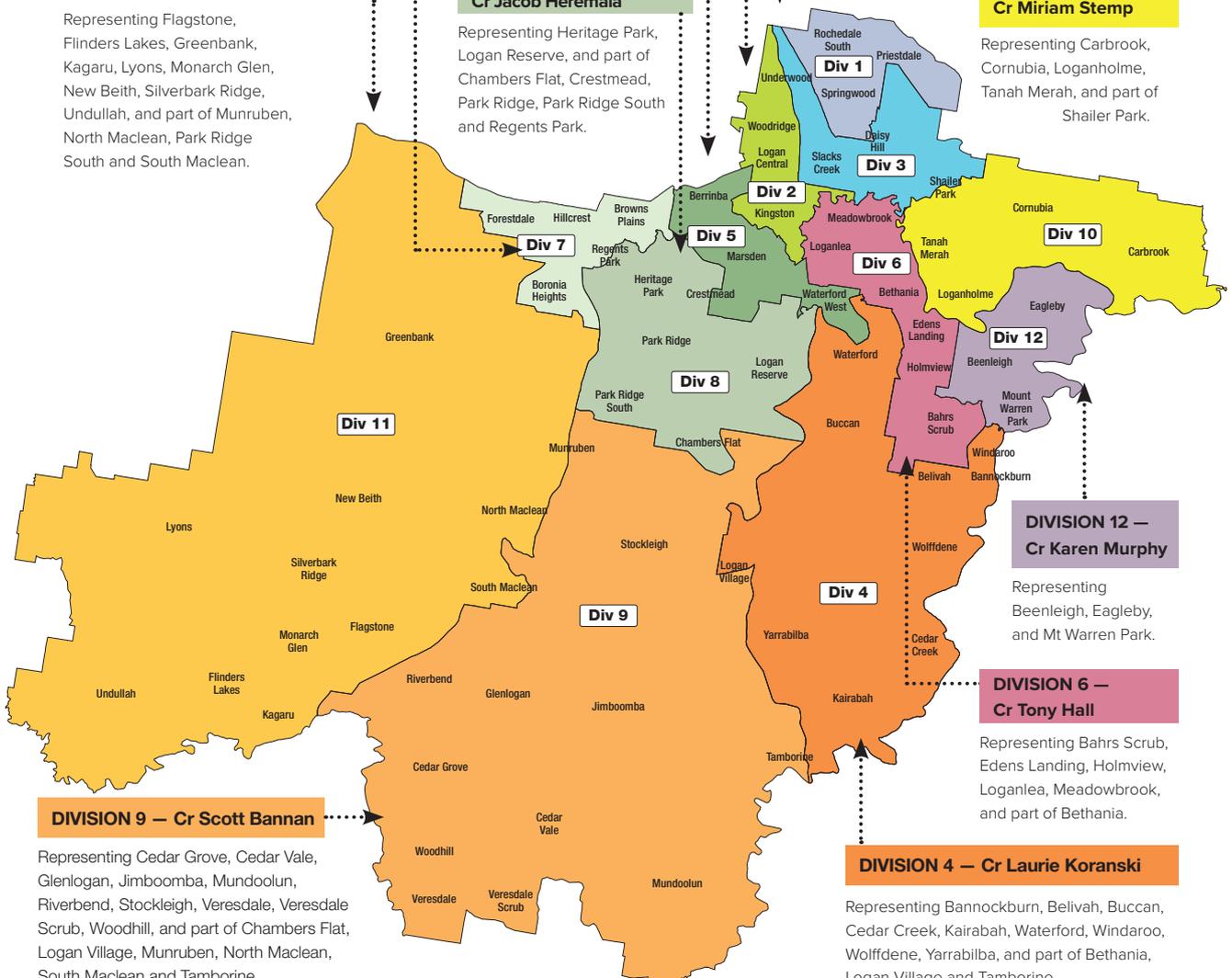
Representing Bahrs Scrub, Edens Landing, Holmview, Loganlea, Meadowbrook, and part of Bethania.

DIVISION 4 — Cr Laurie Koranski

Representing Bannockburn, Belivah, Buccan, Cedar Creek, Kairabah, Waterford, Windaroo, Wolffdene, Yarrabilba, and part of Bethania, Logan Village and Tamborine.

DIVISION 9 — Cr Scott Bannan

Representing Cedar Grove, Cedar Vale, Glenlogan, Jimboomba, Mundoolun, Riverbend, Stockleigh, Veresdale, Veresdale Scrub, Woodhill, and part of Chambers Flat, Logan Village, Munruben, North Maclean, South Maclean and Tamborine.





Berrinba Wetlands

The strategic planning framework



Overview

The corporate plan is central to how Council sets its strategic direction.

It provides the focus for how we will invest in infrastructure and guides how we prioritise and deliver programs and services in the short, medium and long term.

The corporate plan spans 5 financial years and strongly influences how Council makes decisions about the annual budget and annual operational plan in that time.

Every local government in Queensland is required to prepare a 5-year corporate plan under the *Local Government Act 2009*.

Why it's important

A sustainable city is one that has long-term social, environmental and economic health. This requires responsible corporate governance. For local government in Queensland, that includes developing a 5-year strategic document to direct its decision making.

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

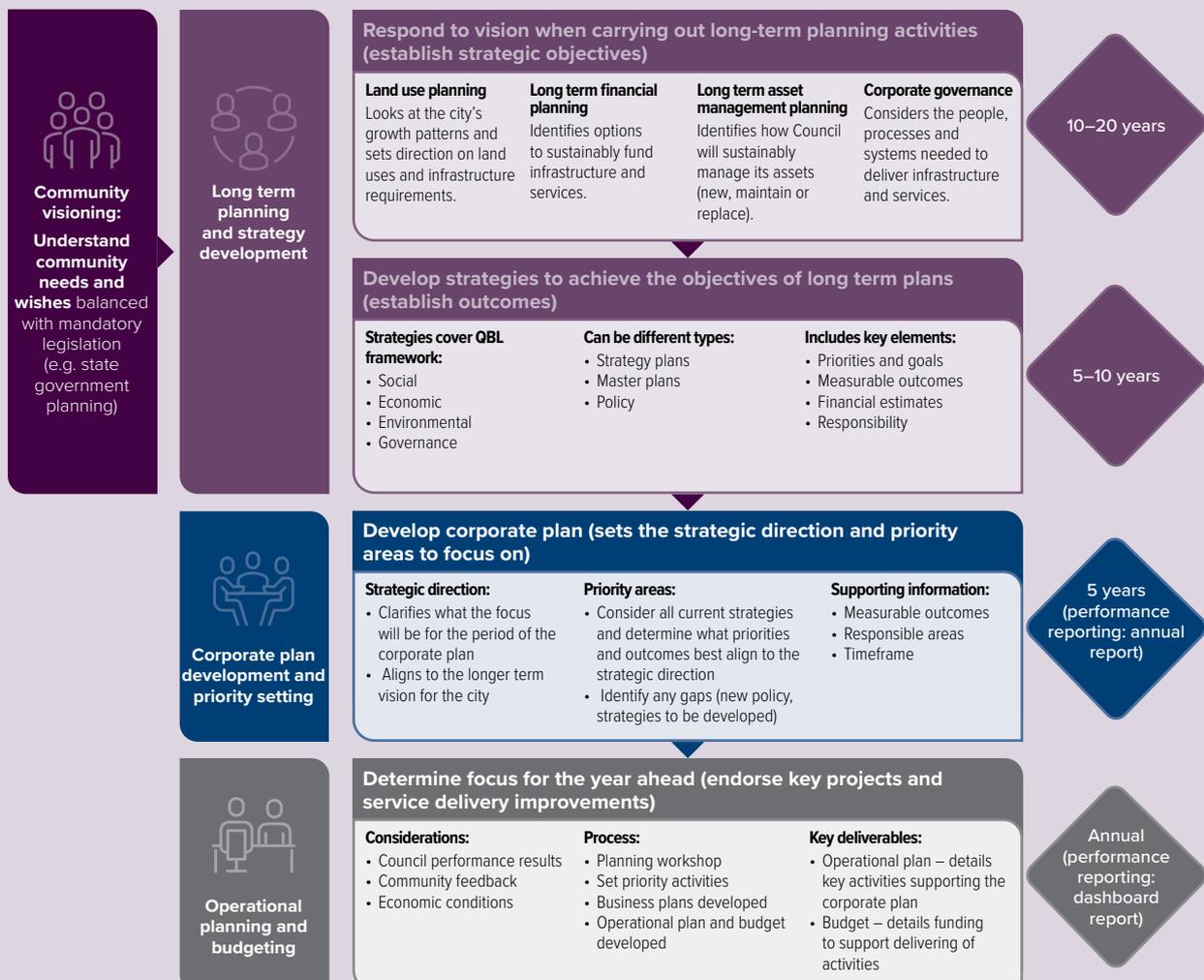
Strategic alignment

The corporate plan is part of our broader Strategic Planning and Performance Management Framework.

The framework has been created to help elected members and Council staff effectively make decisions on behalf of our community. It also helps us manage the complex business of a local government organisation by providing processes for the alignment of the various strategies.

Strategic Planning and Performance Management Framework

The Strategic Planning and Performance Management Framework connects our community's vision for the City of Logan with our services. The framework helps us identify the plans and strategies we need to develop to achieve this vision. We then align and integrate our priorities to determine what to do and when, to deliver the vision. Understanding the framework will assist our Mayor and Councillors in making strategic decisions.



The community visioning process



These gospel singers featured in a previous city pride video, and are one of many similar community groups in Logan reflecting our arts, culture, sport and community spirit.

The Logan Community Vision

This corporate plan has been informed by the Logan community visioning process. Through this process, our community developed the following vision in 2021:

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

This vision has been guided by a number of themes Logan community members feel are important to deliver on in the next 10 years.

1. YOUTH

We nurture our young people’s talents and gifts to allow them to thrive and prosper. We give youth the opportunity to have fun, to learn and to build meaningful relationships to be successful in life. The community of Logan encourages young people to be their best. We provide a safe environment and opportunities for fun, as well as pathways for youth development.

2. INNOVATION AND EMPLOYMENT

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

3. HUMANITY

Our people are the heart of our community. We value human connections to build respect and kindness. We seek to build strong relationships within the community by actively listening and seeking to understand community ideas and values. We promote strong connections within the community and are inclusive in the ways we engage with each other to ensure that all community members are involved in community matters and decisions.

4. GREEN LIFESTYLE

We pride ourselves on conservation of our natural environments, including resources and wildlife habitats. We actively promote responsible use, maintenance and beautification of our green spaces. We create an effective and diverse range of recreational green spaces that are accessible and inclusive. Spaces to be used by residents and visitors to meet, exercise, socialise and enjoy nature.

5. CLIMATE CHANGE

Our climate is changing and the way we live and how we plan responds to this challenge.

6. COMMUNITY

Our city’s services and support programs are well coordinated. We keep our community safe, supported and healthy. When in crisis, our community is sheltered, cared for and can access support services easily to recover better, sooner. We proactively plan and reach out to people to prevent crisis situations.

7. DIVERSITY

Our city celebrates our diversity. We are the most diverse city in Australia. We value our diversity and appreciate our differences. We respect each other and prevent discrimination. We come together in shared cultural spaces and create opportunities for cultural connection.

8. HOUSING

Our housing is well located and well planned. We live in a diverse city with a range of housing types. Our housing caters for our diverse community’s needs with access to parks, recreation, employment, infrastructure and services. New developments will have access to good public transport and well-designed street scapes.

9. INFRASTRUCTURE

Our infrastructure is carefully planned and community-focused to meet the needs of the diverse population in the City of Logan. We plan for future infrastructure needs. Our infrastructure is innovative, scalable and embraces technology. It is fairly and transparently upgraded throughout the city to meet the community’s need and expectations. We invest in infrastructure in the areas where there is need.

Why did we need a community vision?

The City of Logan is undergoing the fastest rate of growth in its 40-year history, with more than \$18 billion in planned development over the coming years. It's an exciting time for our community. It's also a time when we need to pause for a moment, draw breath and listen to the people who live and work here to understand the kind of city they want Logan to be.

To create the city our people want – people of all ages and backgrounds and from all parts of our city – we need to understand what's most important to them. What is their vision for the City of Logan?

Who developed the Logan Community Vision?

The Logan Community Vision was developed in close consultation with the community, guided by independent community engagement experts. The process involved:

STAGE 1: BROAD COMMUNITY ENGAGEMENT

People who live and work in the city were invited to respond to the simple question: 'If it was up to you, what would the City of Logan be like in the future?'

STAGE 2: TARGETED ENGAGEMENT

We collated and analysed every response from Stage 1 and identified some initial themes. These themes were then discussed through focused conversations, to ensure we heard from all parts of the community.

How does it relate to the corporate plan?

Now that we have the Logan Community Vision, we can deliver infrastructure, services and programs that align to the vision and Council's corporate plan. We also have a clear picture of what aspects Council can influence, and where we need to seek support and investment from other levels of government.

The Logan Community Vision and themes have clear alignment to the focus areas of this corporate plan. These are the area where Council can help make the community vision a reality.

STAGE 3: DELIBERATIVE ENGAGEMENT

We created a panel that represented the many faces and voices of our community (randomly selected). This group heard from content experts, considered the results to date, and articulated a new Logan Community Vision.

STAGE 4: CORPORATE PLAN

The Logan Community Vision became the starting point for developing the new corporate plan.

Find out more about the Logan Community Vision: haveyoursaylogan.com.au/vision





The corporate plan development process



A shared long-term vision

The proposed Logan City Corporate Plan 2021-2026 was developed through intensive workshops involving the Mayor, Councillors and members of Council's Executive Leadership Team. They took into account:

- the themes identified through the Logan Community Vision process
- existing strategies across Council
- progress on the previous corporate plan
- briefings from senior staff on emerging projects, opportunities and challenges.

Together, the team identified 7 focus areas and related key priorities for the next 5 years.

Community input into the corporate plan

In addition to the influence of the new Logan Community Vision (see page 13-14), we also engaged with our community to develop this corporate plan. Formal consultation was undertaken from 13 May to 3 June 2021.

Engagement occurred online through our Have Your Say platform (haveyoursaylogan.com.au), supported by:

- in-person engagement activities
- media release
- digital marketing (including Council's social media platforms)
- pop-up conversations
- promotion through radio (FM101 and 4EB)
- community e-newsletters
- promotion in Council libraries and customer service centres.

At the close of the consultation period, 150 responses had been received. We reviewed all response and took them into account when finalising the corporate plan.

The Logan City Council Corporate Plan 2021-2026 was adopted by Council on 21 June 2021.



Logan Entertainment Centre, Logan Central

About the City of Logan

Who are we?

The City of Logan is inclusive, capable, generous and progressive. It is a place that knows itself and is proud of what it has now, as much as what it is becoming.

With a population nearing 342,000 and a land area of 959 square kilometres, we're one of the largest and fastest-growing cities in Australia.

Located in South East Queensland between Brisbane and the Gold Coast, we're home to almost 6.5 per cent of Queensland's population. Our growing community is expected to increase in coming decades, with Queensland Treasury Corporation predicting it will exceed 500,000 people by 2036.

We're a young and diverse city, home to people from more than 217 cultural backgrounds. Around 50 per cent of our population is aged 30 years or younger. We've long been renowned for our community spirit, resilience and neighbourly ties.

Given our location, young population and available workforce, Logan is well placed to strengthen its position as a major economy in South East Queensland. We're a city of mavericks, makers and innovators. Our city has strong commercial, retail, manufacturing and transport/logistics precincts. We have a maturing innovation-based economy, and continued jobs growth in construction, warehousing and logistics, and health sectors.

Culture, heritage and diversity is in our DNA, and our reputation is growing as a place for unique food, cultural and nature-based tourism experiences.

Remembering our past

We appreciate the area now referred to as the City of Logan was originally inhabited by Aboriginal people who were self-sufficient and cared for the environment. We acknowledge that First Australians experienced a life rich in traditional customs, spirituality and a strong connection to their land. We are committed to reconciliation, and respect the role of Elders, past, present and emerging who hold the memories, traditions, cultures and hopes of Australia's First Peoples.

First contact with Europeans in the City of Logan occurred when Captain Patrick Logan explored the river in 1826. Cotton was the first commercial crop grown in the region. The post-war need for housing sparked a wave of development of the region. Urban development boomed in the Rochedale South and Springwood areas from the late 1960s and in Browns Plains from the early 1970s. The City of Logan was declared a city on 1 January, 1981 and Council's administration building on Wembley Road was opened in February 1981. The city's boundaries expanded in 2008 following local government reform in Queensland.

Planning for the future

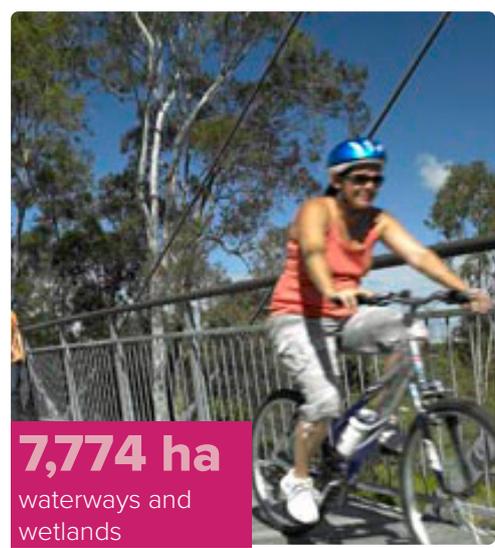
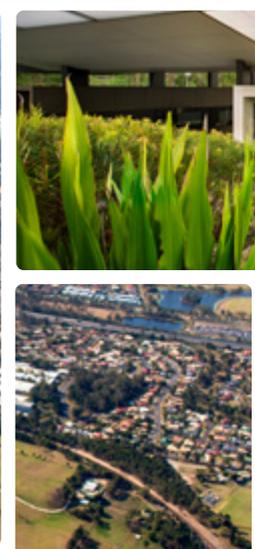
As a local government, we need to be adaptable and respond to the ever-changing world in which we live. To support and grow the City of Logan sustainably for the long term, Council commits to managing assets, delivering services and investing in ideas that support the needs and aspirations of our communities now and in the future.



Mabel Park State School dance group 'Mabel Mob' performing at our 2018 National Reconciliation Week event

City of Logan in profile

Key statistics as at the commencement of this corporate plan.

<p>Total area of City of Logan</p> <p>959 square kilometres</p>		 <p>\$13.3 b Gross regional product</p>	 <p>217 cultural backgrounds</p>
 <p>Largest employer: construction</p> <p>16.7%</p>	 <p>7,774 ha waterways and wetlands</p>		
 <p>341,985 residents</p>	 <p>41% rural and residential zoning</p>		
 <p>70 suburbs</p>	 <p>23,191 businesses</p> <p>34 median age</p>		
 <p>73.65% of the city identified as rural living, green living and recreation or open space</p>	 <p>12 Council divisions</p> <p>22% open space or conservation zoning</p>		

About Logan City Council

As an organisation, we're constantly striving to find ways to do things better. We are committed to delivering quality services and assets in ways that position our city for a strong, sustainable future.

We're developing strategic partnerships to meet the demands of a growing city in a rapidly changing world. We are also engaging our communities to understand and meet their needs and help create the city our people want.

Organisation snapshot:

Key statistics as at the commencement of this corporate plan.



Our purpose

To make a positive difference in people's lives through the quality of the services we provide.

Our corporate goal

To be an organisation where our staff pursue excellence in all that they do with high levels of personal job satisfaction.

Our values

COMMUNITY FIRST:

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

OUR PEOPLE:

We respect, care about, support and develop our people. We promote a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.

EXCELLENCE:

We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster enquiry, innovation and creativity with a focus on continuous improvement.

LEADERSHIP:

We encourage leadership aligned to our values at all levels of the organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

INTEGRITY:

We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.



FOCUS
AREA 1

Maintaining current levels of services



Springwood Park, Springwood

Council acknowledges that the majority of its annual budget goes towards providing ongoing services that support and are valued by our residents, business and community. Council will aim to continue to maintain existing services to the community at the current levels for the length of this corporate plan. We will also continue to monitor our performance.

Key priorities

- 1.1 Monitor the **level of community satisfaction with major services** through the Logan Listens: Residents' Survey, delivered every 2 years.
- 1.2 Undertake service level reviews as appropriate to ensure we are **delivering services that are financially sustainable and meet community needs**.
- 1.3 Monitor **community satisfaction of our customer service** through ongoing surveys.

Supporting strategies

- Long-term financial plans and forecasts
- Annual budgets and operational plans

All supporting strategies listed throughout the other focus areas inform decision-making and service delivery.

Council services

A list of Council services is shown in Appendix A.



FOCUS
AREA 2

Proud city



We are a proud city. A city of opportunity. A young city rich with culture. We value diversity, which is enriching for our community. We are proud of our community's positive contributions to improve the quality of our lifestyle.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- diversity
- community.

Key priorities

- 2.1 Foster and celebrate a community spirit that is **friendly, welcoming and embraces diversity**.
- 2.2 Ensure **relevant and accessible services are provided**, based on community need.
- 2.3 Inspire **connection, equality and inclusion in the community** so people feel a sense of belonging and make a positive contribution to society.
- 2.4 Enhance the beauty and culture of our cityscape through **investing in our public spaces and landscape**.

Major projects

- Promote our city's attractions and increase visitation.
- Showcase the Kingston Butter Factory as a world class entertainment, arts and culture precinct.
- Support the cultural capacity of creative industries practitioners and organisations through Logan's Regional Arts Development Fund and delivery of public art projects.
- Investigate the delivery of community spaces for First Nations people.
- Deliver community-based safe city initiatives.
- Deliver the Yarrabilba Community Hub.
- Develop a new Community Development Action Plan.
- Develop a new Reconciliation Action Plan.

Supporting strategies

- Access and Inclusion Plan 2019-2022
- City of Logan Events Strategy 2019-2023
- Creative City: Logan City Council Arts, Culture and Heritage Strategy 2018-2022
- Libraries Learning and Discovery Strategy 2019-2023
- Logan Destination Management Plan 2018-2022
- Reconciliation Action Plan 2019-2020
- Safe City Strategy 2021-2025

Supporting Council services

- Arts and culture
- Community support
- Community wellbeing
- Sports and leisure
- Libraries and learning
- Marketing and communications

FOCUS
AREA **3**

Environment



Underwood Park, Priestdale. Picture by Ron Coutts

The value of our varied and thriving natural environment is core to our identity, lifestyle, wellbeing and economy. We will prioritise activation, community connection and enhancement of our rivers, waterways and habitat corridors and the wildlife within them. We will consider the environment holistically and consider impacts broadly in terms of sustainable development, climate and resource recovery.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- green lifestyle
- climate change
- infrastructure.

Key priorities

- 3.1 Manage, maintain, and improve the **ecological health and activation of our rivers and waterways**.
- 3.2 Enhance our **urban forest, wildlife corridor network and environmentally significant bushland areas**.
- 3.3 Ensure Council's planning scheme **protects and enhances wildlife corridors and core habitat** across the city.
- 3.4 Support the community to become more sustainable and **conserve and restore private land**.
- 3.5 Expand community incentive and education programs to encourage **environmental stewardship, participation and awareness**.
- 3.6 Continue to implement sustainability initiatives including **increased use of renewable energy, energy efficient technology and carbon reduction projects**.
- 3.7 Increase **resource recovery, recycling and landfill diversion** through improvements to our collection service and waste infrastructure, and through regional partnerships.
- 3.8 Progress the provision of **clean, green, sustainable and cost-effective fleet** solutions.

Major projects

- Progress a feasibility investigation into developing a Riverine Discovery Centre.
- Implement projects and actions to deliver on the Albert and Logan River visions.
- Prepare a City of Logan Natural Environment Strategy.
- Contribute to an increase of the city's green canopy.
- Prepare a community-focused Climate Change

Resilience and Adaptation Strategy.

- Achieve and maintain carbon neutrality for Council operations by 2022.
- Prepare a Waste Reduction and Recycling Strategy.
- Prepare a Sustainable Fleet Strategy.

Supporting strategies

- Albert River Vision 2017-2067
- Carbon Reduction Strategy and Action Plan 2018-2022
- City of Logan Koala Conservation Strategic Plan 2013-2023
- Climate Change Resilience Strategy 2021-2031
- Environmental Health Plan 2018-2021
- Flying Fox Management Strategy 2019-2029
- Gossia Gonoclada Recovery Plan 2019-2029
- Logan River Vision 2017-2067
- Logan Rivers and Wetlands Recovery Plan 2014-2024
- Logan's Melaleuca Irbyana Recovery Plan 2013-2023
- Waste Reduction and Recycling Plan 2017-2021

Supporting Council services

- Natural environment and sustainability
- Recycling and waste management
- Fleet management

FOCUS
AREA 4

Healthy connected community



Community activities, Jimboomba

Healthy, inclusive and connected communities are at the heart of our city. We will provide social infrastructure that meets the needs of our community and is accessible. We encourage residents and visitors to explore and enjoy what our city has to offer and support locals to lead healthy and active lifestyles.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- green lifestyle
- housing
- infrastructure.

Key priorities

- 4.1 **Deliver priority community infrastructure** to support the needs of the community.
- 4.2 Provide our community with a variety of **places that meet people's needs** and aspirations.
- 4.3 **Invest in developing our parks and open spaces** to encourage healthy, active and enjoyable community lifestyles.
- 4.4 Provide **arts and entertainment** opportunities within the city.
- 4.5 Develop, maintain, and **activate quality sport, recreation and community facilities** to support an active and healthy community.

Major projects

- Build the capacity of the live music scene through the Logan Live initiative.
- Improve the libraries' technology, online services and resources.
- Progress the Rosia Park Master Plan.
- Investigate opportunities for upgrades to the Beenleigh Aquatic Centre.
- Host eSports at Council venues.
- Progress the Waterford West District Park Master Plan.
- Progress a feasibility study for the Park Ridge Leisure Centre and Community Space.
- Develop a new Integrated Recreational Trail Strategy, incorporating recreational, waterways and environmental park trail networks.

- Prepare a new Immunisation Strategy.
- Progress the feasibility study for the Bethania to Logan Village section of the rail trail.
- Prepare an Environmental Health Strategy.

Supporting strategies

- Active Logan Strategy 2016-2028
- City of Logan Biosecurity Plan 2017-2022
- City of Logan Animal Management Strategy 2018-2022
- Community Infrastructure Strategy 2019-2041
- Immunisation Strategy 2018-2021
- Park Strategy 2014-2026

Supporting Council services

- Parks and open space
- Sport and leisure
- Community wellbeing

FOCUS
AREA **5**

Economy and growth



Meadowbrook

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

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- youth
- community
- employment and innovation.

Key priorities

- 5.1 Continue to develop the City of Logan as an **emerging tourism destination** with a strong sporting, cultural and nature-based offering.
- 5.2 Stimulate our city centres through **place making and civic improvements that drive economic activity and inspire the community** to collectively reimagine and reinvent public spaces as the heart of every community.
- 5.3 **Grow our night-time economy** through practical actions to promote a geographical spread of diverse evening activity, encourage widespread community participation and improve the safety, amenity, social and economic vitality of our city at night.
- 5.4 **Compete on the national and international stage for investment, ideas and initiatives** that provide growth opportunities for local businesses and jobs for our residents.
- 5.5 **Shape Logan's growing population** through policy and decision-making that responds to the housing, transport, employment and liveability needs of our community.
- 5.6 Identify ways to further **improve our development assessment services** to the industry and the community.
- 5.7 Actively **safeguard the community** from the negative impacts of unlawful development and construction phase activities.
- 5.8 Identify the digital infrastructure and connectivity capability required for our city to be globally competitive; create **new opportunities in the digital economy** and advocate for high speed, reliable internet options for our community.
- 5.9 **Support fast-growing ventures** to find pathways to scale, including connections to national and international markets, and help build enterprise skills among Logan's young people.

Major projects

- Refresh the Destination Management Plan to outline an action plan for tourism over the next 5 years.
- Investigate the feasibility of an expanded rural tourism and adventure-based tourism offering in the city.
- Rejuvenate small neighbourhood centres through place-making and incentive packages.
- Create a Night-time Economy Strategy.
- Deliver key findings of the Economic Development Strategy.
- Enhance the loganjobs.com.au platform.
- Advance the new Logan Planning Scheme towards endorsement in 2025.
- Deliver the coLab Growth Hub in partnership with Go1 at Underwood.
- Deliver City Studio and Catapult Youth Enterprise programs.
- Prepare a feasibility study for the Springwood Town Square.

Supporting strategies

- Logan Destination Management Plan 2018-2022
- Employment Land Study 2020
- Housing Study 2020
- Logan Planning Scheme 2015
- Logan Economic Development Strategy 2021-2026

Supporting Council services

- City development
- City planning and policy
- Economic development and place management
- Innovation economy

FOCUS
AREA

6

Infrastructure



Wineglass Water Tower, Hillcrest

Sustainable, safe and efficient infrastructure is essential to the daily lives of our community. Through continuous planning, delivery and maintenance of our city's physical infrastructure, we will ensure we can support our rapidly growing community into the future.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- infrastructure
- community
- climate change.

Key priorities

- 6.1 Deliver and maintain **sustainable transport infrastructure** to meet community requirements for city and regional connection.
- 6.2 Provide **reliable, sustainable water services**, ensuring high-quality water supply and effective wastewater treatment.
- 6.3 Enhance Council's **recreational infrastructure** across the city's green spaces.
- 6.4 Ensure the long-term sustainability of Council's infrastructure through **implementing the Asset Management Plan**, network condition assessment and infrastructure renewals.
- 6.5 Realise Council's long-term vision for a **diverse network of community infrastructure** that supports cultural, educational, recreational, and sporting opportunities.
- 6.6 Support our community through **drainage infrastructure**, collecting nuisance water and diverting overland runoff.
- 6.7 **Plan for city growth** and identify supporting infrastructure.

Major projects

- Deliver the Chambers Flat Wastewater Treatment Plant.
- Review and update Council's Water Netserv Plan.
- Deliver the Loganholme Wastewater Treatment Plan biosolids gasification plant to reduce waste and environmental impacts.
- Develop infrastructure networks to support the Kingston Butter Factory Cultural Precinct.
- Improve infrastructure asset funding models to enhance long-term financial sustainability forecasting.

- Develop a funding strategy and pursue funding opportunities to deliver on the Community Infrastructure Strategy Implementation Plan.
- Undertake a review of the financial modelling, planning and project priorities for the Sub-Regional Infrastructure Agreement.
- Plan and deliver infrastructure in all Council capital works programs in line with adopted priorities and budget allocations.

Supporting strategies

- Active Logan Strategy 2016-2028
- Asset Management Strategy 2020-2023
- Community Infrastructure Strategy 2019-2041
- Financial Sustainability Strategy 2019-2028
- Logan Planning Scheme including the Local Government Infrastructure Plan
- Logan's Strategic Cycle Network Plan
- Park Strategy 2014-2026
- SAFEROADS4LOGAN – A Strategy for Road Safety in the City of Logan 2017-2021
- Sub-Regional Infrastructure Agreement with Economic Development Queensland and developers in Priority Development Areas
- Way2Go: Connecting Logan – The Integrated Local Transport Plan for Logan City Council 2018-2041

Supporting Council services

- Road, infrastructure and management
- Sport and leisure
- Natural environment and sustainability
- Wastewater management
- Water supply

FOCUS
AREA 7

High performing organisation



Logan City Council Customer Service Centre, Beenleigh

We are committed to building and sustaining a workplace where achievement, accomplishment and success is celebrated and rewarded. Our values of community first, our people, excellence, leadership and integrity will guide the way we deliver our services to make a positive difference to our community.

Key priorities

- 7.1 Provide prudent **financial management** that prioritises ongoing **financial sustainability**.
- 7.2 Deliver **efficient and effective services**, enhancing the importance of **community engagement and customer service**.
- 7.3 Revise and improve services through **innovation, business** and **technology advancement**.
- 7.4 Transform Council's ability to capture and process information and data to support **effective decision-making**.
- 7.5 Provide good governance through **open, transparent** and **accountable processes**.
- 7.6 Persistently focus on the **health, safety** and **wellness** of our **staff** and **residents**.
- 7.7 **Advocate to and partner with state and federal government** to support projects, policies and programs that will deliver lasting, positive change for the city.

Major projects

- Start modernisation of system applications, including enterprise asset management system, finance, property and rates.
- Progress our strategic business transformation program across the organisation.
- Implement our strategic People Plan initiatives.
- Deliver the procurement model review.
- Undertake the strategic accommodation review.
- Deliver information management, security and governance initiatives.

Supporting strategies

- Advocacy Strategy 2021-2024
- Community Engagement Strategy 2020-2024
- Corporate Innovation Strategy 2019-2022
- Customer Experience Strategy 2020-2024
- Digital Strategy 2019-2022
- Financial Sustainability Strategy 2019-2028
- People Plan 2022-2026

Supporting Council services

- Business improvement
- Business management
- Customer service
- Governance and engagement
- Financial management
- Human resources
- Information and technology

Reporting our progress

We will monitor the progress of this corporate plan through the following mechanisms:

Annual operational plan

Each year, Council adopts an operational plan. It captures key deliverables in that year based on the corporate plan. The operational plan supports our annual budget process.

Quarterly performance report

Every 3 months, a quarterly performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance progress on priorities identified in the corporate plan as well as organisational performance.

Annual report

At the end of each financial year, we produce a detailed annual report that reviews our performance achieved. The annual report provides our community with concise operational and financial information about our performance against the priorities and service delivery commitments set out in the corporate and operational plans.

Logan Listens: Residents' Survey

We conduct the Logan Listens Residents' Survey every 2 years to gauge our community's satisfaction with the services we are delivering. The information gathered from the survey helps us maintain or review priorities and service delivery commitments.

Annual strategic review

At the start of each year, and as a lead-in to the operational planning and budgeting process, we undertake a strategic review of our operations. We use a variety of information, including the Logan Listens: Residents' Survey results, financial results and operational plan performance. The findings guide the next operational plan and budget processes. If we need to, we can change the priorities in the corporate plan based on review outcomes.

When referencing the corporate plan through reporting mechanisms, the following abbreviations will be used for the focus areas:

- Maintaining current levels of service (MS)
- Proud city (PC)
- Environment (EN)
- Healthy connected community (HC)
- Economy and growth (EG)
- Infrastructure (IN)
- High performing organisation (HP)

Appendix A

Council services

Below is a list of the types of services that are provided by Council on a day-to-day basis.

Arts and culture

- Cultural connections
- Exhibitions and collections
- Heritage and history
- Workshops

Business improvement

- Asset management
- Business planning and reporting
- Business processes
- Project management

Business management

- Acquisition and disposal of land
- Business continuity planning
- Contract management
- Fleet management
- Purchasing and stores
- Property management
- Risk and insurance

City development

- Construction taskforce
- Development assessment
- Investigation services

City planning and policy

- Infrastructure planning
- Strategic planning and policy
- Urban research and monitoring

Community support

- Advocacy
- Community development
- Community engagement
- Community grants and funding
- Volunteers

Community wellbeing

- Animal and pest management
- Community and social planning
- Community safety
- Disaster management and response
- Health services
- Local law management

Customer service

- Customer service

Economic development and place management

- Business support
- International relations
- Investment attraction
- Place-making and place management
- Tourism

Financial management

- Financial services
- Revenue and property

Governance and engagement

- Civic support
- Democracy and elected members
- Engagement and participation
- Statutory duties and corporate governance

Human resources

- Human resources
- Workplace health and safety

Information and technology

- Information management
- Information technology

Innovation economy

- Digital transformation education and support

Libraries and learning

- Digital connections
- Learning
- Library collections

Marketing and communications

- Communications
- City promotion and marketing
- Events and festivals
- Media services

Natural environment and sustainability

- Carbon emissions reduction and energy conservation
- Environmental conservation partnerships

- Environmental planning and protection
- On-ground conservation and revegetation
- Stormwater and flood mitigation
- Waterways and catchment management

Parks and open space

- Cemeteries
- Civic presentation and beautification
- Metro, district and local parks

Recycling and waste management

- Community waste education and consultation
- Waste and recycling collection (including Logan Recycling Market)
- Waste disposal

Road, infrastructure and management

- Active travel (footpaths, bikeways, cycle lanes)
- Public transport infrastructure (bus stops, shelters)
- Road network (design/delivery, construction/maintenance, drainage and landscaping, street lighting, traffic monitoring)

Sport and leisure

- Active programs
- Community halls and venues
- Entertainment facilities
- Sport and recreation facilities

Water supply

- Water conservation
- Water supply

Wastewater management

- Resource management
- Wastewater collection

Appendix B

Commercialised business units

Under the Local Government Regulation 2012, Council is required to provide in its corporate plan the following details about its commercialised business units:

Commercialised business unit	Objective	Business activity
Waste and Recycling Program	To contribute to a clean, sustainable, prosperous and healthy city through the delivery of a reliable, affordable and profitable waste and recycling service.	The nature and extent of the waste services business is to: <ul style="list-style-type: none"> • provide a waste and recycling collection service to the residential sector • provide a network of waste disposal and recycling facilities across the city • operate a landfill at Browns Plains • attract the sale of waste disposal services to the commercial sector • manage former landfill sites.
Logan Water	Logan Water's purpose is to provide quality water and wastewater services for the benefit of the Logan community.	Logan Water provides safe, reliable, and sustainable water and wastewater services to the City of Logan. Logan Water also provides advice to Council on major changes affecting water and wastewater services.

Beneficial enterprise

Council has one beneficial enterprise: Invest Logan Pty Ltd (investLogan). investLogan is an investment company 100 per cent owned by Logan City Council as the sole shareholder. The company is led by a board of non-executive directors who are independent from Council.

investLogan's aspirations are to:

- achieve social and community benefit for the Logan community by undertaking sustainable and value-adding activities
- deliver an economic return to the city and be a catalyst for further investment by others into the city.

investLogan is focused on delivering a diverse portfolio of property development and investment activities that are targeted at driving economic growth and meeting social and community needs and enriching public places.

investLogan undertakes property development and investment activities to:

- drive and facilitate economic growth of the city, creating more local job opportunities and investment into the growth of key business centres
- deliver community and social infrastructure to support the Logan community.

For information about investLogan: investlogan.com.au.



Eats and Beats, Logan Hyperdome

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