



CITY DEVELOPMENT DELIVERY PLAN

2014

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Executive Summary

1.1 Introduction

The City Development Delivery Plan is a 12 month plan of action to guide the delivery of City development services. Such services aim to support the attraction of new investment into the City, expansion of existing industries and experiences, and promotion the City’s offerings to the investor, new resident, visitor and event markets.

The Plan articulates specific activities to be undertaken, and incorporates the goals of the Dubbo 2036 Community Strategic Plan, Dubbo City Economic Development Strategy, Dubbo City Events Strategy, Destination Management Plan, Evocities Strategic Plan and the draft Dubbo Digital Economy Strategy.

The Delivery 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 City Development and Communications Branch, of the Corporate Development Division. The KPI’s are a reflection of the City Development and City Marketing operational plans that were adopted as part of Council’s annual delivery program for Dubbo Community Strategic Plan 2036.

The Delivery Plan has a direct link to the adopted 12 month Economic Development Action Plan. It includes (and will report on) in more detail the specific activities that are listed in the Economic Development Action Plan, and that are the responsibility of the City Development function.

The Plan will commence in January 2014 and conclude in December 2014. It will mirror the reporting cycles of the Economic Development Action Plan by providing quarterly progress report as follows:



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Overview of City Development

2.1 What does City Development involve?

The mission of Council's Corporate Development Division is to engage with the community, industry and government to facilitate the development of Dubbo.

As a key function in the Division, City Development is the facilitation, activation and response to opportunities that support city growth and expansion. It not only involves supporting the attraction of new investment into the City via events and conferences, new business, visitation and new residents, but also playing an active role in supporting expansion of the City's current offerings, be they existing industries, workforce, commercial and community events or visitor attractions and experiences.

City Development requires a strong combination of activities that build demand for Dubbo and activities build the City's capacity for further investment.

Demand building activities include general and specific initiatives to promote a positive image, visitor and new resident attraction activity, production of generic and targeting sales pitches to new industries, potential businesses and events.

Capacity building activities include supporting or driving product development and enhancement, supporting grants applications for major infrastructure projects, city experience packaging, industry and workforce training and development.

The City Development Delivery Plan aims to clearly identify the specific activities that will be undertaken to not only positively promote the City to attract investment, but also support the actual development or expansion of Dubbo's offerings to various target markets.

City development activities are identified broadly, and in some cases specifically, through a number of key city strategies including:

- Dubbo 2036 Community Strategic Plan
- Economic Development Strategy and Action Plan
- City Events Strategy
- Destination Management Plan
- Evocities Marketing and Communications Plan
- Draft Dubbo City Digital Economy Strategy.

The City Development Delivery Plan is the articulation of specific activities being undertaken as a direct result of the above strategies and plans.

The balance between proactive and responsive activities requires opportunity analytics considering staff and financial and resources competing priorities .

Importantly this centralised delivery plan guides the operations of the City Development team. In addition to implementing activities identified in this plan, branch staff are required to respond to city development opportunities as they arise.

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Overview of City Development (continued)

Examples of key projects delivered through the City Development function include:

- Your Dubbo: business development and consumer engagement program
- Development of Orana Region Industry Network (ORIN) and subsequent member communications on potential business expansion activities and development of an industry capability directory
- Development of the ‘Lets Get Growing’ Alliance
- Development of an Event Development and Support Program
- Production of the Dubbo City Guide and Investment Prospectus
- New Residents attraction program including Evocities activities and New Resident Nights
- City Signage strategy including CBD banner campaign
- “Let kids be kids” visitor attraction campaigns
- Attraction of significant events and conferences
- Development of the draft Dubbo City Digital Economy Strategy
- Development of the region’s Destination Management Plan.

In addition to developing and delivering major projects and campaigns, the City Development function is also responsible for providing ongoing and day to day services, including:

- Responding to business investment or expansion enquiries
- Providing information and statistics to support business plans and funding applications
- Support development of Council’s corporate business development plans and activities
- Managing dubbo.com.au, online Business Resource Centre and associated social media channels
- Proactive media management including media familiarisation tours and gaining positive media placements in state and national media
- Developing generic and targeted collateral for a range of target 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 and facilitating film production investment
- Responding to media and local industry requests for editorial and images
- Undertaking consumer and industry research including stakeholder satisfaction, post visitation and tourism market reports
- Participation in local, regional and state organisations including Inland NSW Tourism, Evocities, Film Central and Newell Highway Promotions Committee
- Managing a Level 1 Accredited Visitor Information Centre.

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Overview of City Development (continued)

2.2 Current situation

Whilst the influencing strategies of this delivery plan discuss city development needs at a strategic level, this section is intended to provide a more specific 'operational' view of the key challenges and opportunities in delivering city development services and the activities aligned to the adopted high level strategies.

1. Local business development

Past programs have achieved some significant results in regards to getting business and industry sectors to work together to positively promote the city and their businesses. From this platform there is opportunity to deliver more industry development focused programs and activities that further engage individual businesses and whole sectors to respond to specific development needs.

The 2012/13 Your Dubbo Program is an example of how a consumer campaign can be integrated with business development and engagement activities. The 2012/13 Program had a strong customer focus and worked with local businesses to build the overall brand of retail in the City. As a next step to this, the 2014 Your Dubbo Program will focus more heavily on the specific needs of participating businesses to further develop, expand or build on part of their business that they identify as important or needing attention.

Industry development activities need to be created in partnership with identified industry sectors. This can happen through a push from industry itself, or through identification by the Branch. A grass root approach as described is critical to the success of programs, and tangible outcomes

for industry and the wider city economy. Utilising formally identified City data is an important tool in the engagement process, but being across the local market and responding to issues on a local level is just as important in this process. For example, whilst the information is able to identify the number and type of businesses in the City, current and planned developments or issues are not able to be measured through this type of data, so it is important that this type of information is also used to develop effective programs.

Inter-industry communication is an integral part of business development for the City. There are opportunities for business growth (and the City overall) by simply ensuring that businesses are knowledgeable about what is available within the City. Whilst research indicates that for some sectors such as manufacturing and construction, the supply chains within the City appear to be quite strong, liaison with individual businesses still indicates that there is room for increasing local supply. This can be built towards through education and communication of the City's industry capacity to individual businesses. Improved understanding and analysis of the supply chain will also ensure appropriate targeting of new investment to meet any identified supply chain gaps.

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Overview of City Development (continued)

2. Cooperative marketing: locally and regionally

Over the years local industry confidence in cooperative marketing has grown. Promotional and development programs have received strong support from industry, resulting in increased activities and maximisation of budgets. The Branch has had much success in working cooperatively with some industry sectors, including accommodation, attractions, health and transport, however has undertaken limited cooperative activity with other sectors such as agriculture and trade industries.

The City Development Delivery Plan must continue to work with stakeholders predisposed to collaborative marketing, such as 'tourism' operators, but also working collaboratively with industry groups such as the retail sector, developers, transport and the health sector, especially in regards to attraction of skilled professionals.

The City Partnership Program commenced two years ago and has grown to 187 businesses, an increase of 26.6% on the previous last year. The Program has been designed to provide a platform for various levels of participation and was revised this year to provide a 12 month option (in addition to the 18-month option aligned to the release of the City Guide). Members are realising the program benefits and have an increased ownership and improved opinion of cooperative marketing. Key to growing the Program was staff contacting businesses personally and explaining partnership opportunities. The Program has been successful in engaging new operators and businesses that previously declined cooperative involvement based on a 'historical' unfavourable experience, for example three accommodation operators who have not participated in cooperative marketing for seven years are now partners in the Program. The Partnership Program has strong potential to

continue to grow, however this needs to be balanced with the staff resources available to administer any membership drives/meetings and the ongoing administration of the memberships i.e. Various web listings, quarterly updates and client invoicing.

The City remains an active member of the Regional Tourism Organisation (RTO), Inland Tourism NSW. The RTO was established almost three years ago. A return on investment report issued by the RTO indicates for an investment of \$40,264 inclusive two years (membership and cooperative marketing contributions in 2011/12 and 2012/13) the City has received return benefits to the value of \$398,000.

Through the RTO the Branch has been successful in attracting numerous grants to support product development and visitor attraction activities. This cooperative approach is resulting in effective applications being submitted in accordance with numerous changes to state funding programs. Application processes are becoming far more rigorous. A recent 'Dubbo Destination' application was one of only five successful applications out of 49 in the state (previous year had 63 submission approved valued at \$5.4M (industry and DNSW funds) plus three new applications worth \$1.9M from the new 2013 RVEF program).

Whilst Dubbo is a well known visitor destination, it is critical that the City looks to work with neighbouring LGA's to maximise visitation and efforts to 'manage' the broader destination to ensure a sustainable future.

Development of a Destination Management Plan provides a clear avenue for activities that can be undertaken across the destination to support the appeal of the destination and destination development. Activities in the plan include accommodation and product audits, market research, regional RV and caravanning itineraries and touring routes, and food and beverage product development.

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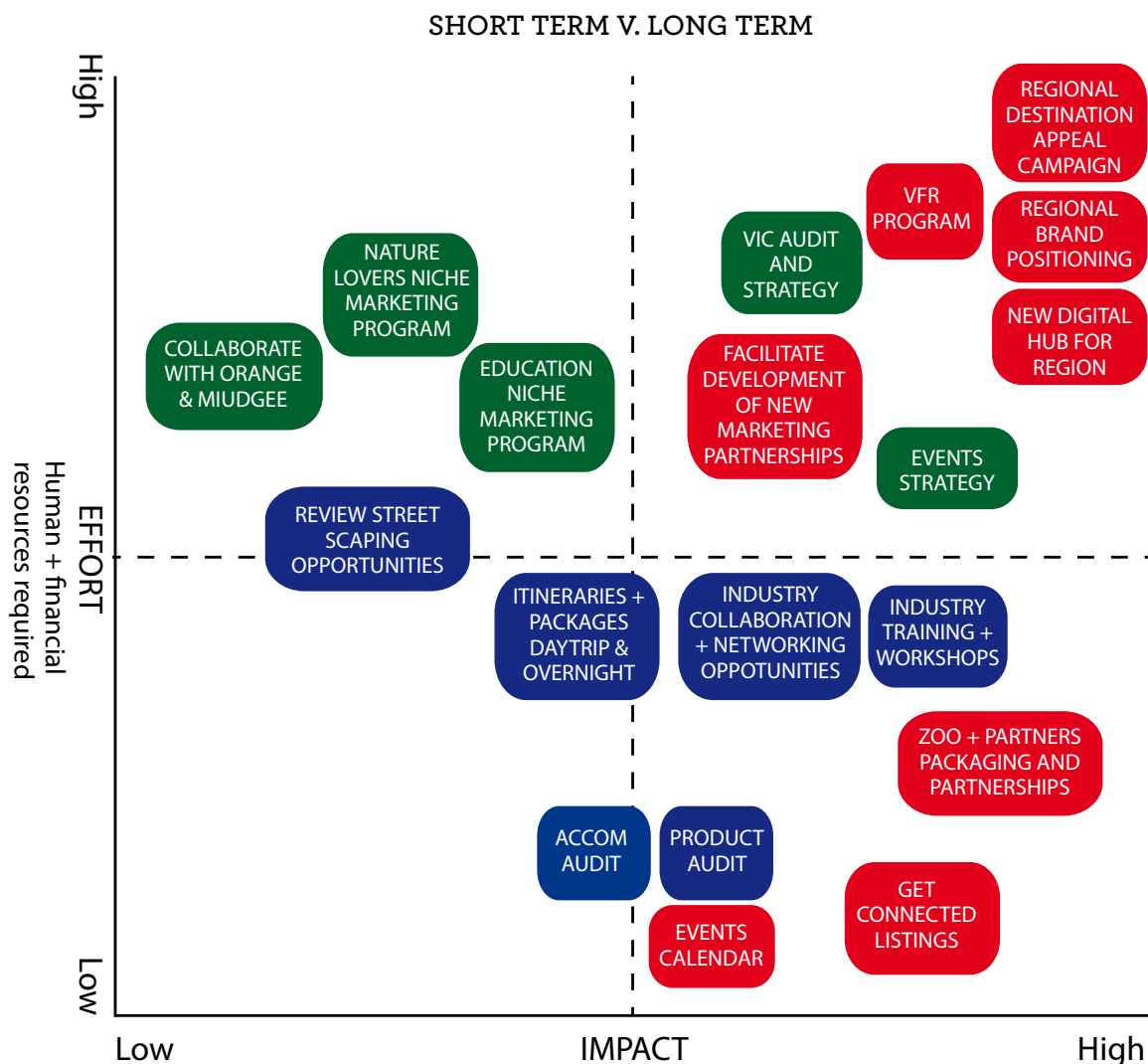
Overview of City Development (continued)

The 'destination' is a loose footprint which includes Dubbo, Narromine, Gilgandra, Warrumbungles, Coonamble, Warren and Lachlan LGAs. Whilst the DMP identifies Dubbo's destination for cluster development and marketing, this will not act like a boundary fence on strategic alliances that the City will form, and Dubbo will continue to undertake activities with partners across various local government areas. The current development of the 'Wild Rhino Trail' from Sydney to Dubbo, and packaging for the Parkes Elvis Festival are cases in point.

The DMP recognised a number of activities to be undertaken by Inland NSW Tourism and various DMP working parties.

Priorities of the Destination Management Plan:

Through Inland NSW Tourism evaluation process a range of opportunities were identified and prioritised. A strategic effort impact evaluation was developed to efficiently identify a variety of opportunities available. This is illustrated below.



Red - indicates Inland NSW Tourism's 2013/2014 Priorities.

Blue - Indicates DM Working Group's 2013/2014 Priorities

Green - Indicated 2014 and Beyond Priorities

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Overview of City Development (continued)

3. Digitising Dubbo

An expected outcome of the Economic Development Action Plan is to enhance business expansion through the digitisation of the City.

Through the development of an implementation plan for the enactment of a Digital Economy Strategy the City will be guided to take the necessary steps to remain current, competitive, and applicable in the City's evolving economic and social landscapes.

As the lead agent, Council is responsible for the implementation of the Strategy and seeking engagement from the community and business and industry sectors to deliver the action plan. The strategy development process involved consultation with key sectors within the City and Council, gauging the benchmark for digitisation and awareness on its capability. The action plan involve education awareness, change management, engagement and communication, training and collaboration, and promotion.

Whilst the City has a draft Digital Economy Strategy, the implementation of some components will rely on the infrastructure roll out of the NBN. The City must be prepared to move forward with digitisation activities regardless of the type of hard infrastructure in the City. Digitisation of business and the community is not reliant on the NBN and can already be seen through tele-working, increasing wi-fi connectivity and other business development activities taking place in the City.

4. Industry support

Research and data recorded and maintained by the Branch is available to local businesses looking to expand, as well as provided to relocating or new businesses to the City. It is important that the information provided to these organisations or an individual, is relevant to their industry and market and provides valuable insights in a language that is easy for the client to understand.

Local businesses are requesting this information and using it to form business decisions around future growth and sustainability. This information is also vital to new investors looking for general and specific statistics, trend data, demographics, or the property market and industry structure. Many new investors and business developers are also using the Dubbo data profiles as a whole, to determine business gaps and make entrepreneurial decisions based on this information.

The movement of the Branch away from a static profile and into online profiling allows for this important information to be always up to date, readily maintained and quickly easily provided at the click of a mouse. Trend data is accumulated in the one location, and provides a story on the economic development of Dubbo and the Region.

Whilst the development of online and print material is important to enable businesses to access information directly and at any time of day, there is an equal need for individual, confidential conversations with clients to assist with potential developments. Maintaining positive and effective relationships is key to delivering efficient city development services.

It is important that the Branch remains accessible and responsive to local industry and investors, and that key contacts within the Branch act as a face for the City in terms of new development, and a sounding board for industry in terms of industry expansion. Although much information is provided through major research departments such as the ABS, Destination NSW etc - it is important that the branch maintains contact with local industry trends and information such as the local property market and issues or developments that can affect industry as a whole such as workforce development and training issues, commodity pricing in mining, tax changes in retail or supply chain issues in trade sectors.

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Overview of City Development (continued)

5. New resident/skill attraction

The City remains an active member of Evocities. The Manager City Development and Communications is a member of the Steering Committee and Branch staff participate in the Operations Group.

Commencing in September 2010, Evocities provides the City with a platform to promote the benefits of regional city living, as well as promoting a positive image of Dubbo through a wide range of media coverage across a variety of markets. The City continues to benefit from Evocities initiatives, including positive media opportunities, consumer research, an extensive online platform. Resources are also 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. 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.

There is opportunity 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 new resident engagement program.

Attraction of new residents is occurring in most cases via general marketing activity. However efforts must be made to ensure that where possible the Program is used to target recruitment to fill local skill gaps. For example, the City received had an influx of skilled workers via the previous 'Skilled Regional Sponsored Visa' - however the skills

coming into the City did not match up with the needs of local industry. Development of the skills audit and the resulting program should go a long way to informing more targeted skills attraction activities, be they delivered through Evocities, the Region or Dubbo individually.

The NSW Government has announced the introduction of legislation to amend the existing Regional Relocation Grant (RRG) and for the new Skilled Regional Relocation Incentive (SRRI). It is planned that the SRRI will commence January 2014. There will be significant opportunities for the Evocities to promote the value of Evojobs to employers especially if the available job qualifies for the SRRI.

We need to connect the consumer with more information to make relocating to the City easier. New resident kits will include more practical information in regards to seeking accommodation or purchasing property and employment opportunities. Childcare and education will also feature strongly in the redeveloped kits.

The Branch is also assisting as appropriate with the progression planned development of short term accommodation to service the Dubbo Health sector, private professionals and low income students. This project, if funded, will go a some way to improving this relocation issue.

The City hosts new resident evenings every six months. These nights are planned to continue as they have proven very popular with new residents, successfully connecting new residents with each other and with organisations such as service clubs and sporting clubs.

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Overview of City Development (continued)

6. Supporting the development of local events and attracting events and conferences

The Dubbo City Events Strategy identifies a clear commitment from Council to support the local event industry, and also gives focus to the attraction of new events. Key projects delivered under the strategy thus far include: formation of an industry-based group to help support, drive and build Dubbo's events industry (Dubbo Event Network); creation of the Dubbo Events Support and Development Program including the Event Development Fund; and industry development and information forums (via Dubbo Event Network). Key projects also included event delivery with the triple j One Night Stand achieving extraordinary visitation for a single event held in the City.

The Dubbo Event Network (DEN) was formed in early 2012 and attracted strong numbers including: event managers, venue operators, suppliers and individuals interested in Dubbo events industry.

The Network has provided an effective platform for the development of supporting materials and programs with valued input provided by members. Meetings have also provided opportunity for information sharing and skill development through presentations and member conversations. Attendance numbers at meetings have gradually declined, however the Network comprises of a core membership of 6-8 people. Feedback has been sought by members to gain understanding on the priorities for members in regards to network meetings and activities. Discussions were held with 46 members from across a broad section of the industry. Feedback from members indicated

that the industry is keen to support the DEN but do not want to be heavily involved in some of the key actions under the Dubbo City Events Strategy such as creation of resources for events and assistance with processes, but would rather be engaged via training and development activities. Feedback gathered via the member survey will be tabled for consideration by industry at the next DEN meeting.

Key outcomes of the Dubbo Events Support and Development Program includes the creation of a central point-of-contact for events (designated event support officer contracted to November 2014); an online resource centre to support events and help guide event managers on key elements of event delivery (Dubbo Event Toolbox); and the successful implementation of Year one of the Event Development Fund.

The rollout of the Event Support and Development Program has been extremely successful. The level of support and frequency of communications with industry is unprecedented and has resulted in a significant increase in demand on staff time. Prior to the implementation of the Program, support was provided to an average of 50 events a year. In 2012/2013 there was an increase of 84% in the number of events seeking support.

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Overview of City Development (continued)

The success of the Dubbo Events Support and Development Program has resulted in some challenges regarding the level of support provided to events that have broad community appeal and the ability to attract visitors to the City, versus, support requested from events that target niche special interest markets or are community based. Due to feedback from industry stakeholders, the events calendar on dubbo.com.au will also be redeveloped in order to create a more inclusive avenue for event promotion within the City. Based on feedback from users of the events calendar this will also be redeveloped to create a more user-friendly experience.

Whilst the Branch has achieved solid results in the area of event attraction, its activities have been largely reactive to date, due to the demand on resources. Event attraction is a highly competitive space for local government. Competition is creating a marketplace based on the level of financial or in-kind support that can be provided by a bidding Council. Whilst there is no doubting the economic benefits of attracting large numbers of people (eg: 18,000 people - triple j One Night Stand) or high-yield business events (eg: 700 people - 2012 Local Government Association Conference), funding does not exist to attract events based on a financial incentive. Event attraction (and support) needs to have a more strategic focus. Targeted pitches based on the type of event (will attract large numbers of people/will enhance the City's reputation as an events destination), balanced with gaps in the City's event calendar will be delivered in tandem with marketing activities in cooperation with industry.

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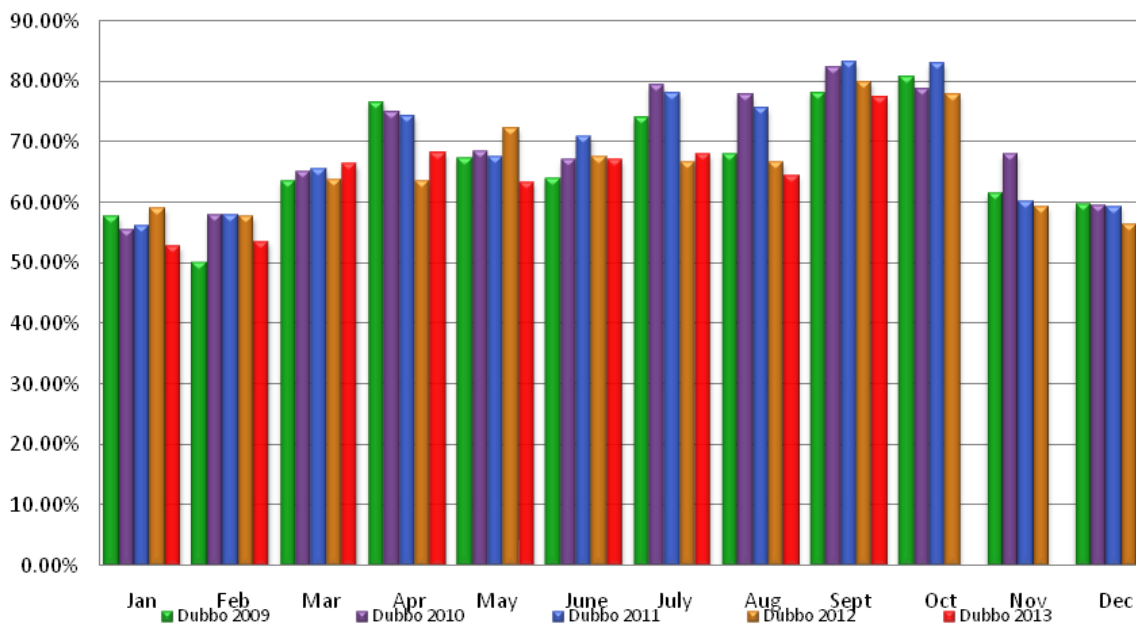
Overview of City Development (continued)

7. Visitation

The City is gaining an increase in visitation; however getting visitors to stay longer is still a challenge. 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 despite a general down turn in visitation across the region.

Visitation to major attractions has remained stable with peak periods such as school holidays generally remaining strong. Events held in the City have assisted in maintaining good levels of accommodation occupancy during traditional trough periods of visitation.

Dubbo Commercial Occupancy Rates: 2009 - 2013



	Dubbo 2009	Dubbo 2010	Dubbo 2011	Dubbo 2012	Dubbo 2013
JAN	57.68%	55.44%	56.14%	59.12%	52.85%
FEB	50.07%	57.93%	58.02%	57.73%	53.57%
MAR	63.65%	65.05%	65.57%	63.88%	66.38%
APRIL	76.63%	75.06%	74.41%	63.56%	68.23%
MAY	67.37%	68.53%	67.70%	72.32%	63.46%
JUN	63.99%	67.09%	70.91%	67.57%	67.07%
JUL	74.00%	79.42%	78.21%	66.82%	68.02%
AUG	68.14%	77.84%	75.57%	66.62%	64.57%
SEPT	78.24%	82.37%	83.19%	80.03%	77.48%
OCT	80.73%	78.75%	83.06%	77.94%	
NOV	61.60%	68.00%	60.31%	59.33%	
DEC	59.69%	59.49%	59.40%	56.50%	
AVG	66.82%	69.58%	69.37%	65.95%	64.63%

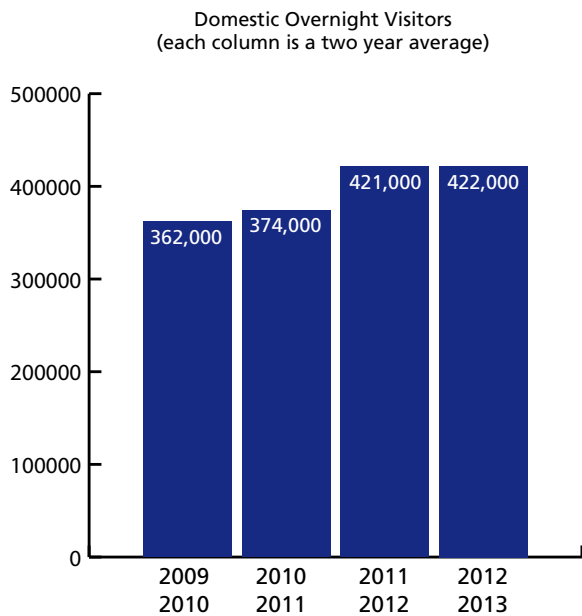
The market report has been maintained for 12 years and record months for occupancy have all occurred in the past five years.

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Overview of City Development (continued)

Research from Tourism Research Australia indicates the City’s average annual day visitation has increased by 71,000 people (comparing two year average 2011/12 and 2012/13).

Domestic overnight visitation has only had a slight increase, but is continuing to maintain positive growth.



The Destination Management Plan recognises that nature, history and heritage and arts and culture are the key pillars for the Destination.

To increase visitation the destination needs to leverage the strengths of Taronga Western Plains Zoo but develop an integrated program to incorporate and feature other key experiences and investing partners.

The challenge is develop a regional brand strategy to provide focus to and establish the foundation for a long-term collaborative approach to regional marketing. The planned 2014 destination appeal activity will be aim to create a destination ‘look and feel’. The branding program

can hopefully be extended in 2014 and integrate more deliverables (beyond paid media, digital campaign page and creative).

The visiting friends and relatives (VFR) market remains a largely untapped market for increase in visitor numbers, extension of stay and increased activity during visit . A major campaign targeting this market is due in December 2013 – January 2014. Development of a regional VFR program is also included in the Destination Development Plan.

Market research and analysis is a key project identified in the Destination Management Plan in a view to improve the destinations reporting mechanism and supporting information. Dubbo is better positioned than other LGAs in this regard however there still are many opportunities to improve existing processes.

International travellers continue to make up a small component of the City’s overnight visitor market, around 9,000 people a year, however this market does have a longer average night stay (15.9 nights compared to 2.6). There has been some work undertaken to improve information access to international visitors, including website translation, however no tactical marketing has been undertaken to specific target international markets.

Whilst from a state perspective the Destination NSW 2020 plan recognises great opportunity with growing the Chinese market, Dubbo, as a destination, is still some way off from being ready to fully meet the needs of such market (i.e. accommodation standards, experience offerings, transport and touring options). With further developments at TWPZ there are options to explore cooperative packaging with tour companies and airlines however the offering is still limited. The ‘Dubbo Experience Packages’

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Overview of City Development (continued)

which will be trialled December 2013 – February 2014 should provide a good learning ground for future City and regional packaging, including accommodation. This activity could potentially pave the future for group packaging via one purchase point which is highly regarded by international visitors.

Whilst many of the activities undertaken through the Destination Management Plan will establish and improved visitor offering, it should be noted that with the current lifecycle of the destination – growing the international market is not in the Plan as a priority. The Plan, at this stage is more focussed on improving the offering and maximising the visitation from the regional major markets including families and visiting friends and relatives.

Dubbo's Sister City relationships also provides an avenue for building international visitor and business markets and networks. The Branch has already provided concepts to support trade promotions via these channels, and will support activities as required.

The Destination Management Plan recognises opportunity to increase tourism expenditure by supporting Aboriginal product development, provide leadership and guidance in line with Indigenous Tourism Champions Program. There is opportunity to increasing visitor appeal – especially to the international market, with the Wiradjuri Park development. The Branch will continue to support this potential development as required, with also working with local operators, via the destination management process to support the development of more local indigenous product in the region.

8. Maintaining a strong promotions, communications and research platform

Previous Dubbo City Promotions Plans delivered outcomes such as the development of city brand; city web portal dubbo.com.au; and collateral targeting a range of key markets. Having a strong promotions, communication and research platform positions the City well to develop effective campaigns funding applications, event bids, and strategic plans. It is critical that continual investment is made to maintain and further improve the City's general information and communication platform, and ensuring that it remains relevant and aptly reflects the City's brand.

This platform includes:

- Access to timely and relevant data, including provision of public research tools such a community and economic profiles and industry fact sheets
- Availability of a quality public and corporate image library
- Effective website with good functionality and relevant content
- Relevant sales collateral including new resident kits, investment kits and opportunity bids
- Availability of a strong media services room including images, editorial, case studies

This platform is also vitally important when seeking or responding to positive city image activities. Due to the readiness to respond to such opportunities the City has received a substantial proportion of positive media through the Evocities program, and the Branch continues to seek out and respond to media opportunities outside of Evocities.

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Overview of City Development (continued)

Effective management of databases of customers, visitors and stakeholders is also important. Through such management, relationships can continue to build through social media, networking and direct marketing activities.

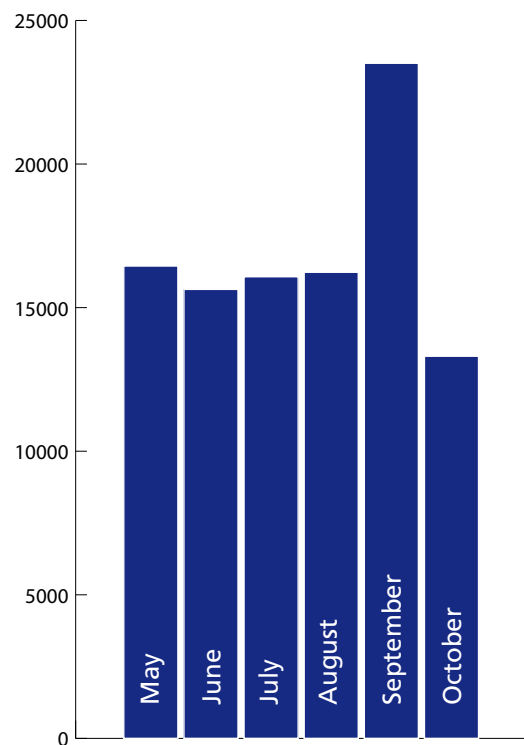
Recently the Branch was able to effectively coordinate a post visitation survey with through the visitor database. The survey was regarding the proposed development of Wiradjuri Park to gain visitor opinions on development of such an experience. This information was critical to a funding application.

Digital communications continue to increase in importance and opportunity in regards to online resources, stakeholder communications and building destination appeal. 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 (search engine advertisements, social media presence and targeted online advertisements) and customer retention i.e. email database marketing and regular updates through Council’s social media channels. There will continue to be greater emphasis on online advertising. This includes communication with customers through online channels.

There has been an increase in the demand for online information from within the community and target markets. Visitation to dubbo.com.au over the last six months has remained buoyant with a significant spike in visitation in September due to targeted online activity through the 2013 Visitor Campaign. The 2013 Visitor Campaign utilised online marketing through Facebook advertising and Google Ad Words, driving the high spike in visitation during the September school holidays and reaffirming the position that

online marketing should be utilised to underpin various promotional campaigns and to drive an immediate response and create customer acquisition.

Vists to dubbo.com.au (May - October 2013)



In order to continue to maximise the opportunities of digital communications, the web portal and various social media channels must continue to meet user needs. A redevelopment of dubbo.com.au will ensure the website keeps pace with technology while creating a user-friendly experience by implementing four key branded landing pages under the Live, Grow, Play and Explore brands. The four landing pages will create highly targeted website experiences, improving usability of the website for each target market.

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Overview of City Development (continued)

A new mobile template will also be implemented as part of the redevelopment as 40% of website visits over the past six months have come from a mobile device. With the increase in the use of QR codes on City signage and the significant increase in mobile website visitation it is imperative to ensure the City Promotions web portal is communicated via mobile in a manner that meets brand guidelines while keeping pace with technology and exceeding user expectations.

In addition to the redevelopment of dubbo.com.au, the Branch must continue to maintain knowledge of new media and changes in technology and apply to City Promotions in order to meet user needs, particularly in the area of social media. The branch currently maintain five social media channels over three different networks and as social media is a rapidly changing medium, it is imperative that the Branch actively maintains their knowledge of changes in social media and best practice policy. Staff are able to maintain knowledge through training courses, participation in social media working groups and active use of social media on a daily basis.

9. Emerging opportunities and challenges

The Mining Services Strategy is being completed to guide the strategic development of Dubbo as a premier mining services centre for NSW and to ready the City for the potential impacts and opportunities associated with mining and mining services activities in the Orana Region. There is expected to be a number of recommendations to guide responses to opportunities and issues. City Development Branch primarily through it's economic development function will be responsible for overseeing the implementation of the Strategy. To maximise benefits activities will be developed in close consultation with internal and external stakeholders to ensure a whole-of-city approach.

Corporate Development Division Managers and particularly City Development Branch staff have provided input to the development of the Residential and Commercial land strategies. These strategies have been developed in response to industry challenges in commercial and residential property. Through the Lets get Growing Alliance, Branch staff will be undertaking activities as recommended by Council in the ensuing 12 months.

The Organisation must remain aware of infrastructure projects, public/private partnerships and relevant funding opportunities that have the potential to have a positive economic impact on the City. The Division's awareness will ensure that relevant information/insight is provided to projects and feasibility studies and that any relevant linkages to issues and opportunities are recognised.

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Overview of City Development (continued)

10. City Information Services

The Dubbo Visitor Information Centre is a level one accredited visitors centre trading 9am to 5pm, seven days a week. It remains the hub for distribution of information to visitors, new residents, event organisers and often those wishing to establish a business in the City.

The primary focus of the Visitor Information Centre is to provide timely, accurate and relevant information to visitors to the City. The Centre is continually improving and enhancing city information services online and in the Centre.

Whilst physical visitation to the Centre is reducing, this is only a reflection of visitors moving to online services. The continual increase in online enquiries, web visitation, utilisation of QR coding and social media channels is a clear demonstration this changing behaviours. Staff at this VIC continue to keep pace with changing needs of visitors, ensuring that quality information and responsive service is provided through online channels as it is in the VIC building or over the phone.

Staff have a strong rapport with local operators, maintaining strong communication links to ensure that the industry and visitors alike are abreast of important and timely information.

Opportunities to develop the Centre more as a 'destination' for visitors and retail store for locals are constantly being explored. Activities undertaken to date include the recent introduction of bike hire, expansion of the local produce section to include products that are available within a

100km radius of the City, local indigenous art, boomerangs and didgeridoos, locally made beauty products, soaps and crafts, provision of City Tour Guides and the sale of tickets to local events.

Future plans include the potential development of multi-purpose deck on the western side (awaiting outcome of funding application) and more effective regional collaboration, as identified in the Destination Management Plan.

2

Overview of City Development (continued)

2.3 Delivery of City Development Services

Everyone in the City, including Council, businesses, community groups and residents all have a role to play in supporting and driving positive City development.

Council's activities in regards to supporting and driving City Development are delivered by the City Development and Communications Services Branch. City development services are delivered primarily through three function areas, headed by the Manager City Development and Communications:

1: Economic Development – responsible for supporting business and industry investment and expansion, research and data provision and major project management and strategy implementation (Evocities, mining strategy, digital economy strategy, destination management). [2 fulltime staff]

2: Promotions and Events – responsible for promoting positive the City, attracting events and conferences, and supporting the development of the local event markets through campaigns, targeted bids, online communications and public relations. [2 fulltime staff and 1 contract (event strategy)]

3: Information Services – responsible for operating a level one accredited visitors centre 364 days a week; provision of information to range of target markets, City Tours; developing brand merchandise; managing the Dubbo City Partnership Program. [3 fulltime staff/ 9 ambassadors]

The 2014 City Development Delivery Plan needs to continue to deliver on the 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. Dubbo 2036 Community Strategic Plan, Economic Development Strategy and Action Plan, City Events Strategy, Destination Management Plan, Evocities Marketing and Communications Plan and the draft Dubbo Digital Economy Strategy .

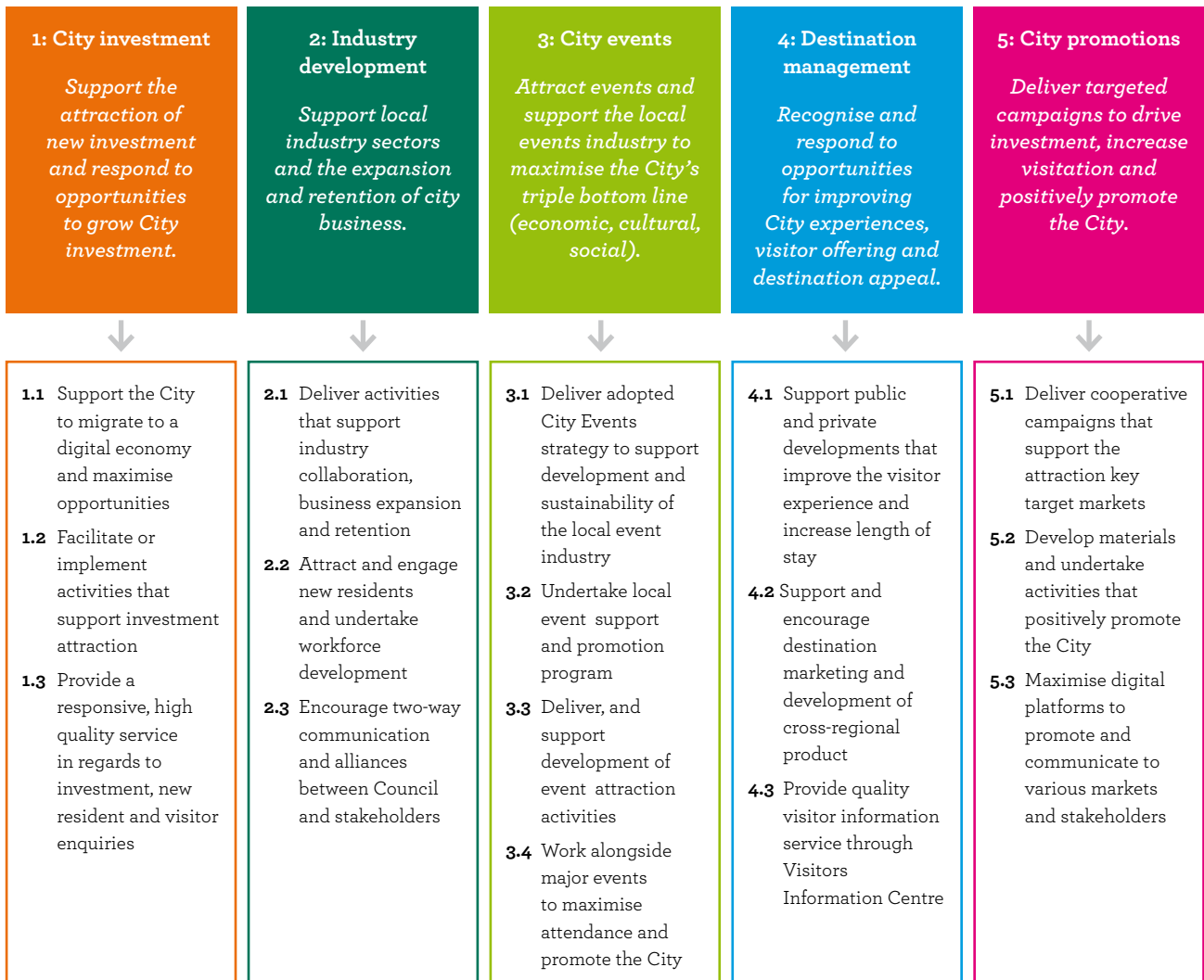
With the complexity of many of these plans, their expected outcomes, and broad range of target markets the City Development Delivery Plan has been developed from a more an operational perspective than a strategic perspective like the before mentioned strategies.

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. The Branch aims to operate as a key driver and supporter of major initiatives; and as a consultative and collaborative platform; and as a service provider.

The 2014 City Development Delivery Plan contains five key outcome areas, 16 strategies and 78 key actions.

3

City Development Strategy Map



4

City Development Action Plan

1: City investment: Support the attraction of new investment and respond to opportunities to grow City investment.

KPI: 100 investment enquires provided with assistance

KPI: 12 investments / projects realised

KPI: 600 new resident enquiries responded to, 120 new residents relocate to the City

1.1 Support the City to migrate to a digital economy and maximise opportunities	
Action	Timing
1.1.1 Continue to act as conduit for the development of the National Broadband Network	Ongoing
1.1.2 Deliver priority activities in the Dubbo City Digital Economy Strategy <ul style="list-style-type: none"> Partnering with key stakeholders to oversee the implementation and delivery of the recommended and adopted actions of the City based Strategy Delivery and implementation of the Council (Organisation) based Strategy 	March - Dec 2014
1.1.3 Develop and oversee the implementation of a City 'Business and Industry Digital Development Program' <ul style="list-style-type: none"> Deliver a digital business transformation program Increase local business knowledge of digital tools and benefits of business digitisation Partner with the Chamber of Commerce to deliver hands-on training in digital business 	June - Dec 2014
1.1.4 Create and promote positive local digital business case studies	Feb 2014 / ongoing
1.1.5 Support Inland NSW Tourism investigations to Regional Digital Hub	Sept 2014

4

City Development Action Plan (continued)

1.2 Facilitate or implement activities that support investment attraction	
Action	Timing
1.2.1 Coordinate activities that align to the Business Investment and Attraction Program <i>(As identified in the Dubbo City Economic Development Action Plan)</i> <ul style="list-style-type: none"> • Launch City Investment DVD • Develop Business Ready Profiles • Star local business case studies • Industry fact sheets 	Ongoing
1.2.2 Oversee the adoption and communication of the Dubbo City Mining Strategy <ul style="list-style-type: none"> • Work with internal and external stakeholders to deliver, or support the delivery of projects 	Dec 2014
1.2.3 Support investment and grant opportunities associated with the \$16M Cobbora Transition Fund	March 2014
1.2.4 Update online economic and community profiles	Ongoing
1.2.5 Develop and distribute materials for prospective investors	Ongoing
1.2.6 Ensure positive representation of development in the City <ul style="list-style-type: none"> • Positive media placements/ responses • Create development displays in the main foyer of Council, including project outlines of new and existing growth activities 	Ongoing

1.3 Provide a responsive, high quality service in regards to investment, new resident and visitor enquiries	
Action	Timing
1.3.1 Provide an accessible and responsive service to local industry and potential investors	Ongoing
1.3.2 Increase and improve online information for investing in the City <ul style="list-style-type: none"> • Update online business resource centre • Improve access to data and profiling tools 	March 2014
1.3.3 Create an effective, digitally integrated stakeholder database	Feb 2014
1.3.4 Maintain and utilise effective research and analysis tools <ul style="list-style-type: none"> • Community profiling tools • Economic profiling tools • Relevant ABS releases • Residential property reporting • Tourism Market Report • Support Evocities Evoindex and tipping research • Local new resident tracking data • Review the process for accommodation occupancy reporting 	Ongoing
1.3.5 Support development of regional market research audit and strategy <ul style="list-style-type: none"> • In cooperation with DMP working group 	Dec 2014

4 City Development Action Plan (continued)

2: Business Development: Support local industry sectors and the expansion and retention of city business

KPI: Mining Strategy is developed and adopted

KPI: 2 business development programs supported

KPI: 1800 people remain on City information database

KPI: 130 in businesses in Partnership Program

2.1 Deliver activities that support industry collaboration, business expansion and retention	
Action	Timing
<p>2.1.1 Coordinate activities that align to the Business Retention and Expansion Program (As identified in the Dubbo City Economic Development Action Plan)</p> <ul style="list-style-type: none"> • Work with Chamber of Commerce and local stakeholders to deliver 2014 Your Dubbo Program • Support as appropriate the operations of the ORIN network and associated activities • Promote the availability of the ORIN Capability Directory • Support delivery of industry training and workshops identified through the DMP • Develop a conceptual Business Ambassador/ Mentor Program for consideration • Ongoing communication on local supply chains and analysis of gaps 	Jan – July 2014
<p>2.1.2 Provide an effective online Business Resource Centre</p> <ul style="list-style-type: none"> • Resources centre include online community and economic profiling tools 	Ongoing
<p>2.1.3 Remain an active member of the Lets Get Growing Alliance (DCC/REI/Chamber)</p> <ul style="list-style-type: none"> • Drive the delivery of a Housing and Accommodation Summit • Support communication and Council specific activities aligned to the subsequent strategy development 	Ongoing
<p>2.1.4 Undertake activities that support the expansion of Sister City relationship</p> <ul style="list-style-type: none"> • Work with local/regional/and state tourism organisations to deliver initiatives connecting with the sister cities i.e. Translated websites, city information, coach tours. 	Ongoing

4

City Development Action Plan (continued)

2.2 Attract and engage new residents and undertake workforce development	
Action	Timing
<p>2.2.1 Maximise positive City exposure and new resident enquiry and conversion rates</p> <ul style="list-style-type: none"> • Provide local case studies to Evocities media office • Maintain active online activities in regard to new resident attraction • All new resident enquires responded to in 48 hours • Support local development of Evocity Alumni/ Linked in community • Support local engagement of the Friends of Evocities Program • Spark and respond to state and national media opportunities • Support refresh of Evocities “online galaxy” and mobile versions of Evocities and Evojobs • Career development case studies 	Ongoing
<p>2.2.2 Provide support to businesses looking to recruit skilled professionals to the City</p> <ul style="list-style-type: none"> • Support to include management of dubbojobs.com.au, provision of information, city guides, editorial and image library 	Ongoing
<p>2.2.3 Support the development of a Regional Skills audit and undertake activities in response to recognised issues/opportunities for the City</p>	June 2014
<p>2.2.4 Support workforce development through facilitation and promotion of training opportunities to local business and industry</p> <ul style="list-style-type: none"> • Sponsorship of Dubbo Business and Training Calender (via Chamber of Commerce) • Communication of state training programs 	Ongoing
<p>2.2.2 Connect new residents with the Community and local businesses</p> <ul style="list-style-type: none"> • 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. • Co-operative campaign with Council facilitating development of packages • Investigate opportunities for ‘Evomate’ package • Investigate opportunities for ‘Evovisit’ package 	Ongoing
2.3 Encourage two-way communication and alliances between Council and stakeholders.	
Action	Timing
<p>2.3.1 Maintain effective Customer relationship database system</p>	Ongoing
<p>2.3.2 Host , communicate and attend appropriate networking events and industry forums</p> <ul style="list-style-type: none"> • Orana Economic Development Officers network, Inland Tourism, Chamber of Commerce events 	Ongoing
<p>2.3.3 Provide input to Council and other government agencies strategies, plans, and programs</p> <ul style="list-style-type: none"> • Agencies include RDA, Trade and Investment 	Ongoing
<p>2.3.4 Manage the Dubbo City Partnership Program</p> <ul style="list-style-type: none"> • Continue to regularly engage with Partners to help develop their business through the provision of visitor feedback 	Ongoing
<p>2.3.5 Manage effective industry relationships with key City sectors and their markets</p> <ul style="list-style-type: none"> • Develop and distribute Quarterly Dubbo Economic Development newsletter 	Ongoing

4 City Development Action Plan (continued)

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

KPI: Submit six major event bids and support attraction of two major events per annum

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

KPI: 70 local events provided with support via the Event Support and Development Program

KPI: 500 events uploaded to the City's event calendar on dubbo.com.au

3.1 Deliver adopted City Events strategy to support development and sustainability of the local event industry

Action	Timing
3.1.1 Assist ongoing development of an effective Dubbo Events Network <ul style="list-style-type: none"> Support growth of a proactive local event industry through activities and outcomes of Dubbo Event Network 	Ongoing
3.1.2 Develop and distribute a 'Tool Box' for event organisers to support local events <ul style="list-style-type: none"> An online resource centre to help attract events and support local event managers 	Feb 2014
3.1.3 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 	Ongoing
3.1.4 Provide a report on Dubbo's Event Industry <ul style="list-style-type: none"> Including a situation and SWOT analysis as a reference for industry and Council (cessation of Dubbo City Events Strategy Nov 2014) 	Oct 2014
3.1.5 Develop event evaluation and feedback framework to support industry and event managers <ul style="list-style-type: none"> Council to publish the combined event evaluations data annually via industry newsletter and the web. 	Feb 2014
3.1.6 Prepare a paper on the future of Council's Event Development Fund	Feb 2014
3.1.7 Manage Council's Event Support and Development Program	Ongoing
3.1.8 Support development of Regional Events Strategy <ul style="list-style-type: none"> In cooperation with DMP working group 	Dec 2014

4 City Development Action Plan (continued)

3.2 Undertake local event support and promotion program	
Action	Timing
3.2.1 Promote events to local community <ul style="list-style-type: none"> Via various communication channels including: website, social media, radio, information boards, radio and eBlasts 	Ongoing
3.2.2 Review the City's Events Calendar on www.dubbo.com.au <ul style="list-style-type: none"> Include the addition of a self-managed notice board for large and small, community and commercial events 	Feb 2014
3.2.3 Redevelop the events section on dubbo.com.au <ul style="list-style-type: none"> Review, develop and maintain all content in the events section on dubbo.com.au 	June 2014
3.2.4 Deliver media releases and undertake social media around the local events industry <ul style="list-style-type: none"> Engage the community by promoting local good news stories from events promoting economic, social, cultural and environmental benefits of events 	Ongoing
3.3 Deliver, and support development of event attraction activities.	
Action	Timing
3.3.1 Deliver event attraction activities and the prospective major event listing <ul style="list-style-type: none"> Develop an event attraction plan that targets conferences, sporting fixtures, trade show exhibitions specific to the Dubbo market 	June 2014
3.3.2 Deliver event bids as appropriate <ul style="list-style-type: none"> Prepare targeted bids Support development of bids by local event organisers 	Ongoing
3.4 Work alongside major events to maximise attendance and promote the City.	
Action	Timing
3.4.1 Maximise attendance and economic benefits of NRL Country versus City game <ul style="list-style-type: none"> Including public relations activities and development of product (packaging) to increase attendance and promote the City 	Jan - April 2014
3.4.2 Deliver major event bids as appropriate <ul style="list-style-type: none"> Prepare targeted bids Support development of bids by local event organisers 	Ongoing
3.4.3 Support the development and delivery of local events as determined by Council	Ongoing
3.4.4 Develop annual plan to support local retail and visitor campaigns in collaboration with major events. <ul style="list-style-type: none"> Includes development of retail special offers and experience packages targeting events that attract overnight visitation 	Ongoing

4

City Development Action Plan (continued)

4: Destination Management: Recognise and respond to opportunities for improving City experiences, visitor offering and destination appeal.

KPI: 90% customer satisfaction with quality of Service and information provided at the Visitors Information Centre

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

KPI: Monthly market reports developed and distributed (12)

4.1 Support public and private developments that improve the visitor experience and increase length of stay.	
Action	Timing
4.1.1 Undertake accommodation audit and develop gap analysis and opportunities paper <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	March 2014
4.1.2 Undertake product audit and develop gap analysis and opportunities paper <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	Dec 2014
4.1.3 Undertake Recreation and infrastructure audit and develop gap analysis and opportunities paper <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	Dec 2014
4.1.4 Undertake food and beverage product development program <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	Dec 2014
4.1.5 Ensure all staff are aware of City and Regional offerings <ul style="list-style-type: none"> All VIC staff to undertake minimum 35 hours of local and regional familiarisations 	Ongoing
4.1.6 Communicate activities, collaborative opportunities and industry development opportunities <ul style="list-style-type: none"> Including face to face, social media, local media, industry presentations and individual stakeholder meetings 	Ongoing

4

City Development Action Plan (continued)

4.2 Support and encourage destination marketing and development of cross-regional product	
Action	Timing
4.2.1 Develop destination brand <ul style="list-style-type: none"> In cooperation with DMP working group 	April 2014
4.2.2 Develop Regional RV and Caravaning Strategy <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	Dec 2014
4.2.3 Support development of Regional themed itineraries and touring routes <ul style="list-style-type: none"> In cooperation with DMP working group: working party meeting to determine scheduling and action planning to be held in February 2014 	Dec 2014
4.2.4 Deliver monthly market reports <ul style="list-style-type: none"> Reports to include occupancy, visitor centre patronage and visitation to major attractions 	Ongoing
4.2.5 Maintain support of relevant product development initiatives <ul style="list-style-type: none"> Including routes and trails, various events, and appropriate economic development activities 	Ongoing
4.2.6 Maintain active membership of Inland Tourism, Screen Central NSW, Newell Highway Promotions Committee <ul style="list-style-type: none"> Ensure all collaborative initiatives are explored Ensure all relevant promotions/development opportunities are communicated to local industry 	Ongoing
4.3 Provide quality visitor information service through Visitors Information Centre.	
Action	Timing
4.3.1 Maintain operations of Centre seven days a week/364 days a year	Ongoing
4.3.2 Maintain City Ambassador Program	Ongoing
4.3.3 Ensure accessibility of the Centre <ul style="list-style-type: none"> Investigate the relocation of 'i' signage and introduction of new 'paid signage' when and where appropriate 	June 2014
4.3.4 Support Regional VIC audit and strategy development <ul style="list-style-type: none"> In cooperation with DMP working group and encourage cross regional partnerships 	Dec 2014
4.3.5 Provide customer leads and feedback to local operators <ul style="list-style-type: none"> Ensure all leads and customer feedback provided to industry as in a timely and appropriate manner. Provide general updates and reminders to industry regarding peak periods and major events. School holiday updates, customer survey research, seasonal availability and City activities updates) 	Ongoing
4.3.6 Continue to invest in opportunities that establish VIC as a destination <ul style="list-style-type: none"> 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) 	Ongoing
4.6.6 Expand locations of City Information Boards. <ul style="list-style-type: none"> Two additional boards established within the City 	June 2014

4

City Development Action Plan (continued)

5: City Promotions: Deliver targeted campaigns to drive investment, increase visitation and positively promote the City.

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

KPI: 80% stakeholder satisfaction with activities of City Development and Delivery Plan

KPI: 20 positive media placements supported in state or national media

KPI: 200,000 visits to dubbo.com.au

KPI: 50% increase in social media engagement (likes/followers)

5.1 Deliver cooperative campaigns that support the attraction key target markets	
Action	Timing
5.1.1 Deliver major destination appeal campaign <ul style="list-style-type: none"> Co-operative campaign with Old Dubbo Gaol and National Parks. Campaign developed through RTO supported with special industry offers for visitors 	June 2014
5.1.2 Support development of product bundling <ul style="list-style-type: none"> Work with local industry and Inland NSW Tourism to facilitate and promote 'packaged products' and 'visitor experiences' (including free/community activities) 	March 2014
5.1.3 Develop communications that target Group Tours Market <ul style="list-style-type: none"> Develop and promote specific special interest itineraries and (i.e. Cycling market, seniors, education, heritage) 	June 2014
5.1.4 Deliver local visiting friends and relatives campaign <ul style="list-style-type: none"> Work with local industry to package and promote visitor experiences to target the VFR market 	June 2014
5.2 Develop materials and undertake activities that positively promote the City.	
Action	Timing
5.2.1 Expand online image library on dubbo.com.au <ul style="list-style-type: none"> Quality images to be available for local businesses, local and external media to use to support individual activities and articles 	Ongoing
5.2.2 Develop online media centre at dubbo.com.au and seek out/respond to positive media opportunities	June
5.2.3 Update home page and mini site home pages on dubbo.com.au	June
5.2.3 Deliver actions under the City Signage Strategy <ul style="list-style-type: none"> City flag program City entry signage project 	Ongoing / March 2014

5

City Development Action Plan (continued)

5.3 Maximise digital platforms to promote and communicate to various markets and stakeholders.	
Action	Timing
<p>5.3.1 Increase and improve online visual of City</p> <ul style="list-style-type: none"> • Monitor developments, and implement relevant social media channels that support increased visual/imagery promotion of city • Utilise YouTube and other video streaming applications to support promotion of the City (ie vmail) 	Ongoing
<p>5.3.2 Increase and improve positive city promotions via social media</p> <ul style="list-style-type: none"> • 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 	Ongoing
<p>5.3.3 Increase social media interaction</p> <ul style="list-style-type: none"> • Increase interaction across local industry and community to extend reach of various City promotions social media channels 	Ongoing
<p>5.3.4 Deliver cooperative positive viral campaign initiatives</p> <ul style="list-style-type: none"> • Work with local/regional/and state tourism/development organisations to deliver positive viral campaign initiatives 	Ongoing