Location Logan

LOGAN CITY COUNCIL

Logan City Council

Submission to:

Queensland State Government Economic Development Committee Issues Paper No. 1 - July 2009

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Executive Summary

Logan City is ideally located in the heart of South East Queensland midway between Brisbane City and the Gold Coast. Logan covers an area of 960 square kms and comprises 63 suburbs. As at June 2008 Logan had a population of 269,986 and under the 2009 SEQ Regional Plan is forecast to grow by approximately 164,000 people by 2031. As at December 2008 Logan had in excess of 21,000 registered business entities employing approximately 65,800 people generating $16.94 billion of output with an estimated Gross Regional Product of $8.12 billion.

Key growth areas in Logan include Park Ridge, Greater Flagstone and Yarrabilba. Provision of Infrastructure to support the growth required in Logan includes upgrading the Pacific Motorway (M1) and Mt Lindesay Highway, the Gateway Motorway extension, the Southern Infrastructure Corridor (SIC) and Passenger Rail - Beaudesert to Brisbane, are all key priorities for the future.

Logan has a diverse economic base with the top five sectors of Manufacturing, Construction, Property & Business Services, Retail Trade and Wholesale Trade contributing approximately 73% of the total economic output. Retail Trade, Manufacturing, Education, Construction and Property & Business Services contribute 64% of the total jobs in Logan. Available economic data and anecdotal evidence reveal that Logan's economy remains relatively robust during the current difficult economic climate. Ongoing discussions with the business community support this.

The recently released updated South East Queensland Regional Plan forecasts the current Logan population of 270,000 to grow to 434,000 by 2031. The green field development areas of Park Ridge, Greater Flagstone and Yarrabilba will cater for much of this growth. Logan has a target of 63,900 new jobs by 2031 as a result of this growth.

Economic Development is a major focus for Logan City Council which is reflected in Council's Corporate Plan. The Logan Office of Economic Development, a branch of Council, has the core purpose of 'facilitating growth' in the city. Council is committed to proactively supporting new and existing businesses to invest and create jobs for local residents.

Logan City Council's Economic Development Strategy focuses on business and industry development and a policy framework that supports this. Strategies are in place to support our existing business community by: encouraging innovation; small business support through the BizConnect Centre; the Workforce Development Project; and addressing the 'cost of compliance' of doing business. The 'Recommendations' in this submission are a reflection of the Logan Office of Economic Development's experience in delivering these strategies.

Logan City

Logan City is centrally located in the heart of South East Queensland midway between Brisbane City and the Gold Coast. Logan covers an area of 960 square kms and comprises 63 suburbs.

As at 30 June 2008 Logan's population was 269,986. Logan's current growth in population is around 100 people per week, approximately 2% per annum. Logan is a young city with around 50 per cent of residents aged 35 or younger. (Appendix 1)

The recently released updated South East Queensland Regional Plan forecasts population growth of approximately 164,000 people by 2031 (143 people every week) which will require the construction of some 70,000 residences over the next 20 years. This equates to approximately 14% of the forecast growth in South East Queensland (Appendix 2).

Logan has in excess of 21,000 registered business entities employing approximately 65,800 people (Appendix 3). As at 31 December 2008 it is estimated that the local economy generated $16.94 billion of output. This translated to Gross Regional Product of approximately $8.12 billion (Appendix 4).

Logan's Economy

Logan's economy is diverse by nature. As at December 2008 the top five sectors rated by **Value $** included (Appendix 5) -

Industry	**Value $m**	**%**
Manufacturing	$5,020	29.6%
Construction	$2,283	13.5%
Property & Business Services	$2,020	11.9%
Retail Trade	$1,625	9.6%
Wholesale Trade	$1,401	8.3%

As at December 2008 the top five sectors rated by **Employment** included (Appendix 6) -

Industry	**Employment**	**%**
Retail Trade	14,592	22.2%
Manufacturing	9,370	14.2%
Education	6,651	10.1%
Construction	5,965	9.1%
Property & Business Services	5,546	8.4%

Logan's Labour Force

As at December 2008 Logan's labour force was 144,181. Employed persons were 136,534, an increase of 6.6% on the December 2007 figures. Unemployed persons as at December 2008 were 7,647 (5.2%), a decrease of 6% on the December 2007 figures which totalled 8,142 (5.9%). (Appendices 7 & 8)

The current data for 2009 is not yet available from the Department of Education, Employment & Workplace Relations (DEEWR). Based on incremental increases in the unemployment rate over the past six months, the unemployment rate for period ending June 2009 would be estimated to range from a median of 5.3% to 5.6%.

A recent research report produced by the Centre of Full Employment and Equity (CofFEE) in March 2009 identifies suburbs within Logan through the *Employment Vulnerability Index* (EVI) as being high risk or red alert suburbs. Red alert suburbs within Logan's LGA which have some of the highest unemployment in Australia include Kingston, Eagleby, Beenleigh and Woodridge. Logan also includes suburbs with some of the lowest unemployment rates in the State and nationally such as Carbrook-Cornubia, Rochedale South, Shailer Park and Tanah Merah. These latter suburbs average an unemployment rate of less than 2.0%.

Economic Conditions

Figures as at December 2008 reveal that Logan's economy has generally withstood the effects of the Global Financial Crisis reasonably well compared to many. All of the 5 major sectors in Logan's economy in terms of value and employment experienced growth to some extent (Appendix 6).

Sector	**Output Feb '08**	**Output Dec '08**
Manufacturing	$3,809m	$5,020m
Construction	$1,722m	$2,283m
Retail	$1,365m	$1,625m
Property & Business Services	$1,738m	$2,020m
Wholesale Trade	$1,249m	$1,401m

Sector	**Employment Feb '08**	**Employment Dec '08**
Manufacturing	7,346	9,370
Construction	4,397	5,965
Retail	11,968	14,592
Property & Business Services	4,231	5,546
Wholesale Trade	3,497	4,056

Economic Development and Growth in Logan

The recently released updated South East Queensland Regional Plan forecasts significant future population growth in Logan. The current Logan population of 270,000 is expected to grow to 434,000 by 2031. Approximately 100,000 people are forecast to live in the greenfield development areas of Park Ridge, Greater Flagstone and Yarrabilba. The remainder of the growth will be catered for by infill development. (Appendices 9 & 10)

Logan has a target of 63,900 new jobs by 2031 to cater for the forecast growth in population. Economic Development is a major focus for Logan City Council which is reflected in Council's Corporate Plan. The Logan Office of Economic Development, a branch of Council, has the core purpose of 'facilitating growth' in the city. Council is committed to proactively supporting new and existing businesses to invest and create jobs for local residents. Following are some of the key initiatives undertaken -

1. Invest Logan Pty Ltd - A new company established in 2008, chaired by the Mayor plus three other Councillors acting as Directors alongside four external directors. The role of Invest Logan is to provide guidance to the Logan Office of Economic Development and advise Council on a range of business growth opportunities.

2. Proactive investment attraction activities focusing nationally to attract new, sustainable business to the City.

3. BizConnect Centre - A dedicated 'small business centre' that provides hands-on support, business mentoring, business training programs and low cost networking for the small and home based business sectors.

4. Workforce Development Program - In partnership with the Queensland State Government a dedicated Workforce Development Officer is employed to act as the conduit between employers and the job market. Forums are also conducted to raise awareness of future employment trends and needs.

5. A strong focus on innovation and sustainability agendas partnering with the private sector and relevant state and federal government departments to encourage the local business community to embrace innovation and sustainability in their business practices.

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Supporting Existing Industries

Innovation

Logan is committed to fostering an innovative culture for the city and to partner with others in the region for this purpose. Educating the business community that innovation is not just centred in universities or laboratories, that it is a global trend originating from everyday people working in businesses that come up with new ideas and better, more efficient ways of supplying products and services. This will create new ideas, new opportunities and new growth.

Research shows that innovation as a regional driver for growth is most likely in:

- Communities that provide a liveable environment - a place where people want to come and live. Logan City's vibrant multicultural community, the high growth in the western part of the City and the central location of the City certainly creates a liveable environment.
- Places where people get together and work collaboratively - key features of Logan City are the good connections, networks and the way businesses get together. It is a business community where many people know one another. While still a large city, Logan City has that 'small town' or country approach to making connections, building relationships and working together. This is a major strength in encouraging innovation.
- Education and training also provides vital support for innovation. The City is a base for Griffith University - a leading Australian university with a focus on innovation. The University is a vital asset that can support innovation. TAFE, private training providers and the school network all focus on building skills and providing pathways for skills development. Logan City is creating skilled workers for the future.
- The small business and entrepreneur sector is a key driver of innovation. While it is important to have leading and large businesses in the City, small businesses can take the time to 'think outside the square', come up with new ideas, and improve products and services. Logan City is a hub for these businesses - whether it is a small manufacturing business or an individual working from home - Logan City provides a welcoming base for entrepreneurs.

In summary, the key benefits of becoming an innovative region include:

- Improved global competitiveness. In a tougher more complicated market, Logan City will survive better than other regions because of its investment in innovation.
- Individual firms will benefit. Sharing innovation and ideas means that individual businesses can benefit from the work of others. There are already fantastic case studies of innovators in Logan City. Now is the time to get those messages out and help others benefit from that hard work.

- An innovation culture is an ongoing asset - not only will it create new opportunities today but building an innovative culture will attract new people to the City, encourage entrepreneurs and new ideas and will also help existing industries to pick up technologies, innovation or improvements that benefit their businesses and the wider community.

"Innovation has become the key to economic and community success: regions must now compete on the basis of increasing productivity, not simply costs. While each region has a different set of industries and must compete globally in its own way, every region and industry needs to become more innovative based on increasing productivity. To achieve economic and community success, regions must understand the evolving nature of innovation." *The Innovation Driven Economic Development Model, 2008 September, Collaborative Economics.*

The Innovation Café is an initiative of the Logan Office of Economic Development designed to tackle the current economic climate by developing a culture of thinking differently, working collaboratively and being innovative. It will deliver a variety of solutions to local businesses designed to assist them in establishing a platform for an optimistic and successful future.

The concept of the Innovation Café is to provide an environment for local business leaders to come and actively engage in robust discussions and facilitated workshops about specific and relevant themes, which have been identified as having an impact on the productivity levels of business.

The Logan Office of Economic Development believes that the days of 'stand and deliver' presentations are long gone. For business people time is extremely valuable and in the current economic climate this is even more so. We want to make sure that we are delivering sessions and hosting discussions that businesses will benefit from and take away information that will encourage higher levels of innovation in the way they operate. In turn it is hoped this will assist them in realising some exciting opportunities and productivity gains in 2009 and beyond.

A core element of the Innovation Café is the focus on 'strategic foresight'.

Strategic Foresight is an approach to planning and innovation that addresses the two critical concerns of every business:

- How might our future business environment be different?
- What are our strategic options to success in these futures?

The purpose of strategic foresight is to generate a superior view of your future business environment to inform and improve your organisation's decision making.

This opportunity epitomises the Innovation Café. It presents a great opportunity for businesses to take their decision making to another level, think differently and be innovative.

Recommendations

1. Establish and deliver programs and supporting resources that recognise and foster innovative business models. These programs should recognise that:

   - Innovation is not just about research and development;
   - Innovative business models create growth.

2. Investigate the development of a grant based system to support direct research and development and the subsequent commercialisation of intellectual property in targeted industry sectors.

Small & Home Based Business

Improving small business access to information and services is a high priority across Commonwealth, State and Local Governments. The facilitation, creation and growth of innovative small businesses through policy development, supportive information and service delivery reflect a range of Logan City Council commitments.

In particular, comprehensive and accessible small business services require:

- Effective coordination across the Commonwealth, States and Local Government;
- Minimization of duplication;
- Clear communication of services, to avoid client confusion; and
- Streamlined small business access.

This requires a best practice model of service delivery which emphasizes:

- A shared commitment to strengthen information and support services for small business;
- A focus and determination to provide certainty in service provision;
- A discipline to avoid the unchecked and un-coordinated proliferation of new programs and give increased priority to coordination;
- An emphasis on improving economic performance by providing equitable access to small business; policy and programs which have genuine regard to small business.
- Modes of access, actual user experiences and perceptions of local council services

Respective Roles

The BizConnect Centre seeks to make local small business more competitive by working closely with the sector and identifying new opportunities for growth. Responsibilities include policy development, provision of information, and services to small business. The programs promote a healthy small business sector, recognizing that small business accounts for 70% of jobs growth in the past decade and contributes about 30% to the GDP.

Notwithstanding some differences in service delivery, the emphasis is principally on facilitating the delivery of economic imperatives by the provision of information and services; information and services which promote a vibrant small business sector and ensure that small business has the opportunity to grow and thrive in a fair, competitive and innovative economy.

The BizConnect Centre participation is critical to the successful delivery of information and support services to small businesses. Positioning itself at the forefront of such activities in partnership with other spheres of government, business and community groups and actively engaging in inter-governmental approaches to economic development. Additionally, developing and supporting the use of multilateral agreements between governments and agencies to further improve coordination of service, delivery and outcomes.

This framework for cooperation commits the BizConnect Centre to having appropriate regard to its respective role in developing and delivering services that facilitate the growth and prosperity of small business. It also commits to seeking local government participation and involvement.

Principles

The BizConnect Centre is committed to working in a spirit of partnership with the objective of delivering business policies, programs and services tailored to the needs of small business. In view of the critical role which small business plays in delivering local, state, and national economic imperatives, the BizConnect Centre recognizes and accepts that theirs must be a sustained and long term commitment, and will work to address the objective through the principles outlined below. The BizConnect Centre will:

- Encourage policies and programs which specifically address information and development needs of small business.
- Cooperate with LCC and other agencies; sharing best practice through existing programs, information sharing mechanism's (PRISM) and will develop innovative, flexible and cooperative arrangements to meet the needs of small business. This includes improving access to streamlined and enhanced government information, support services and program delivery. Achieving tripartite agreements and arrangements which might include joint funding, co-badging, agency agreements, and collaborative research to identify client perceptions, preferences and profiles is essential to success.
- Partner and cooperate with the private sector, business service providers, industry associations, professional bodies, and the various relevant local service providers to promote small business access.
- Seek to use existing structures and agencies; providing policies, programs and services that will identify and build on existing structures and local networks.
- Consult with other participants, wherever possible, where new programs and services are being developed. BizConnect Centre will establish consultative mechanisms to ensure effective and practical implementation of new programs and services.

- Maximize their contribution by finding new ways to leverage existing resources to achieve better outcomes.

Case In Point

"Employee verses Entrepreneur"
"Australia's Becoming Self Employed"

In 2006, the BizConnect Centre opened a small Business support centre with an innovative and intuitive 'Perspective on Entrepreneurship'. The centre defined the differences between entrepreneurs and employees.

1. Employees are resource-oriented. Entrepreneurs are opportunity-oriented.

A person with an employee mindset might say, "I would start my own business but I don't have the money." Or "I'd love to invest in that piece of real estate, but I don't have the down payment." In both of these examples the person focuses on their resources–in this case their lack of money, rather than the opportunity.

In a similar situation, a person with an entrepreneur's mindset might say, "Let's start the business and we can finance the business from the cash flow." Or "Tie up the property and we'll find the money later.

2. Employees prefer to manage via hierarchical structures.

Entrepreneurs manage via networks, utilizing the resources of other people and organizations. This means that employee-type leaders would rather hire people and bring their talent "in-house" rather than have an outside firm do their creative work. An employee-type leader would prefer to hire the talent and have them under their control. While there are economic reasons for doing this, the BizConnect Centre's belief is it is a culture with the primary reason being control. This is because employees gravitate to a leadership style that is more suited to a military command-and-control type of organization.

Recommendations

1. Business Credit Availability Program

Investigate the establishment of a "Business Credit Availability Program" – additional loans and other forms of credit support and enhancement at market rates to businesses with viable business models whose access to financing would otherwise be restricted. This will promote entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs.

This could be achieved by working closely with industry colleagues from private sector financial institutions to ensure that viable enterprises have access to the financing they need to keep growing.

2. Business Gateway

Entrepreneurs and Small Business are "critically important" to job creation. Government should facilitate entrepreneurial activity by creating the conditions and policies that make it easier for individuals to take a risk, as opposed to the government itself creating jobs.

- Promoting entrepreneurship and enhancing the entrepreneurial dynamic of a country should be an integral element of any government's commitment to boosting economic well being.
- Government policies and programs targeted specifically at the entrepreneurial sector will have a more significant, direct impact than programs simply aimed at improving the national business context.
- To be effective, government programs designed to encourage and support entrepreneurial activity must be carefully coordinated and harmonized so as to avoid confusion and to enhance their utilization by those for whom such programs were designed.
- For most countries, the greatest and most rapid gain in firm start-ups will be achieved by increasing the participation of women in the entrepreneurial process.
- Long-term, sustained enhancement of entrepreneurial activity requires a substantial commitment to and investment in education at the post secondary level (i.e., college, university or graduate program).
- Developing the skills and capabilities required to start a business should be integrated into specific educational and vocational training programs at all educational levels.
- Regardless of education level, emphasis should be placed on developing an individual's capacity to recognize and pursue new opportunities.
- The capacity of a society to accommodate the higher levels of income disparity associated with entrepreneurial activity is a defining feature of a strong entrepreneurial culture.
- Government and public policy officials and opinion leaders from all spheres have a key role to play in creating a culture that validates and promotes entrepreneurship throughout society.

Workforce Development

Logan Office of Economic Development Workforce Development Project

Theme - Generating linkages between the demand and supply of the workforce by working with key industry sectors focusing on skills shortages, proactive skills formation, local employment strategies, linking schools with industry, therefore creating the skills base that will fulfil the current and future requirements of business.

Logan Workforce Development program works with stakeholders to:

- Work with Logan City employers in assessing their vacancies, skill needs and employment opportunities;
- Collaborate and coordinate with employers and the supply side of the labour market;
- Link employers into the existing pool of unemployed, work-ready job candidates
- Inform the City's employers about the likely quality of candidates and their needs
- Assist employers with their job induction methods with respect to long-term unemployed people;
- Assist employers and job placement providers to identify and reslove post-placement issues; and
- Add value to local service providers and their delivery of training and education activities to meet the needs to the local employment market.

Outcomes:

- Improved access to skills and labour for Logan City business;
- Higher level of Logan employment self-containment;
- Logan City seen as a leading region for skills formation in key sectors of the economy.

Skill Needs

The Logan Workforce Development Project has discovered that the skills that business and industry require relate to the demands of a competitive environment including the rapid changes in technical knowledge and more discerning customers. One of the most noted areas employers refer to are excellent ‘soft’ skills, which is often reported above the need for technical skills of any one given industry.

It has been noted during the project phase to date that many employers report that they are having trouble accessing the right ‘soft’ skills, with large numbers of people, including potential apprentices, not having good, solid basic skills (numeracy and literacy), basic employability skills (punctuality, etc), higher level ‘soft’ skills (willingness to learn, good communication and teamwork skills, reliability, problem solving skills) or have the 'right attitude'.

The top six (6) common workforce development issues/themes recognised by stakeholders during 2008-09 are:

1. Recruiting
2. Workforce Planning
3. Training
4. Staff Development
5. Maintenance & Support
6. Selection Processes

Young People

Employer's note that the broad skill sets in which students are trained does not concentrate sufficiently on the critical 'soft' skills that employers look for, and in a lot of cases, 'autonomous'. This relates to secondary education and post training, with many employers recognising that the 'soft' skills may be difficult to teach, but as an employer they are clear that a proportion of those who come out of the system are completely unemployable — they are bright and technically skilful, but they do not have the full range of skills needed to operate effectively in the workplace.

Since the economic downturn, more employers are seeking to discover information about strategies on finding and training the people they need. Some are looking at the way they gain the best use of the people in their employ, and a few are beginning to engage in training systems, especially when up-skilling.

Training

Many employers have little or no understanding of the education and training support available for their staff. Of the employers who have linked with the local education and training systems, most have mentioned that the requirement for a more consistent match with the needs of employers and their employees compared to what the education and training system is offering. TAFE has had various levels of commendation, ranging from pretty good to terrible. These levels related to negotiating the channels within TAFE to the level of up to date knowledge of the current technological needs of business.

Innovation (Employment)

Innovation in business thinking re employment and training

While many employers LOED has worked with are strongly focused on the need for growth, and intend to pursue it, they are not necessarily linking this with building a more skilled labour force. Growth requires an understanding of innovative practices for employers and employees. The key findings that surfaced during interaction with employers include:

- Many employers acknowledge that they are working toward acquiring the skills they and their staff need. Not all are using the skills or accessing effective information on 'how' they can gain the skills;

- A range of factors affecting the supply of skills include - knowledge of the support available locally, levels of training by industry (and the nature of government support for employer investment in training), and understanding the education and training system available to them.

Recommendation

That a "Workforce Development Program" be rolled out across the state to assist in generating linkages between the demand and supply sides of the workforce. The program to incorporate

- Working with key industry sectors on skills shortage/gap needs;
- Be proactive in locally generated skill needs formation;
- Develop and facilitate local employment strategies; and
- Link education and training with industry to address current and future skill requirements.

Cost of Compliance

Business operates in a competitive global environment. Manufacturing in particular is under constant pressure to remain globally competitive. In Logan, manufacturing contributes 29.6% of our economic output and employs 14.2% of our workforce. The 'cost of compliance' is a significant burden that contributes to the manufacturing industry's ability to remain competitive.

Mr David Kemp, Managing Director & CEO of BDS Pty Ltd, a Logan based company recently wrote:

"It is not that we lack the expertise, the experience or the ability to produce world class products; we in fact have an abundance of talent and can in many cases produce better product than imports.

Yet we have been unable to hold market share against the price advantage offered by imports. Many manufacturers have closed their doors, liquidated what they could of their plant and equipment and sought out friendlier environments. Meanwhile, those with the capacity to arrange alternate countries from which to set up their own factories, or to enter into joint venture arrangements under which they can produce their goods, have done so.

Why? Simple! They can manufacture their products, ship them to Australia and distribute them into the marketplace 25 to 30% cheaper than remaining a domestic producer. The only problem is we lose an Aussie manufacturer, those that were employed by that manufacturer loose their jobs and the local suppliers that serviced the company's needs have a diminishing business.

There is a common link between those companies that close down and the companies that move off shore with their operations. The link is 'compliance', 'governance', or 'legislative control', what ever you may call it, but these words represent an enormous ON COST for an enterprise manufacturing from an Australian domestic base, employing Australian workers and purchasing their raw materials and consumables from Australian suppliers."

Recommendation

1. A coordinated project in partnership with industry reviewing all levels of business compliance at local, state and federal government levels be undertaken to reduce the cost of doing business in Australia.

2. That local, state and federal government work with industry to investigate the development of "Australian Standards" for all product categories encouraging a 'level' playing field for local manufacturers and importers.

Appendix 1

Population projections for Logan City

Projected population				Five years to 30 June	Average annual change
Year	Low	Medium	High		
2011	279,285	285,566	294,944	2011	1.9%
2016	303,209	316,866	345,417	2016	2.1%
2021	329,198	351,382	402,303	2021	2.1%
2026	354,768	386,962	459,410	2026	1.9%
2031	381,385	425,918	518,750	2031	1.9%

Appendix 2

Employment status (persons aged 15 years and over) Enumerated data	Logan City Dec-08 number
Total employed	**136,534**
Total unemployed	**7,647**
Total of city population employed %	**51.05%**
Total labour force	**144,181**

Highest Qualification Achieved (completed)		**2006**
Data	**No.**	**%**
Bachelor or Higher Degree	14,172	7.5
Advanced Diploma or Diploma	10,304	5.5
Vocational	36,883	19.5
No qualifications	104,774	55.5
Other	22,741	12.0
Total (sample)	188,874	100.0

Appendix 3

Industry Sector	Business Count
A - Agriculture Forestry And Fishing	616
B - Mining - Total	38
C - Manufacturing	1,567
D - Electricity Gas And Water Supply	9
E - Construction	5,709
F - Wholesale Trade	953
G - Retail Trade	2,717
H - Accommodation Cafes And Restaurants	254
I - Transport And Storage	2,041
J - Communication Services	309
K - Finance And Insurance	844
L - Property And Business Services	4,224
N - Education	131
O - Health And Community Services	659
P - Cultural And Recreational Services	391
Q - Personal And Other Services	708
Total Business Count	**21,170**

Appendix 4

ECONOMIC INDICATORS

Comparison over 12 month period (Feb – Dec 2008) using REMPLAN data using LGA boundary post amalgamation:-

Gross Regional Product (GRP) - Income Method

	February 2008	December 2008
Total Output	$13,580.857 million	$16,944.248 million
Wages & Salaries	$3,350.837	$4,199.492
Gross Operating Surplus	$1,878.884	$2,424.875
Net Taxes - Products & Services	$868.088	$1,291.390
Net Taxes - Production	$153.710	$206.676
Gross Regional Product	**$6,251.520**	**$8,122.433**
Population	252,718	267,446*
Per Capita GRP ($'000)	$24.737	$32.140

Gross Regional Product (GRP) - Expenditure Method

	February 2008	December 2008
Household Consumption	$6,512.702	$10,077.197
Government Consumption	$2,011.334	$3,142.890
Private Gross Fixed Capital Exp.	$2,102.332	$3,871.390
Public Gross Fixed Capital Exp.	$420.898	$664.481
Gross Regional Expenses	$11,047.265	$17,755.958
plus Exports	$4,046.203	$4,110.504
minus Domestic Imports	-$7,763.008	-$12,184.046
minus Overseas Imports	-$1,078.941	-$1,559.983
Gross Regional Product	**$6,251.520**	**$8,122.433**
Population	252,718	267,446*
Per Capita GRP ($'000)	$24.737	$32.140

* Resident population figures are based upon the most current data from Qld Dept of Infrastructure & Planning - *Queensland Population Update No. 13, May 2008.*

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Appendix 5

Industry Composition/Ranking - Comparison

	Feb 08		Dec 08	
Sector	**Value**	**%**	**Value**	**%**
Manufacturing	$3,809.271	28.0 %	$5,020.327	29.6 %
Construction	$1,722.359	12.7 %	$2,283.101	13.5 %
Property & business services	$1,738.485	12.8 %	$2,020.012	11.9 %
Retail trade	$1,364.772	10.0 %	$1,625.447	9.6 %
Wholesale trade	$1,249.231	9.2 %	$1,400.791	8.3 %
Education	$575.841	4.2 %	$762.890	4.5 %
Finance & insurance	$503.765	3.7 %	$689.138	4.1 %
Health & community services	$491.075	3.6 %	$632.735	3.7 %
Transport & storage	$500.635	3.7 %	$599.768	3.5 %
Communication services	$365.540	2.7 %	$432.034	2.5 %
Government administration & defence	$333.822	2.5 %	$359.985	2.1 %
Accommodation, cafes & restaurants	$243.052	1.8 %	$322.439	1.9 %
Personal & other services	$219.044	1.6 %	$253.883	1.5 %
Cultural & recreational services	$153.799	1.1 %	$188.437	1.1 %
Agriculture Forestry Fishing	$127.866	0.9 %	$129.284	0.8 %
Mining	$98.828	0.7 %	$116.939	0.7 %
Electricity, gas & water supply	$83.472	0.6 %	$107.038	0.6 %
Total:	**$13,580.857**	**100%**	**$16,944.248**	**100%**

Note: Slight changes to ranking of *construction*, *property and business services* and *transport and storage* from Feb 08 to Dec 08 period.

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Appendix 6

Industry Sector Comparison: Output & Employment
Note: Employment figures refer to those employed within Logan LGA

17 MAJOR SECTORS	FEB 08		DEC 08	
Manufacturing				
Output	$3,809.271	28.0 %	$5,020.327 m	29.6 %
Employment	7,346	14.4%	9,370	14.2%
Construction				
Output	$1,722.359 m	12.7%	$2,283.101	13.5%
Employment	4,397	8.6%	5,965	9.1%
Retail				
Output	$1,364.772 m	10.0%	$1,625.447	9.6%
Employment	11,968	23.4%	14,592	22.2%
Property & business services				
Output	$1,738.485	12.8 %	$2,020.012	11.9%
Employment	4,231	8.3%	5,546	8.4%
Wholesale Trade				
Output	$1,249.231	9.2%	$1,400.791	8.3%
Employment	3,497	6.8%	4,056	6.2%
Education				
Output	$575.841	4.2%	$762.890	4.5%
Employment	4,899	9.6%	6,651	10.1%
Finance & Insurance				
Output	$503.765	3.7%	$689.138	4.1%
Employment	1,247	2.4%	1,494	2.3%
Transport & Storage				
Output	$500.635	3.7%	$599.768	3.5%
Employment	1,368	2.7%	2,120	3.2%
Health & Community Services				
Output	$491.075	3.6%	$632.735	3.7%
Employment	5,277	10.3%	6,664	10.1%
Communication Services				
Output	$365.540	2.7%	$432.034	2.5%
Employment	982	1.9%	1,056	1.6%

17 MAJOR SECTORS	FEB 08		DEC 08	
Government Admin & Defence				
Output	$333.822	2.5%	$359.985	2.1%
Employment	1,454	2.8%	1,941	2.9%
Accomm, Cafes and Restaurants				
Output	$243.052	1.8%	$322.439	1.9%
Employment	1,563	3.1%	2,029	3.1%
Personal & Other Services				
Output	$219.044	1.6%	$253.883	1.5%
Employment	1,849	3.6%	2,479	3.8%
Cultural & Recreational Services				
Output	$153.799	1.1%	$188.437	1.1%
Employment	661	1.3%	905	1.4%
Agriculture, Forestry & Fishing				
Output	$127.866	0.9%	$129.284	0.8%
Employment	230	0.4%	673	1.0%
Mining				
Output	$98.866	0.7%	$116.939	0.7%
Employment	73	0.1%	113	0.2%
Electricity, Gas & Water Supply				
Output	$83.472	0.6%	$107.038	0.6%
Employment	107	0.2%	153	0.2%
Total Output	**$13,580.857**		**$16,944.248**	
Total Jobs	**51,149**		**65,807**	

Appendix 7

Labour Force: Statistics & Analysis

Based on incremental increases in the unemployment rate over the past six months, the unemployment rate for period ending June 2009 would be estimated to range from a median of 5.3% to 5.6%.

A recent research report produced by the Centre of Full Employment and Equity (CofFEE) in March 2009 identifies suburbs within Logan through the *Employment Vulnerability Index* (EVI) as being high risk or red alert suburbs. Red alert suburbs within Logan's LGA include Kingston, Eagleby, Beenleigh and Woodridge. Logan also includes suburbs with some of the lowest unemployment rates in the State and nationally such as Carbrook-Cornubia, Rochedale South, Shailer Park and Tanah Merah. These latter suburbs average an unemployment rate of under 2.0%.

Logan City Labour Force Status – December 2007 - December 2008			
	December 2007	**December 2008**	**% Change**
**Employed persons	128,087	136,534	⇧ 6.6%
Unemployed persons	8,142	7,647	⇩ 6%
Labour force	136,229	144,181	⇧ 5.8%
Unemployment rate	5.9%	5.2%	⇩ 0.7%
% of total city population employed	48.61%	51.05%	⇧ 2.4%
Population (est.)	263,494*	267,446*	⇧ 1.5%*

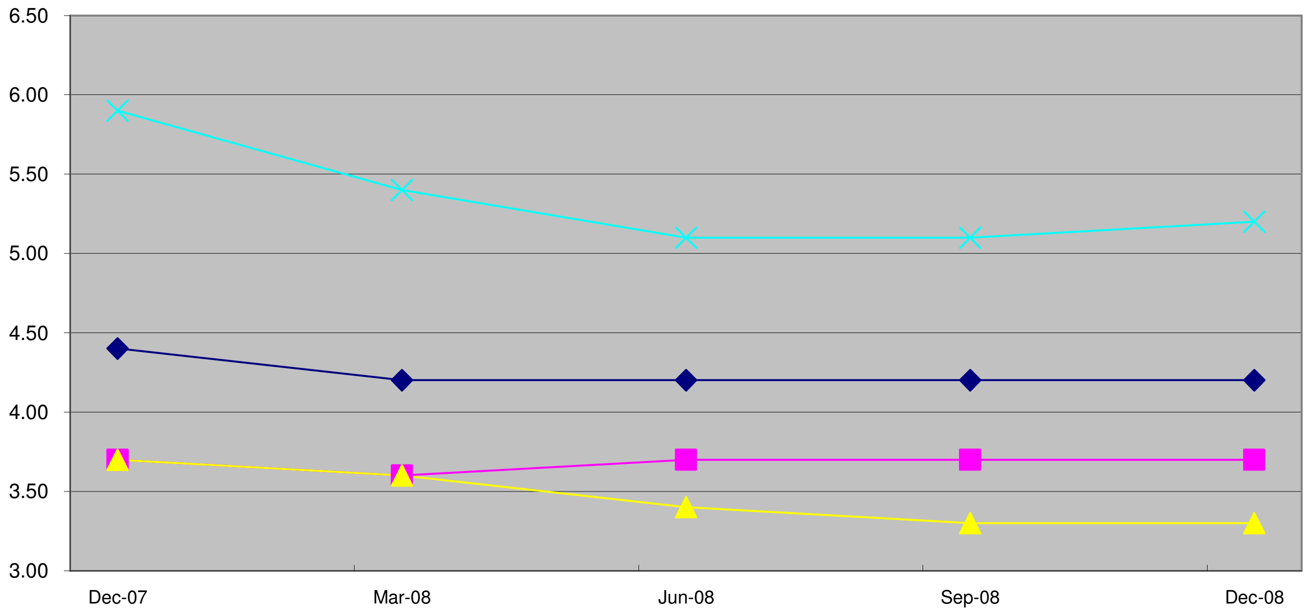
*Resident population figures are based upon the most current data from Dept of Infrastructure and Planning - *Queensland Population Update No. 13, May 2008.*
**Employed persons - refers to the population in Logan who are employed within and externally of the Logan local government boundaries (eg. those who have to travel to Brisbane, Ipswich or Gold Coast LGAs).

Appendix 8

High Unemployment SLA's

SLA	Unemployment Dec. 2007	Dec. 2007 Unemployme nt rate	Unemployment Dec. 2008	Dec. 2008 Unemployme nt rate
Kingston	987	15.9%	896	13.6%
Woodridge	1,415	15.9%	1,287	13.6%
Marsden	792	8.5%	814	8.3%
Loganlea	366	9.7%	343	8.6%
Eagleby	330	8.8%	339	8.5%
Subtotal	**3,890 (47.7% of total)**		**3,679 (48.11% of total)**	
Logan City - All SLAs	**8142**		**7,647**	

Unemployment Rate December 2007 - December 2008



	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08
Australia	4.40	4.20	4.20	4.20	4.20
Queensland	3.70	3.60	3.70	3.70	3.70
Brisbane	3.70	3.60	3.40	3.30	3.30
Logan	5.90	5.40	5.10	5.10	5.20

Appendix 9

Logan's Future Population & Jobs Forecast

Population

- Population of Logan 269,986 at 2008
- Forecast population of 434,000 by 2031, a growth rate of 2.6% per year.

Jobs

- Existing jobs approximately 65,800 at 2008
- Target of 63,900 new jobs by 2031

1. Greenfield areas

- Greenfield target 42,000 dwellings to 2031 (approximately 105,000 people).

1.1 Park Ridge - key facts

- Catering for a population of about 30,000 people, and providing up to 13,000 jobs over the next 20+ years.
- An extension of the existing urban footprint for Logan and immediately adjoins existing urban development (Crestmead industrial estate etc).
- The Gateway extension is critical to the development of Park Ridge.

1.2 Greater Flagstone - key facts

- A population of about 44,000 with jobs target in the order of 18,000 jobs; which represents 60% self containment of jobs.
- Strategically located near Bromelton State Development Area, which will have approximately 15,000 jobs by 2031.
- Located on the Brisbane to Sydney interstate rail line, potential to accommodate a passenger railway line and a station located at Flagstone. Delivery of passenger rail will play a key role in the timing of Flagstone.

1.3 Yarrabilba - key facts

- Likely a population of 18,000 and a jobs target of 8,000 jobs by 2031.
- The provision of the Southern Infrastructure Corridor (SIC) and the Gateway extension will have a major impact on the timing and delivery of Yarrabilba.
- State and local road network issues are a major issue for this project.

1.4 Infill areas

- Infill target - 28,000 dwellings to 2031 (approximately 70,000 people).
- Targeted infill within or adjoining the regional activity centres of Springwood, Beenleigh, Logan Central, Browns Plains and Shailer Park (Logan Hyperdome).
- Significant infill / redevelopment sites include Third Avenue, Wembley Road, Browns Plains / Berrinba, Eagleby, Bethania/Waterford, Mt Warren Park, Edens Landing/Holmview.

Appendix 10

Major Infrastructure to Support Logan's Growth

1. Upgrade of M1 (Pacific Motorway)

The upgrade of the M1 from the Gateway Motorway to the Logan Motorway will reduce major congestion through Logan between Brisbane and the Gold Coast.

The first stage through Daisy Hill has both State and Federal Government commitment and is due to commence this year. Commitment is required from both State and Federal Governments to the continuation of the other two stages.

2. Upgrade of Mt Lindesay Highway

Mt Lindesay Highway is a major traffic and freight route through Logan.

The growth of major population areas in the southern areas of Logan, as well as the expected growth of the industrial precincts of North Maclean and Bromelton, will require the continuation of the Mt Lindesay Highway upgrade.

3. Gateway Motorway Extension

Currently finishing at the Logan Motorway, the extension of the Gateway Motorway to service the Growth Areas of Park Ridge and Yarrabilba is of high importance.

Planning for the extension is a major priority.

4. Southern Infrastructure Corridor (SIC)

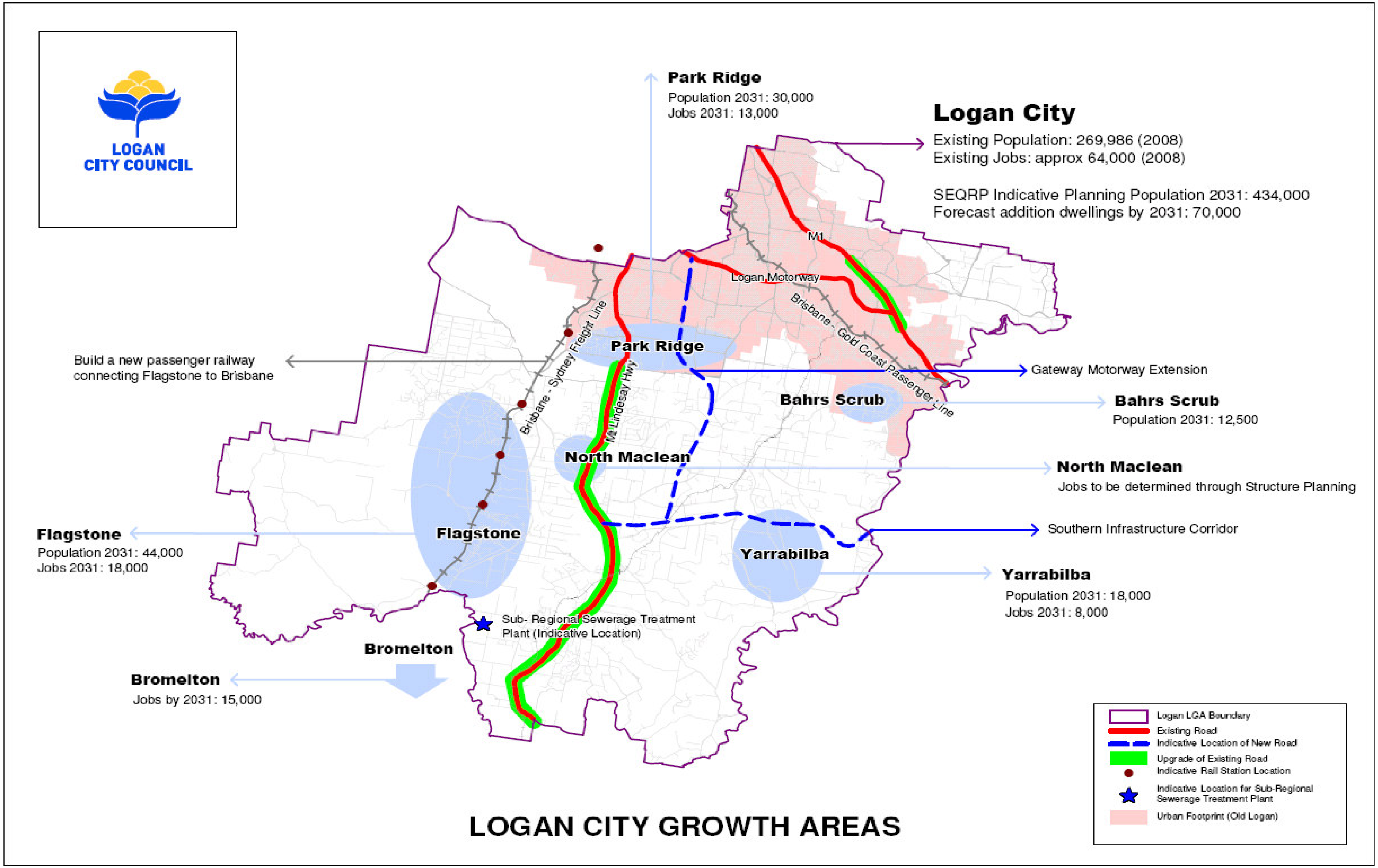
Planning is required for the future SIC to provide an alternate east west link between the Pacific Motorway and Ipswich.

Staging of the link between Mt Lindesay Highway and the Beenleigh-Beaudesert Road will provide necessary access to the Yarrabilba growth area.

5. Passenger Rail - Beaudesert to Brisbane

A new passenger rail from Beaudesert to Brisbane with rail stations at Flagstone and Greenbank will provide important public transport for the Growth Areas of Flagstone and Park Ridge.

Investigations and planning for a passenger rail service in the interstate corridor needs to be progressed.


LOGAN CITY COUNCIL
Park Ridge
Population 2031: 30,000
Jobs 2031: 13,000
Logan City
Existing Population: 269,986 (2008)
Existing Jobs: approx 64,000 (2008)
SEQRP Indicative Planning Population 2031: 434,000
Forecast addition dwellings by 2031: 70,000
M1
Logan Motorway
Brisbane - Gold Coast Passenger Line
Brisbane - Sydney Freight Line
Mt Lindesay Hwy
Build a new passenger railway connecting Flagstone to Brisbane
Park Ridge
Gateway Motorway Extension
Bahrs Scrub
Bahrs Scrub
Population 2031: 12,500
North Maclean
North Maclean
Jobs to be determined through Structure Planning
Flagstone
Flagstone
Population 2031: 44,000
Jobs 2031: 18,000
Southern Infrastructure Corridor
Yarrabilba
Yarrabilba
Population 2031: 18,000
Jobs 2031: 8,000
Sub- Regional Sewerage Treatment Plant (Indicative Location)
Bromelton
Bromelton
Jobs by 2031: 15,000
Logan LGA Boundary
Existing Road
Indicative Location of New Road
Upgrade of Existing Road
Indicative Rail Station Location
Indicative Location for Sub-Regional Sewerage Treatment Plant
Urban Footprint (Old Logan)
LOGAN CITY GROWTH AREAS