

Dantia

Prosperity in Abundance



Lake Macquarie City

**Economic Development Operational Plan
2016-2017**

Message from the CEO

Lake Macquarie City is at an exciting moment in time. There is an unprecedented opportunity for our city to drive and shape our future.

The four vital strategic drivers that Dantia has outlined; identity, investment, infrastructure and innovation will be imperative as our city evolves and grows. The ability to provide an attractive and stable platform for growth and investment now will reap positive dividends well into the future.

There is a tangible sense of positivity growing in Lake Macquarie and Danita will continue to be a strong and collaborative advocate for the best interests of the City.

It is important not to underestimate the competitive edge that the City already has. There are extraordinary businesses across a range of sectors including; engineering and manufacturing, logistics, tourism, retail and commercial, education, health, technology, resources and energy generation already located in our region.

Danita is determined to strategically promote a positive investment climate that enables both existing industries and new businesses to develop to their full potential.

The Lake Macquarie Economic Development Operational Plan FY2017 clearly identifies the drivers, actions and outcomes for the forthcoming year. It provides a roadmap for the City to achieve the best possible outcomes and to measure performance against a clear set of key performance indicators.

The talented Board and team at Danita are incredibly focused and determined to deliver the best possible outcomes for Lake Macquarie City. It is a real pleasure to be a part of such a dynamic and forward-looking organisation.

Kristen Keegan

Chief Executive Officer
Dantia - Prosperity in Abundance
The Lake Macquarie Economic Development Company Limited

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Vision

Lake Macquarie City is recognised as a competitive, prosperous and dynamic regional economy in which innovation, investment and business enterprises thrive and are welcome.

Mission

Dantia will work with business, government, the community and other partners to advance the sustainable economic prosperity of Lake Macquarie City.

Values and principles

- Strive for economic growth
- Collaborate with all stakeholders
- Embrace innovation and change
- Lead the conversation on economic development
- Be inclusive and transparent
- Provide networks and pathways for success
- Comply with best-practice in corporate governance

Objectives

Dantia aims to:

- Develop and implement a range of initiatives to attract investment and new businesses to Lake Macquarie City
- Market and promote the City as NSW's largest regional city, and its investment attractiveness
- Represent and promote the interests of local businesses, commercial and industrial landowners and developers, the community and social infrastructure establishments as they relate to employment growth and new investment
- Facilitate the implementation of initiatives to support the growth of local businesses
- Facilitate partnerships with Government agencies and businesses to attract investment in the City

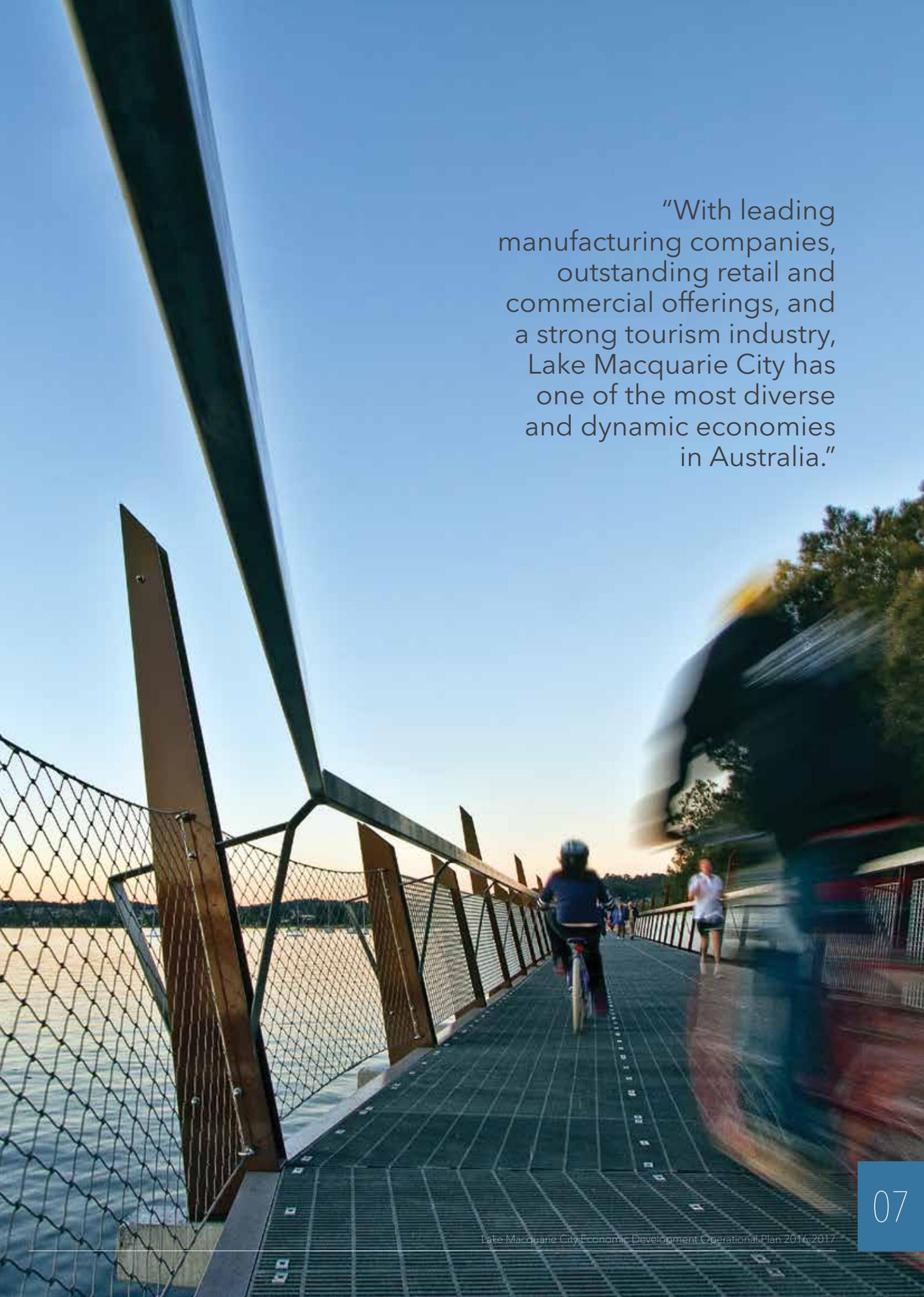
Ongoing - Strategic platform

Dantia has identified four drivers that will power the City's future local economy: **identity, investment, infrastructure** and **innovation**. Together these form the strategic platform from which we will build our targeted industries.

Identity	<ul style="list-style-type: none">Develop and promote Lake Macquarie City as a prosperous business and investment areaLeverage the City's geographic, demographic and natural qualitiesDifferentiate and identify Lake Macquarie City as a high profile regional cityWork with all layers of government to elevate awareness of the relevance and importance of the City's economy to regional, State and Commonwealth economiesCreate awareness and engage with corporations to invest in and create jobs in the CityConsult widely on economic development imperatives and provide targeted briefings on strategic goals to the public and private sectors
Investment	<ul style="list-style-type: none">Work with government and the community to create a setting for business-friendly investmentPartner with Council to ensure clarity and consistency in the planning process as it relates to businessFacilitate strategic growth projects for the City as they relate to economic development and job creationStrive for growth in existing businessesSeek to ensure employment and investment diversity does not create a local economy overly dependent on a single industry
Infrastructure	<ul style="list-style-type: none">Work with Council to identify and plan for strategic land use opportunities within the CityWork with government, business and partners to ensure planning for infrastructure such as: broadband, telecommunications, parking and transport solutions, to support economic growthSeek to ensure infrastructure is delivered in a timely manner to support economic development and population growth
Innovation	<ul style="list-style-type: none">Foster innovation and the digital economy as a key enabler of economic growthEncourage renewal of urban centresWork closely with educational institutions as drivers of innovation in Lake Macquarie CityEncourage creative and forward-thinking land use planning to facilitate innovation

Strategic platform operational plan

Drivers	Actions	Performance indicators
Identity	<p>Promote targeted business engagement</p> <p>Meet relevant Commonwealth and State Government representatives and promote Lake Macquarie as a high-value regional city</p> <p>Develop and implement a targeted marketing strategy to promote both the city and Dantia.</p>	<p>Increased awareness of City as an investment destination</p>
Investment	<p>Identify and/or facilitate strategic investment opportunities</p> <p>Develop and maintain a consolidated investment prospectus</p> <p>Lead a focussed approach to industry development based on the city's identified economic drivers</p> <p>Work with Lake Macquarie City Council on strategic land use planning, optimising existing investment and assist delivery of new developments</p>	<p>Investment commitments and developments delivered in the City</p>
Infrastructure	<p>Identify and prioritise key infrastructure projects across the city</p> <p>Determine accelerated funding solutions for priority infrastructure projects</p> <p>Collaborate with NBNC0 on planned roll-out of broadband and develop strategies to better meet business ICT requirements</p> <p>Coordination with Lake Macquarie City Council on infrastructure planning</p>	<p>Infrastructure needs prioritised and funding options developed for near term needs</p>
Innovation	<p>Facilitate engagement between industry and educators to better support commercialisation of ideas generated through R&D activities</p> <p>Leverage the Dantia Smart Hub project to further co-working infrastructure and innovation across the city</p> <p>Identify opportunities to accelerate expansion of NBNC0 and business solutions beyond existing plan</p> <p>Work with Lake Macquarie City Council to refine and develop Smart City concept and initiatives</p>	<p>Smart City movement and initiatives aligned through concept, development, and delivery</p>



“With leading manufacturing companies, outstanding retail and commercial offerings, and a strong tourism industry, Lake Macquarie City has one of the most diverse and dynamic economies in Australia.”

Industry-targeted strategy and operational plan

Industry	Area of focus	Actions
 Engineering and manufacturing	Northern and North Western Lake Macquarie	<p>Work with Lake Macquarie City Council on industrial planning</p> <p>Facilitate industry and education co-operation, supporting commercialisation of R&D and improve retention of tertiary graduates to the city</p> <p>Work with Council to activate key industrial zones through accelerated transport infrastructure delivery and identification of key nodes</p>
 Logistics	Western and South Western Lake Macquarie	<p>Refine local logistics hub planning and finalise logistics study</p> <p>Collaborate with Hunter Development Corporation to tailor output from the Integrated Infrastructure Planning Tool</p> <p>Raise awareness of City re national planning</p>
 Tourism	City wide	<p>Promote the City during high profile events to infrastructure providers and operators</p> <p>Support the City's tourism opportunities during the 2017 and 2018 NSW State Surf Life Saving Championships.</p> <p>Collaborate with Council and relevant industry bodies to support the city's destination management plan</p>
 Retail and commercial	Town centres	<p>Identify strategic commercial and industrial land development opportunities and market these to potential investors</p> <p>Work with Lake Macquarie Business Limited to support local businesses</p> <p>Market the potential and diversity of each of the town centres</p>
 Education	Northern and Western Lake Macquarie	<p>Work with education providers to establish Work Integrated Learning programs, bringing education and business together to promote innovation and commercialisation of ideas</p> <p>Regular events facilitated through the Dantia Smart Hub</p>
 Health	North Eastern and Western Lake Macquarie	<p>Investigate opportunities to promote eastern Lake Macquarie as a health and allied services corridor.</p> <p>Support private healthcare investors' development planning</p> <p>Support expansion of the helicopter rescue capability and associated services</p>
 Technology	City wide	<p>Enhance co-working infrastructure and capability across the city through the Dantia Smart Hub project</p> <p>Lead industry and corporate engagement with the smart city program</p> <p>Continue work with Council to advance and deliver the Digital Economy Strategy</p>
 Other (e.g. mining, power, construction)	City wide	<p>Work with Lake Macquarie City Council on strategic land use planning</p> <p>Identify the city's economic drivers, positioning Dantia to influence and advocate in support of these drivers</p>

Key performance indicators

Key performance indicators driven by Dantia's strategic plan and incorporated in this Operational Plan will be measured and reported.

The measurable indicators of Dantia's performance levels are outlined below for Dantia's FY2017 year of operations.

Key performance indicators	Measurement indicator	
Number of potential contacts for relevant business, government, not-for-profit and individual investors	50-74 75-99 100+	Base Good Very good
Number of business development commitments, government initiative commitments and/or new investments in Lake Macquarie City that were assisted by Dantia	3-5 6-8 9+	Base Good Very good
Number of jobs directly and indirectly (to be) created by the above commitments and/or investments	50-99 100-199 200+	Base Good Very good
Value of commitments or investments into the City (to be) created by the above	\$20m-\$49m \$50m-\$99m \$100m+	Base Good Very good
Number of business or industry events or initiatives Dantia facilitates or presents	5-8 9-14 15+	Base Good Very good

Other indicators

Other indicators driven by Dantia's strategic plan and incorporated in this Operational Plan, which will be reported on in general qualitative terms, are outlined below.

The quality and reach of marketing and targeted information, documents and programs provided to potential investors.

The success and robustness of business partnerships and activities undertaken, and relationships established.

Dantia operational plan

Dantia	Actions
Governance	
Board	<p>Maintain a seat each on the Board of Directors for the Mayor and General Manager of the Council</p> <p>Board of Directors to meet at least six times in each financial year (FYE 30 June)</p>
Compliance and risk management	<p>Carry on the business of the Company as expressed in the Company's Constitution and the four-year and this one-year Operational Plan</p> <p>Comply with all obligations under the Corporations Act 2001 (Commonwealth) and any other laws applicable to operations</p> <p>Effect and maintain appropriate insurances at all times and provide copies thereof to Council</p>
Finance and employer obligations	<p>Ensure that at all times proper accounting policies and maintenance of records of all expenditures and income</p> <p>Ensure that expenditures are consistent with standards in the semi-government sector and are not excessive</p> <p>Pay staff in accordance with applicable agreements and/or awards, together with payments to meet superannuation guarantee obligations</p> <p>Provide all employee entitlements to staff in accordance with relevant laws</p> <p>Comply with taxation obligations under all relevant laws</p> <p>Perform activities in a manner consistent with the expectations of the City's community in respect of an entity largely funded with public funds</p>
Reporting	<p>Provide information to the Council as to Dantia's activities as may be requested of it and which are consistent with acquitting the Company's duties in expending publicly-provided funding</p>

Monitoring and reporting

The Lake Macquarie Economic Development Operational Plan FY2017 sets out actions Dantia will take to achieve the objectives of the Lake Macquarie Economic Development Strategy 2014-2018.

Dantia will report annually to government, industry and the community on its performance during the four-year period of its Strategy. This Operational Plan defines the key indicators and other measures against which Dantia's performance in delivering the strategy will be assessed.

In April each year, Dantia will provide an update to Council on its progress in achieving the strategy and Operational Plan and provide a one-year plan to Council that sets out proposed actions to deliver that Strategy in the coming 12 months.

In addition, Dantia will provide a formal annual report to government by 31 August each year.



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