DANTIA

OPERATIONAL PLAN

2026-2027

INTRODUCTION

Lake Macquarie has strong economic capacity, significant long-term opportunities and an important role in the economic transition occurring across the Hunter region and NSW.

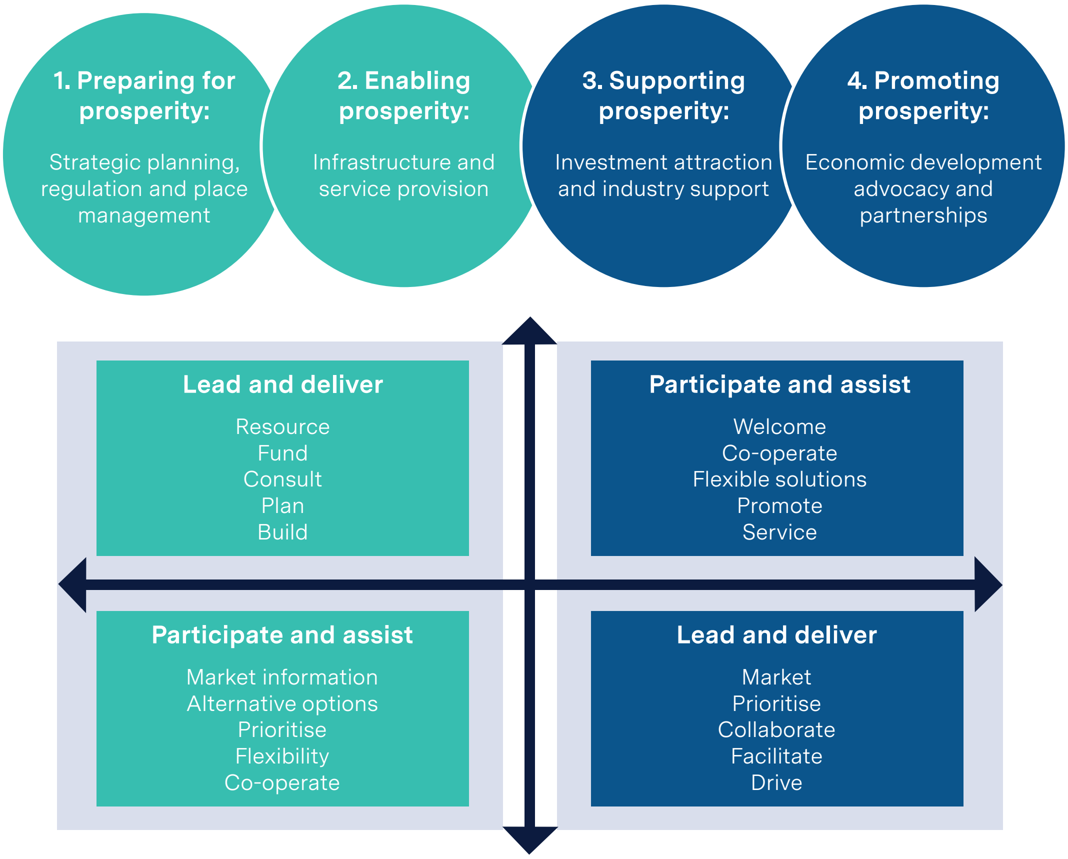
This Operational Plan sets out the practical actions Dantia will undertake to:

- improve investment readiness
- support business growth
- strengthen investor confidence
- advocate for business
- improve coordination between industry and government
- position Lake Macquarie competitively for investment and jobs growth

Dantia's focus for 2026–2027 is investment attraction, investment conversion and business retention and growth.

Dantia will focus on the most significant economic constraints impacting jobs and investment growth, implementing practical interventions, measuring outcomes and adapting actions over time based on evidence and performance.

Continued collaboration between Dantia and Lake Macquarie City Council remains critical to successful economic development outcomes.



Together, Dantia and Lake Macquarie City Council help position Lake Macquarie for long-term economic growth through coordinated planning, infrastructure, investment facilitation and economic development leadership.

VISION

Lake Macquarie is considered Australia's most thriving regional city.

MISSION

Dantia's mission is to advance Lake Macquarie's economy for new and existing businesses and residents by facilitating employment and economic growth through attracting investment, fostering innovation, advocating for infrastructure and building Lake Macquarie's identity.

WHY WE MATTER

Dantia is Lake Macquarie's economic development company. We are a for-purpose business working to enhance economic growth, boost income and employment, elevate skills, education, and health, whilst promoting well-being and a strong sense of place for Lake Macquarie.

SITUATION ANALYSIS

Lake Macquarie is undergoing one of the most significant economic and industrial transitions in regional Australia.

Over the past decade, the city has experienced substantial structural economic change.

Maintaining long-term economic resilience will require stronger investment attraction, business retention and growth, industrial transition and employment land activation.

A key long-term economic challenge for Lake Macquarie is improving economic productivity through growth in higher value industries including manufacturing, construction, knowledge and professional services, health, education and mining and energy sectors.

The city's population continues to grow strongly, with Lake Macquarie recognised as one of Australia's leading regional destinations for migration.

Historically dominant industries including manufacturing and mining have declined as a share of economic output, while population-serving sectors including construction and health and care services have increased in significance.

The major economic challenge facing Lake Macquarie is converting the city's strengths into more jobs and private sector investment.

This matters because:

- local job creation is not keeping pace with population growth
- commuter dependency remains high
- local economic capture is reduced
- opportunities associated with the energy transition and advanced manufacturing may not be fully realised
- long-term economic productivity and resilience may weaken over time

Unlocking and activating employment-generating land, particularly former mining and power generation lands is one of the most important economic development priorities facing Lake Macquarie over the coming decade.

The North West Growth Area represents one of the most significant long-term economic development opportunities in regional New South Wales.

Existing businesses are one of Lake Macquarie's most important economic assets. Supporting local businesses to expand, invest, innovate and employ more people remains one of the fastest and most effective pathways to creating local jobs and improving economic resilience.

For Lake Macquarie to achieve its full potential we will require an even stronger focus on:

- investment attraction and conversion
- business retention and growth
- employment land activation
- infrastructure coordination
- innovation and commercialisation
- knowledge economy growth
- strategic advocacy

This Operational Plan is focussed on converting Lake Macquarie's economic strengths into more jobs and investment. To acheive this, our efforts are organised around our four strategic pillars: Identity, Infrastructure, Investment and Innovation. All actions outlined in this plan align with strategic pillars detailed below.

STRATEGIC OBJECTIVES	STRATEGIC DRIVERS
1. Raise the city's profile as an emerging and progressive destination to do business	IDENTITY
2. Drive investment from existing and new business to create long-term intergenerational employment	INVESTMENT
3. Identify and influence the delivery of infrastructure to encourage and support investment decisions	INFRASTRUCTURE
4. Deliver future thinking, technology and innovation to Lake Macquarie	INNOVATION

Charlestown Town Centre

Booragul Foreshore, Lake Macquarie

Swansea Boardwalk

Credit: Peter Yandle, MyActionMedia

2026-2027 OPERATIONAL PLAN

IDENTITY

ACTION	PURPOSE	ECONOMIC DEVELOPMENT STRATEGY ALIGNMENT
Deliver an Invest Lake Macquarie positioning program to strengthen the city's investment profile	To increase investor awareness of Lake Macquarie's competitive advantages and growth opportunities	Attract new industries to Lake Macquarie
Promote the Lake Macquarie business community through the Lake Macquarie Business Awards	Recognise and showcase local business success, encourage business excellence demonstrating Lake Macquarie is a place to invest, grow and create jobs	Maintain and enhance existing high employment levels

INVESTMENT

ACTION	PURPOSE	ECONOMIC DEVELOPMENT STRATEGY ALIGNMENT
Implement an investment attraction and conversion pipeline	To increase jobs and investment by converting prospects and leads into investment outcomes	Attract new industries to Lake Macquarie
Implement an investment and business growth facilitation and barrier removal program	To improve investment conversion by reducing barriers that impact investment	Attract new industries to Lake Macquarie Provide comprehensive support and resources to local businesses
Implement the Advocacy Action Plan	Coordinate and deliver evidence based advocacy that advances Lake Macquarie's economic development priorities	Advocate to all levels of government to invest in and locate facilities, services, and infrastructure in Lake Macquarie

BUSINESS RETENTION & GROWTH

ACTION	PURPOSE	ECONOMIC DEVELOPMENT STRATEGY ALIGNMENT
Implement a strategic business expansion program focused on existing businesses with growth potential	To support local business expansion, investment and job creation	Provide comprehensive support and resources to local businesses
Implement a business retention and growth pipeline	To increase jobs and growth for existing businesses	Provide comprehensive support and resources to local businesses

INFRASTRUCTURE

ACTION	PURPOSE	ECONOMIC DEVELOPMENT STRATEGY ALIGNMENT
Develop investor ready investment opportunities for Lake Macquarie's priority sectors	To create a portfolio of investment ready opportunities for prospective investors	Attract new industries to Lake Macquarie
Implement Employment Land Activation to accelerate development	To increase the availability of development-ready land and support jobs, business growth and investment	Develop strategies to unlock employment land

INNOVATION

ACTION	PURPOSE	ECONOMIC DEVELOPMENT STRATEGY ALIGNMENT
Position Dashworks as a business growth, commercialisation hub	Align innovation activity to measurable economic outcomes	Facilitate access to collaborative workspaces
Implement Workforce and Industry Alignment action plan	To improve workforce alignment and support invesment in priority sectors	Establish connection between business and entrepreneurship
Progress the implementation plan for the Lake Macquarie Regional Innovation Hub	Secure the funding and partnerships required for the Lake Macquarie Regional Innovation Hub	Facilitate collaborative workspaces
Implement the Lake Macquarie leaders' network	Connect business leaders to strengthen relationships, share knowledge, foster collaboration and create opportunities that support business growth	Establish connections between businesses and entrepreneurship, nurturing relationships to facilitate the establishment and growth of business

BOARD AND STRATEGY

TASK	ACTION	KPI
Deliver 100 per cent of board calendar tasks and funding agreement obligations	Meet all obligations	80% - minimum 100% - target
Keep the Economic Development Strategy and Operational Plan updated, current and relevant	Update regularly	Half yearly – minimum Quarterly - target
Ensure external audits are completed where applicable	Audits	Annually - target
Ensure all board positions are filled and inductions complete	Induction	Nil - target

RISK AND COMPLIANCE

TASK	ACTION	MEASUREMENT	KPI
Maintain up to date risk register and conduct reviews	Review	Risks managed	Annually - target
Ensure appropriate insurances are current and in place	Keep insurances current	Insurance certificates	Annually – minimum
Ensure annual audit is completed in time and actions delivered	Audit	No adverse findings	Annually - target
Maintain obligations under the *Corporations Act 2001* and any other applicable laws	Maintain legal obligations	Review of changes to legislation	As required
Review company policies as per established timetable	Review policies	Policies up to date	Annually - target
Maintain efficient financial and accounting procedures and systems	Maintain systems efficiencies	No issues reported	Annually - target
Monitor budget to maximise organisational capacity	Monitor budget	Frequency of monitoring	Monthly - target
Maintain statutory superannuation guarantee obligations	Maintain superannuation obligations	Frequency of monitoring	Monthly - target

PEOPLE AND CULTURE

TASK	ACTION	MEASUREMENT	KPIS
Implement performance reviews and development plans for all staff	Performance reviews	Performance KPI – half yearly	100% - target

REPORTING

TASK	ACTION
Complete Annual Report as per the funding agreement	Complete Annual Report
Complete and present to Lake Macquarie City Councillors: › The Economic Development Strategy (current) › The Operational Plan; and › Briefings as per the funding agreement	Presentations