

July 2012 – December 2013



DUBBO CITY PROMOTIONS PLAN

2012 – 2013



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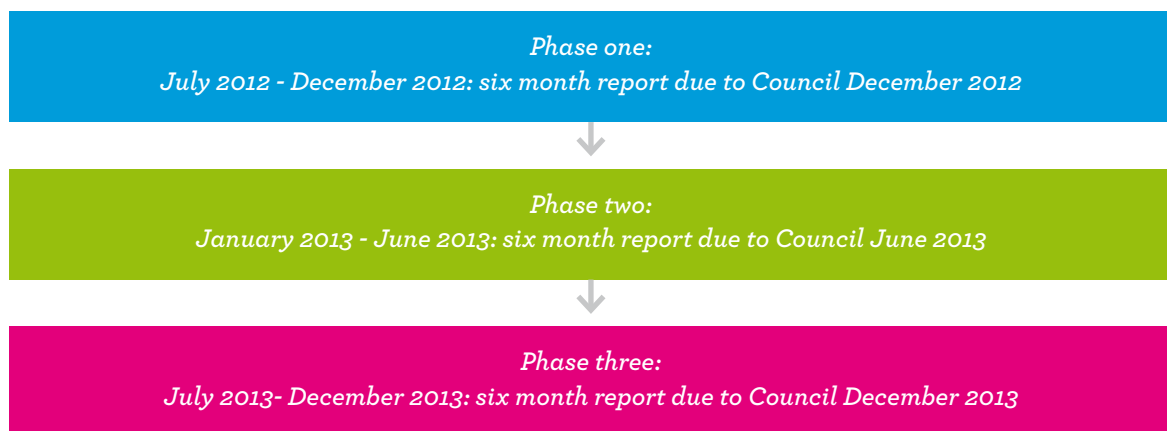
Executive Summary

1.1 Introduction

The City's Promotion Plan is a plan of action to guide the promotion of the City to key target markets. Its aim is to promote the City's offerings to the new resident, visitor and event markets and to support the vision and activities identified in the City's Community Strategic Plan - Dubbo 2036 and the Economic Development Strategy. The Plan also incorporates the goals of the Dubbo City Events Strategy.

The Promotions Plan sets timings, objectives and performance indicators and is the framework for the delivery of campaigns, events and activities by staff of Dubbo City Council's Marketing and Communications Branch.

The Plan will commence in July 2012 and conclude in December 2013 and will mirror previous reporting cycles by providing a 6 monthly progress report as follows:



1.2 Background

In 2008, Council established a City Image Branch to be responsible for creating a City Image Program with the aim of delivering a more cohesive, coordinated promotion of Dubbo. The City Image Program encouraged and supported growth across many sectors of the local economy including destination marketing for leisure and business tourism, as well as investment, event and skill attraction.

In 2010, as a result of the Branch's expanded responsibility in to the area of event attraction (and delivery of several conference events), an increase focus on online marketing and changes to internal Council service requirements, the Branch was restructured to the Marketing and Communications Services Branch.

Roles were reviewed to ensure that the Branch could deliver the needs of City promotions and events services, operation of the Dubbo Visitors Information Centre and Council's Corporate Communications Program.

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Overview of City Promotions

2.1 What does city promotions involve?

The Plan is aimed at promoting Dubbo's offerings to the new residents, events and visitors markets. It is also aimed at supporting the actions under the City's new Economic Development Plan and Dubbo 2036 Community Strategic Plan and promoting a positive image of Dubbo within the community and beyond.

The Promotions Plan is the framework which guides the actions of the Promotions and Events team. Together with the Plan, staff of the Branch are required to respond to promotional opportunities as they arise.

Recent examples of outcomes of the Promotions and Events team include:

- Production of the Dubbo City Guide
- New Residents Nights
- Street flag campaign
- "Let kids be kids" Autumn TV Campaign
- External truck campaign
- Development of the Dubbo City Events Strategy and two-year action plan
- Delivery of three major local government conferences

The team is also responsible for:

- Managing dubbo.com.au and social media channels
- Placing positive stories in the media
- Co-ordinating consumer show promotions
- Developing collateral to target specific markets
- Distributing information packs to new residents; prospective new residents; event organisers and

investors

- Developing information targeting school holiday periods for the information of local business and visitors
- Responding to filming enquiries
- Developing itineraries for target markets
- Managing media and industry familiarisation tours
- Participation in local, regional and state organisations including Inland tourism, Evocities, FilmCentral and Newell Highway Promotions Committee

2.2 Current situation

1. Fundamental promotion tools i.e. brand, websites, city guides

Previous Promotions Plans provided outcomes such as the development of Dubbo's new "time to" brand; establishment of a Dubbo promotional web portal, dubbo.com.au; development of information packs targeting key markets; and production of videos promoting the City's offerings.

It is critical however, that continual investment is made in maintaining and further improving these fundamental promotional tools. This includes information management (i.e. efficient operational and management process); web management (i.e. ensuring site is relevant and keeps pace with technology); information pack maintenance and collateral maintenance (i.e. ensuring information is current and up-to-date); refreshed image and editorial banks (i.e. ensuring promotional materials are in-line with expectations from industry and the media).

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Overview of City Promotions (continued)

2. Cooperative marketing: locally and regionally

The Plan has received strong support from industry, providing financial and in-kind support to the delivery of actions attracting key markets. The Plan has received support from industry stakeholders predisposed to collaborative marketing, such as tourism operators, but over the years has also had success working collaboratively with industry groups such as the retail sector, developers, transport and the health sector.

Regionally, the City continues to work collaboratively with neighbouring LGAs – as fellow members of regional tourism organisations and as partners within the region; and with members of the Evocities campaign.

The City remains an active member of the Regional Tourism Organisation (RTO), Inland NSW. The RTO was established 12 months ago and during this very short period of time has undertaken a significant number of promotional activities and workshops that have attracted the support of members, including Dubbo City Council. The move to join Inland NSW has provided many tangible benefits to the city. A return on investment report issued by Inland NSW Tourism for the first eight months of members shows for an investment of \$30,922 (membership and cooperative marketing contributions) the City has received return benefits to the value of \$347,000.

Inland Tourism is currently undertaking a proactive program of attracting industry membership. The vision for the RTO is that the organisation needs to be heavily supported by industry operators (not just local government) to ensure its success. The challenge will be in communicating to local operators the benefits of membership with Inland Tourism, in addition to membership of the locally based Tourism Action Group and the City Promotion's Partnership Program (which focuses mainly on provision of promotion/information channels such as the Dubbo City Guide, Visitor Information Centre and online directories at www.dubbo.com.au).

Destination NSW (formerly known as Tourism NSW/Events NSW) also provides Dubbo with opportunities for promoting the destination. Approaches are timed primarily with peak visitation periods providing

Council and industry the opportunity to maximise on the propensity for consumers to travel.

A careful balance between the actions (and timings) under the Promotions Plan and unforeseen opportunities for targeted and relevant promotions is a constant requirement of the Branch. Limited by resources and budget the Branch is required to consider opportunities in context with the Plan, and if deemed appropriate, resources will be allocated at the expense– or at the re-alignment of an existing promotional commitments.

3. Online marketing

The Branch currently undertakes online marketing to underpin various campaigns. The aim of the online elements is to drive immediate responses to website content, campaign landing pages, offers and other relevant information. Online marketing aims to include both customer acquisition and customer retention.

Customer acquisition campaigns were instigated for the recent 'Let Kids be Kids' visitor campaign and included Google and Facebook ads which promoted Dubbo offers and Dubbo.com.au to potential visitors. The online advertisements ran alongside the TV advertisements, in the same geographic areas. Online promotions also included customer retention activities through email marketing of an email database and regular updates through Council's social media channels.

More of our customers are looking for City information on Dubbo.com.au. This was the case with the "Let Kids Be Kids" campaign where most respondents clicked on the campaign landing page rather than calling the Visitors Centre. This trend has led to an upward trajectory of visitation to the dubbo.com.au website over the last six months.

Online advertising allows for significant geographic and demographic targeting of customers, excellent tracking and the ability to only pay for customers who have an active interest in a particular promotion through pay per click advertisements. Another advantage with online advertising is the ability to access customer insights and evaluate campaign effectiveness almost immediately.

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Overview of City Promotions (continued)

Over the next 12-18 months ,and in line with industry trends, a greater emphasis will be placed on online advertising. This includes communication with customers through online channels via search engine advertisements, social media presence and targeted online advertisements.

4. Attraction of grants

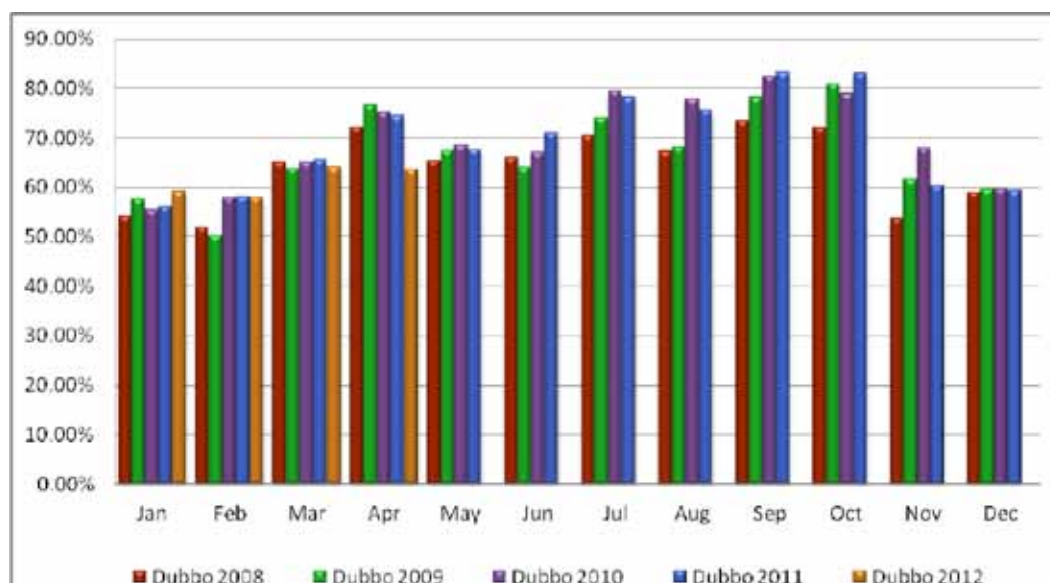
The Branch has been quite proactive and successful in applying for relevant grant funding opportunities in the past. Whilst there have been some unsuccessful applications i.e. TQUAL in 2011 for Elizabeth Park Education Centre, there have been many successes. Successful applications include; ‘Selling our City’ brand and web development project, development of the Dubbo City Events Strategy, Dubbo Education Tours Program, Oasis Gully product development as well as numerous 50% local partnership funding for specific campaigns such as the recent ‘Let kids be Kids” television campaign. Support is also provided to applications being made by stakeholders or neighbouring LGA’s. Recent successful supported applications including Taronga Western Plains Zoo’s new accommodation facility, Cockatoo Institute’s Inland Film Festival as well as several applications for federal and state funding in support of Evocities.

Whilst one of the challenges with grants is the often short period of notice provided, there is opportunity to support work by the Economic Development Branch to ensure local businesses are aware of funding opportunities and applying where and when relevant. This also enables Council to be aware of product development in the City and allows for Council to connect with business/operators and support funding applications (i.e. by a letter of support, or though provision of qualitative and quantitative research and data).

5. Visitation/ Tourism

According to the Dubbo Tourism Market Report (a monthly analysis of commercial accommodation occupancy in the City); the City’s occupancy figures have remained buoyant during the past three years despite a general down turn in visitation across the region, the state and Australia. Vitiation to major attractions has remained stable with peak periods such as school holidays generally remain strong. Events held in the City have assisted in maintaining good levels of accommodation occupancy during traditional trough periods of visitation.

Dubbo Occupancy : 2008 – 2012



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Overview of City Promotions (continued)

The most recent research from Tourism Research Australia indicates the City's average annual visitation as being:

TOTAL ANNUAL VISITATION	ANNUAL OVERNIGHT VISITATION	ANNUAL DAY VISITATION	ANNUAL INTERNATIONAL VISITATION
<ul style="list-style-type: none"> 797,000 total visitors (<i>overnight and day trippers</i>) \$175 million (<i>total Spend</i>) 1.05 million visitor nights 	<ul style="list-style-type: none"> 391,000 overnight visitors \$119 million (<i>total spend</i>) Avg 2.3 night 	<ul style="list-style-type: none"> 396,000 visitors \$49 million (<i>total spend</i>) 	<ul style="list-style-type: none"> 9,000 visitors \$6 million (<i>total spend</i>) Avg 15.9 nights

Source: Dubbo LGA Profile: Tourism Research Australia

National Visitor Survey and International Visitor Survey YE Sept 2008 – YE Sept 2011) Figures are rounded

OVERNIGHT visitation is 391,000 which is change up from 376,000 from the 2010/11 average

Comparing the four year average to June 2007 and four year average to September 2011:

- TOTAL visitation (overnight, Day, international) is 797,000 (change up from 789,000 in 2007)
- Average spend of DOMESTIC OVERNIGHT visitors is \$132 (down from \$134 in 2007).
- Average nights of combining DOMESTIC OVERNIGHT and INTERNATIONALS is 2.6 nights (up from 2.3 in 2007)

Dubbo's key visitor markets remain the compatriots (family) market and wanderers (senior) market. Whilst the Plan primarily targets these markets, it is also designed to undertake activities targeting new and emerging markets (e.g. cycle tours/Chinese market); and traditional markets such as the group market (education/seniors tours).

The Promotions program will have a major support role in assisting the Economic Development Branch develop the Tourism Destination Development Strategy. Once developed this Strategy should guide the priority areas for the promotional program to support growth of this industry in the future.

6. Promoting Dubbo as a regional service centre

Working with the Economic Development Branch and Dubbo Chamber of Commerce there is opportunity for the Branch to support the delivery of business development/capacity building activities to ensure that outcomes from 'seemingly promotion based campaigns' are delivering real value insight to local business and various stakeholders to assist in future delivery of business services. For example, a relatively high level television campaign encouraging people to shop in Dubbo, being underpinned by an integrated consumer competition, customer research initiative and business training program.

Integrated campaigns, using the insights of relevant stakeholders such as the Chamber of Commerce and Economic Development Branch, coupled with creative execution will result in campaigns that deliver multiple benefits to the City and its businesses.

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Overview of City Promotions (continued)

7. Attraction and retention of new residents

The Branch has played a significant role in the development and local delivery of the Evocities campaign. Evocities provides the City with a platform to promote the benefits of regional city living, as well as promote a positive image of Dubbo through a wide range of media coverage across a variety of markets. The Branch will work the Economic Development Branch to ensure that the City continues to benefit from Evocities initiatives, including positive media opportunities, images, content and information kits. The Branch must also ensure these resources are available to support local stakeholders with their own recruitment activities: i.e. 'Welcome to Dubbo' kits for new and prospective employees, collateral for trade shows, tours for prospective recruits.

It is recognised that there may be a need to develop and promote more avenues for new residents to connect with the local community. The introduction of the new residents' night is an opportunity for residents to find out more about the City. It also connects new residents with organisations such as service clubs and sporting clubs. There is opportunity for the Program to further explore avenues and activities to assist in new resident connectivity and to make the move to our City a little easier. This could include working with the local real estate industry to ensure clear and consistent communication with prospective residents about the local market and processes for rentals, through to investigating opportunities for 'buddy' style program whereby local residents/community group members could opt to be part of a program where they are partnered up with an appropriate/compatible new resident family to provide a more personal introduction to the City.

Through the Evocities program, and the daily operation of the Visitors Information Centre the Branch does attempt to provide a very tailored and personal approach to new resident enquires and relocations. However, the Branch is not resourced to provide any further additional introductory services (i.e. physically attending a service club meeting etc with new residents) which could aid in the connection between a new resident and their new community. This need may be able to be filled by community volunteers.

8. Events

The development phase of the Dubbo City Events Strategy has created a renewed awareness in the community of the level of Council support available to events. Communication of the Strategy's action plan and the development of the Dubbo Events Support and Development Program will no doubt increase this level of awareness and a significant increase in the level of enquiry and requests for support is anticipated.

The local industry has been supportive and responsive throughout the development of the Strategy and this strong level of support continues with the establishment of the Dubbo Events Network which attracted around 40 local industry members. The Network was established as an action under the Strategy's two-year action plan. The forum's charter will be to provide support and advice to both Council and event organisers to assist in building and maintaining a robust, diverse and sustainability events industry.

Year one of the two-year action plan is focussed on the creation of processes and documents to support events and industry communication and development. Targeted event attraction marketing is the primary focus of year two of the plan.

A significant project to be undertaken by the Branch during the next few months will be the delivery of the 2012 NSW Local Government Association Conference in October. The conference will attract between 600-700 delegates for three nights and will conclude the round of events the program has attracted during the past few years, that when combined, result in a conservative economic benefit to the City of \$1.1M.

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Overview of City Promotions (continued)

9. Visitor Information Centre

The Dubbo Visitor Information Centre is a level 1 accredited visitors centre trading 9am to 5pm, 7 days a week. Often the 'first port of call' the Centre is the hub for distribution of information to visitors, new residents, event organisers and those wishing to establish a business in the City.

A broad range of Dubbo merchandise, as well as locally produced wares, is on offer from the Centre.

The Centre's staff have a strong rapport with local tourism operators, maintaining clear lines of communication to ensure that the industry and visitors alike are abreast of important and timely information. The Centre provides tailored tours for groups such as schools and seniors, and is often responsible for the design and execution of media and industry familiarisations of the City.

Plans to develop the Centre as a 'destination' is included in the plan, providing an enhanced experience for the visitor and increasing connection local residents have with the Centre.

2.3 Who is responsible for City promotions?

Everyone in Dubbo, including Council, businesses, community groups and resident all have a role to play in supporting and driving positive City promotions.

Council's activities in regards to supporting and driving positive City promotions are delivered by the Marketing and Communications Services Branch. The Branch comprises of essentially three units, headed by the Manager Marketing and Communications:

1: Corporate Communications – responsible for communicating the Council and the organisations activities, information and undertakings.
[2 full time staff]

2: Promotions and Events – responsible for undertaking actions under the Promotions Plan including: campaigns, event attraction and support and management of Dubbo's website, dubbo.com.au and social media channels. [2 full time staff and 1 temp]

3: Dubbo Visitors Information Centre – responsible for operating a level 1 accredited visitors centre 364 days a week; conducting City tours; developing brand merchandise; managing the Dubbo Promotions Partnership Program; supporting Evocities promotional program.
[2 full time staff/1 trainee/9 ambassadors]

The actions under the City Promotions Plan are undertaken by the three staff from the Promotions and Events team with assistance from staff at the Dubbo Visitors Information Centre.

2.4 Where to from here?

The new Promotions Plan (July 2012 - December 2013) needs to continue to deliver on expectation of high quality broad positive promotion activities, as well as support the delivery of specific initiatives outlined in the Dubbo 2036 Community Strategic Plan, Economic Development Strategy and Inland Tourism Strategy..

With the complexity of many of these plans, their expected outcomes, and broad range of target markets it is simplest for the Promotions Plan to be developed and delivered from a more an operational perspective than a strategic perspective like the before mentioned strategies. Whilst the activities in the Plan are all aligned to strategic goals of the City, presentation of them in a more operational context will illustrate how the Branch operates on many levels - locally and regionally - across various markets; as and driver and supporter of major initiatives; as a consultative and collaborative platform; and as service provider.

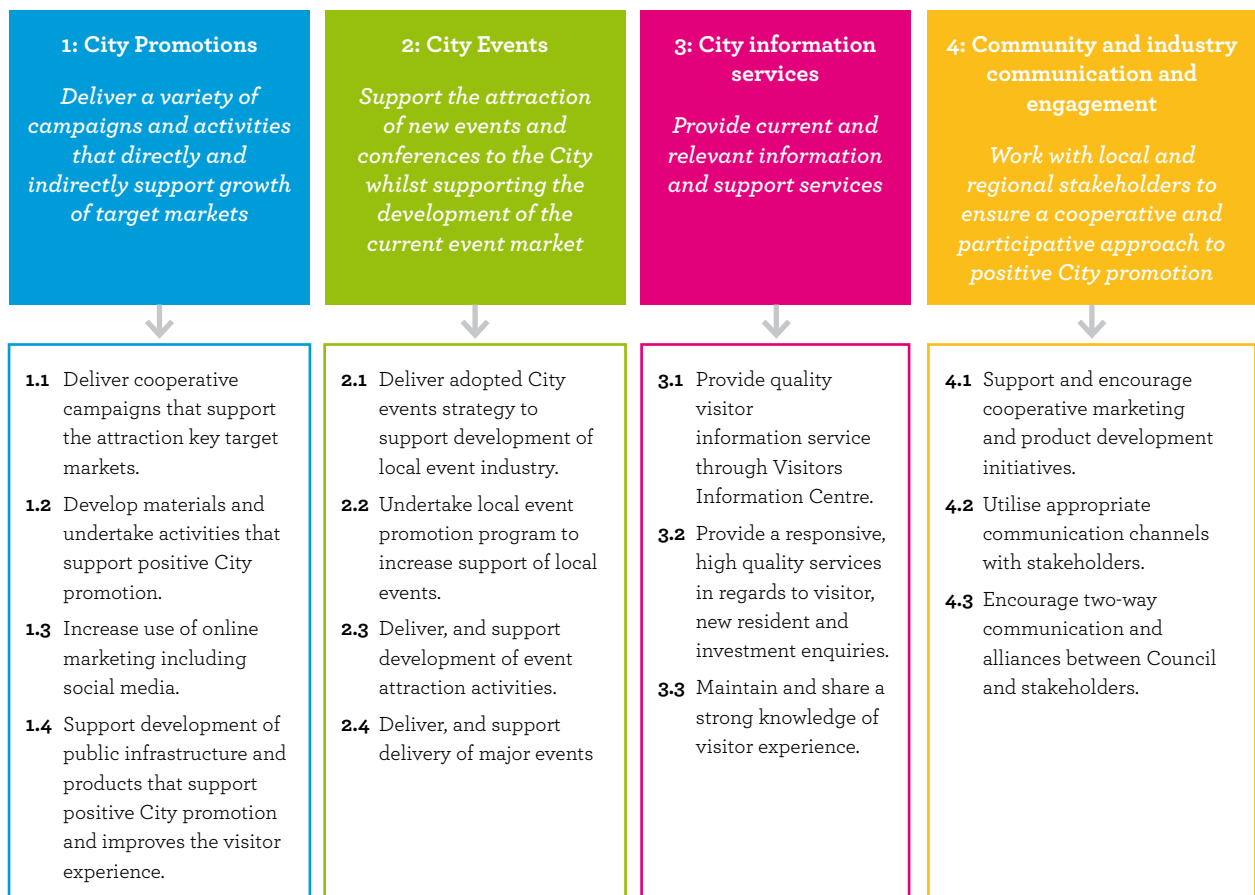
The City Promotions Plan July 2012 - December 2013 contains four key outcome areas, 14 strategies and 77 key actions.

3

City Promotions Strategy Map

Core objective:

To promote a positive image of Dubbo and support the attraction of visitors, business and retail investment and new residents.



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City Promotions Action Plan

1: City Promotions: deliver variety of campaigns and activities that directly and indirectly support growth of target markets.

KPI: \$40,000 in cooperative Funding for promotional activities

KPI: 80% stakeholder satisfaction with key areas of City Promotions Plan

KPI: Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years (2008 - 2011) which is 68.5%.

1.1 Deliver cooperative campaigns and initiatives that support the attraction key target markets (Visitors/New residents/retail and service catchment spend)			
Action	Detail	Timing	Partners
1.1.1 Deliver major local retail and services campaign	Work with Economic Development Branch and local stakeholders to deliver a campaign that promotes the City as a service centre, encourages local expenditure and provides insight into the needs of the local catchment market. Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase one: August - Dec 2012	Council Chamber Local business
1.1.2 Deliver major visitor campaign	Television and online media campaign targeting families aligned to Taronga Western Plains Zoo activity. Campaign developed in cooperation with local industry and supported with special offers for visitors. Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase one: September 2012	Council Local business Tourism Action Group
1.1.3 Support Economic Development Branch to deliver the localised activities of Evocities	Support to include positive media placements and integration of Evocities' messages and platforms to other city promotional activities.	Phase one, two and three	Council Evocities
1.1.4 Support development of product bundling	Work with local industry and Inland Tourism to facilitate and promote 'packaged products' for example DRTCC weekend theatre packages, Zoo plus two, attraction bundling (including free/community activities). Co-operative campaign with Council facilitating development of packages	Phase two and three	Council Local business Tourism Action Group

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City Promotions Action Plan (continued)

1.1 Deliver cooperative campaigns and initiatives that support the attraction key target markets (Visitors/New residents/retail and service catchment spend)

Action	Detail	Timing	Partners
1.1.5	Investigate opportunities for 'Evovisit' package Work with economic development function, Inland Tourism and local industry to investigate the development of evovisit packages. Package would be aligned to the Evocity concept however would be developed and delivered locally to encourage prospective residents to visit the City. Co-operative campaign with Council facilitating development of packages	Phase two January - June 2013	Council Inland Tourism Local business Tourism Action Group
1.1.6	Investigate opportunities for 'Evomate' package Work with Economic Development Branch, local community and local industry groups to investigate the development of 'Evomate' packages. Packages would be aligned to the Evocity concept however they would be developed and delivered locally, offering family and professional hosting for prospective residents, or buddy system an individual or family that has relocated. Investigate establishment of 'Partners Packs' (targeting partners of professionals) targeting partners of potential or recently relocated professionals. Co-operative campaign with Council facilitating development of packages	Phase three June - December 2013	Council Chamber Local business Community
1.1.7	Work with industry to develop campaign/packaging that targets visiting friends and relatives market Co-operative campaign with Council facilitating development of packages	Phase two: January - June 2013	Council Tourism Action Group Local business
1.1.8	Undertake activities that support the attraction of Chinese visitor market Work with local/regional/and state tourism Organisations to deliver initiatives connecting with the Chinese market - i.e. translated websites, city information, coach tours.	Phase one, two and three	Council Destination NSW Inland NSW Tourism Action Group Local business
1.1.9	Connect new residents and local businesses Develop a cooperative retail and services program to engage new residents with local business and industry - i.e. 'welcome card' containing introductory offers for new residents.	Phase one: November 2012	Council Local business Chamber
1.1.10	Develop communications that target Group Tours Market Develop and promote specific special interest itineraries and (i.e. cycling market, seniors, education, heritage)	Phase one: By December 2012	Council Local business Inland NSW Destination NSW Tourism Action Group
1.1.11	Participate in major regional cooperative campaigns and initiatives Participate in cooperative activities with: <ul style="list-style-type: none"> Regional Tourism Organisation: Inland Tourism including production of a book promoting inland NSW, Royal Easter Show sponsorship and an Inland NSW visitor mobile application Destination NSW including adhoc participation in the monthly escapes enewsletter, Media Newsletters, Hosting Media Famils and School Holiday Promotions Co-operative campaigns aimed at attracting dollar for dollar investment from partners	Phase one, two and three	Council Inland NSW Destination NSW Local business

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City Promotions Action Plan (continued)

1.2 Develop materials and undertake activities that support positive City promotion				
Action	Detail	Timing	Partners	
1.2.1	Support Economic Development Branch to develop City Investment Pack.	Includes development of star business and industry profiles (see Economic Development Action Plan 5.3).	Phase two: By June 2013	Council Industry
1.2.2	Expand online image library on dubbo.com.au	Quality images to be available for local businesses, local and external media to use to support individual activities and articles.	Phase two: By June 2013	Council
1.2.3	Improve online communications and promotions	Undertake review of dubbo.com.au including useability of site for mobile applications Maintain knowledge of new media and changes in technology and apply to relevant City promotions.	Commenced to be completed phase one By December 2012 Phase one, two and three	Council
1.2.4	Develop key media packs	Packs to support specific media industry visits and articles	Phase two: By June 2013	Council
1.2.5	Update city film footage	Update footage library to increase quality and diversity of footage to use in promotional material and update key materials such as visit/events/new resident DVDs and online videos.	Phase two: By June 2013	Phase two: By June 2013 Council Local business
1.2.6	Develop 2013 Dubbo City Guide	City Guide to be produced in-house including management of advertising, editorial, images and design. Guide to be integrated to online platforms, including Dubbo Directory and a mobile application. Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase one and two: December 2012 - May 2013	Council Local business Regional LGA's
1.2.7	Provide quality City Tours for key interest groups	Tours to be provided by staff and ambassadors utilising existing itineraries, or creating new itineraries to suit individual group needs.	Phase one, two and three	Council Local Business
1.3 Increase use of online marketing including social media				
Action	Detail	Timing	Partners	
1.3.1	Increase and improve online visual of City	Monitor developments, and implement relevant social media channels that support increased visual/imagery promotion of city (for example Pinterest) Utilise YouTube and other video streaming applications to support promotion of the City (i.e. vmail)	Phase one, two and three	Council
1.3.2	Increase and improve positive city promotions via social media	Monitor developments and implement relevant social media channels that support increased positive story promotion of city. Increase use of Facebook marketing to reach key markets and underpin specific campaigns and initiatives.	Phase one, two and three	Council
1.3.3	Increase social media interaction	Increase interaction across local industry and community to extend reach of various City promotions social media channels.	Phase one, two and three	Council Local business Community
1.2.4	Deliver cooperative positive viral campaign initiatives	Work with local/regional/and state tourism/ development organisations to deliver positive viral campaign initiatives.	Phase one, two and three	Council Inland NSW Newell Highway Promotions Committee Destination NSW

4

City Promotions Action Plan (continued)

1.4 Support development of public infrastructure and products that support positive City promotion and improve the visitor experience

Action	Detail	Timing	Partners
1.4.1 Implement City Signage Strategy: city entry signage	Welcome signage at 60km zones on City fringe on 5 major highway entrances	Phase one: By December 2012	Council
1.4.2 Implement City Signage Strategy: city event signage	Via event network investigate opportunities to promote events through signage points	Phase two: By June 2013	Council Industry Dubbo Events Network
1.4.3 Implement City Signage Strategy: city flag program	Continue with existing Macquarie Street program. Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase one, two and three	Council Industry
1.4.4 Support implementation of Public Art Strategy	(see Dubbo 2036 Community Strategic Plan) Co-operative campaign aimed at attracting dollar for dollar investment from industry	TBA	Council Industry Community
1.4.5 Support local operators to apply for relevant funding and assistance for product development.	Work with Economic Development Branch to support local industry product development initiatives or funding application as appropriate	Phase one, two and three	Council Chamber Inland NSW
1.4.6 Expand locations of City Information Boards.	Ensure City information is available at high traffic areas throughout the City to encourage local visitation to attractions and events. Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase two: By June 2013	Council Industry

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City Promotions Action Plan (continued)

2: City Events: Support the attraction of new events and conferences to the City whilst promoting supporting the development of the current event market.

KPI: support attraction of three major events per annum

KPI: Event organisers report 90% satisfaction with support received via the Event Support and Development Program

KPI: 30 local events provided with support via the Event Support and Development Program

2.1 Deliver adopted City events strategy to support development of local event industry.				
Action	Detail	Timing	Partners	
2.1.1	Facilitate development of an effective Dubbo Events Network	Support growth of a proactive local event industry through development of Dubbo Event Network	Phase one, two and three	Council Dubbo Events Network
2.1.2	Develop and distribute a 'Tool Box' for event organisers to support local events	<ul style="list-style-type: none"> Step by step guide to holding an event in Dubbo Indoor and outdoor venue guide Council approval guidelines (i.e DA's / Fees and Charges) Event organisers checklist Reference document for government assistance / funding Event Support and Development Program (incorporating Event Development Fund) 	Phase one: By December 2012	Council Dubbo Events Network
2.1.3	Establish relationships between industry and Council to partner in supporting industry self development	<ul style="list-style-type: none"> Support professional development forums for existing and prospective event managers through annual workshops and mentor sessions. Conduct a 'taking advantage of events' workshops for local businesses Council to sponsor one local event organiser to attend event training course annually 	Phase two and three by December 2013	Council Dubbo Events Network Industry
2.1.4	Develop event evaluation and feedback framework to support industry and event managers	- Council to publish the combined event evaluations data annually via industry newsletter and the web.	Phase two: By June 2013	Council
2.1.5	Manage and execute Council's Event Development Fund	Introduce an Event Development Fund (EDF) to form part of the Dubbo Events Support and Development Program. EDF to act as an "incubation fund" whereby not for profit organisations conducting events can apply for cash or in-kind services from Council, and use assistance to specifically grow/develop a more sustainable event.	Phase one, two and three	Council
2.1.6	Manage Council's Event Support and Development Program	Programs includes: General advice, local market information and assistance, familiarisations, Listing event on What's On, Event promotion via the information sign at Rotunda, railway bridge, Visitor Information Centre and social media channels.	Phase one, two and three	Council Industry

2.2 Undertake local event promotion program to increase support of local events.				
Action	Detail	Timing	Partners	
2.2.1	Promote events to local community	Including Weekly What's On (print and radio), Monthly What's On (print) weekly e-newsletters and monthly eblasts.	Phase one, two and three	Council
2.2.2	Redevelop the Events Section of dubbo.com.au	Maintain all content in events section on dubbo.com.au.	Phase two: By June 2013	Council

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City Promotions Action Plan (continued)

2.2 Undertake local event promotion program to increase support of local events.

Action	Detail	Timing	Partners
2.2.3	Implement a social media plan for local event promotion in Dubbo	Effectively utilise Twitter, Linked In, Facebook to promote local events	Phase one, two and three Council
2.2.4	Utilise existing, and investigate new, event promotion avenues	Including street banners/flags, CBD rotunda sign, railway bridge and Visitors Information Centre.	Phase one, two and three Council
2.2.5	Deliver media releases promoting local events	Engage the community by promoting local good news stories from events promoting economic, social, cultural and environmental benefits of events.	Phase one, two and three Council

2.3 Deliver, and support development of event attraction materials and activities

Action	Detail	Timing	Partners
2.3.1	Develop generic event attraction materials and event attraction activities	Including direct and online marketing activities and relevant trade show exhibitions Co-operative campaign aimed at attracting dollar for dollar investment from industry	Phase two: By June 2013 Council Dubbo Events Network Industry
2.3.2	Deliver event bids as appropriate	<ul style="list-style-type: none"> Prepare targeted bids Support development of bids by local event organisers 	Phase one, two and three Council

2.4 Deliver, and support delivery, of major events as determined by event support program

Action	Detail	Timing	Partners
2.4.1	Successfully deliver the 2012 Local Government Association Conference	Conference delivered to high standard, with all key actions completed on time and on budget.	Phase one: By November 2012 Council LGA Conference Sponsors Industry
2.4.2	Develop special offers 'Stay and Play' program	Develop a 'Special Offers' local retail promotional program to be provided to major events that attract overnight visitation. Co-operative campaign with Council facilitating development of packages and offers	Phase one, two and three Council Industry
2.4.3	Provide Central Reservation Service to relevant events	Service provide to relevant events where appropriate.	Phase one, two and three Council

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City Promotions Action Plan (continued)

3: City information services: Provide current and relevant information and support services

KPI: 90% Customer Satisfaction with quality of Service provided at the Visitors Information Centre

KPI: 90% Customer Satisfaction with quality of Service provided at the Visitors Information Centre

KPI: Monthly market reports developed and distributed (12)

3.1 Deliver adopted City events strategy to support development of local event industry.				
Action	Detail	Timing	Partners	
3.1.1	Maintain operations of Centre 7 days a week/364 days a year	Centre staff and information channels remain up-to date with relevant City information. Information is provided in a positive and proactive manner.	Phase one, two and three	Council
3.1.2	Maintain City Ambassador Program	Ambassadors remain engaged with city promotions program and continue to enhance customer experience at Centre, support relevant city promotional events and activities including City tours.	Phase one: By December 2012	Council
3.1.3	Ensure accessibility of the Centre	Review location of 'i' signage and introduce new 'paid signage' when and where appropriate.	Phase two: By June 2013	Council
3.1.4	Provide customer leads and feedback to local operators	Ensure all leads and customer feedback provided to industry as in a timely and appropriate manner.	Phase one, two and three	Council
3.1.5	Ensure timely a relevant operator updates	Provide general updates and reminders to industry regarding peak periods and major events.	Phase one, two and three	Council
3.1.6	Further investigate opportunities to establish VIC as a destination	Investigations to include interpretive signage or sculptures, café service, external deck, gardens and play equipment (see Dubbo 2036 Community Strategic Plan and Open Space Master Plan).	Phase two: By June 2013	Council

3.2 Provide a responsive, high quality information services in regards to visitor, new resident and investment enquiries				
Action	Detail	Timing	Partners	
3.2.1	All new resident enquires provided with personalised, high standard of service	Ensure all new resident enquires are responded to within 48 hrs.	Phase one, two and three	Council
3.2.2	Review presentation and content of accommodation section of City website	Improve the accessibility of online booking for visitors. Integrate accommodation online booking capability (link to individual operators).	Phase two: By June 2013	Council
3.2.3	Expand online Dubbo Directory	Directory to include a broader range of local businesses.	Phase two: By June 2013	Council Industry
3.2.4	Maintain proactive approach to integrating City information, business and customer requirements	School holiday updates, Customer survey research, Seasonal availability and city activities updates.	Phase one, two and three	Council Industry
3.2.5	Investigate centre based opportunities with neighbouring VIC's	Explore opportunities for more integration/promotion of regional tours and attractions.	Phase one, two and three	Council Regional LGAs
3.2.6	Increase 'local' spend at Visitor Information Centre	Proactively promote retail offering at the Centre including Dubbo merchandise, souvenirs and regional produce to the local community.	Phase two: By June 2013	Council Community

4

City Promotions Action Plan (continued)

3.3 Maintain and share a strong knowledge of local market and visitor experience.

Action	Detail	Timing	Partners
3.3.1 Work with Economic Development Branch to support development of a Tourism Destination Development Strategy	(see Economic Development Action Plan 3.1.1)	Phase two: By June 2013	Council Tourism Action Group Inland NSW Destination NSW
3.3.2 Deliver monthly market reports	Reports to include occupancy, visitor centre patronage and visitation to major attractions.	Phase one, two and three	Council Industry
3.3.3 Ensure all staff are aware of City offerings	All staff to undertake minimum 35 hours of local familiarisations.	Phase one, two and three	Council Industry
3.3.4 Maintain a relevant City information database	Including key statistics and City facts and be supported by a regular update program (see Economic Development Action Plan 3.9.3).	Phase one: By December 2012	Council
3.3.5 Maintain a relevant City operational database	Including key stakeholder details (see Economic Development Action Plan 3.9.3).	Phase one: By December 2012	Council

4

City Promotions Action Plan (continued)

4.1 Community and industry communication and engagement: Work with local stakeholders to ensure a cooperative and participative approach to positive City promotion

KPI: Minimum of 130 industry partners participating in City Marketing Partnership Program

KPI: progress report on City promotions program to be provided to Council and Industry every six months

4.1 Deliver adopted City events strategy to support development of local event industry.			
Action	Detail	Timing	Partners
4.1.1	Maintain effective City Marketing Partnership program To ensure all local businesses have equal opportunity to utilise city information and promotion channels.	Phase one, two and three	Council Local Business
4.1.2	Maintain support of relevant product development initiatives Including routes and trails, various events, and appropriate economic development activities.		Council Destination NSW Tourism Action Group
4.1.3	Communicate activities, collaborative opportunities and industry development opportunities Including face to face, social media, local media, industry presentations and individual stakeholder meetings.		Council

4.2 Utilise appropriate communication channels with stakeholders			
Action	Detail	Timing	Partners
4.2.1	Support Economic Development Branch to maintain an effective Dubbo online business resource centre. Centre to provide range of useful information to assist local businesses, including research, statistical information and a image library.	Phase one, two and three	Council
4.2.2	Redesign City Promotions information section on dubbo.com.au and dubbo.nsw.gov.au Section to include up-to date information regarding of city promotions activities and outcomes, and future collaborative opportunities.	Phase one	Council
4.2.3	Maintain and utilise City promotions Stakeholder database • Ensure database remains current • Provide minimal monthly update	Phase one, two and three	Council
4.2.4	Maintain City events stakeholder database • Ensure database remains current • Provide Weekly enewsletter update • Provide monthly e update		
4.2.5	Increase social media interaction Increase interaction across local industry and community to extend reach of various community engagement social media channels (i.e. Dubbo City Facebook).		
4.2.6	Ensure consistent communication with local stakeholders via local engagement program Program to include newsletters, social media, presentations to networks and face-to- face meetings with operators and stakeholders.		

4

City Promotions Action Plan (continued)

4.3 Encourage two-way communication and alliances between stakeholders			
Action	Detail	Timing	Partners
4.3.1	Maintain active membership of Inland Tourism	Phase one, two and three	Council Inland Tourism
4.3.2	Maintain active membership of Tourism Action Group		Council Tourism Action Group
4.3.3	Maintain active membership of Screen Central NSW		Council Screen Central
4.3.4	Maintain active membership of Newell Highway Promotions Committee		Council Newell Highway Promotions Committee
4.3.5	Maintain active membership of Dubbo Chamber of Commerce		Council Chamber
4.3.6	Maintain active membership of Australian Regional Tourism Network		Council
4.3.7	Develop and deliver 6 monthly progress reports on City Promotions Program		Council