City Image Program 12 month progress report: summary

The following report details 12 month progress on the City Image Marketing Strategy. The Strategy provides a five year vision for the City Image Program and contains with supporting strategies and actions established for 18 month period (ending December 2009).

The next 18 month strategy and action plan will be presented to Council in November 2009. Similar to the initial strategy development, this update will include industry input and consultation.

This 12 month progress report covers the period May 2008 to April 2009 and specifically addresses the following:

Section A: City Image Marketing Strategy: performance against agreed KPI's
Section B: City Image Marketing Strategy: performance against agreed outcome areas and key objectives

The past 12 months actions have been primarily focused on delivering 'foundation projects'. These projects such as research, brand and website development now provide a strong foundation to support future, targeted marketing activities.
The City Image Program budget of $114,000 has been greatly boosted by the below income and support that the Branch has attracted.

Income and in kind support:

Income from local industry partners for Cooperative campaigns:	$60,444
In kind from Industry (not including media sponsorships)	$30,380
Government funding Department of State & Regional Development:	$30,000
Government funding from Tourism NSW/Central NSW Tourism:	$25,000
Total:	**$145,824**

SECTION A
City Image Marketing Strategy: performance against the agreed 10 KPIs.

OUTCOME AREA ONE: Promote a positive image

KPI: *Annual positive media placements in national media increased by 50% on previous year.*

Supported 22 external media/ film enquires with city tours, information and editorial. Provided images to 11 requests for images to use in communications (no solid comparable data with 2007/2008 to measure increase).

Media	Article/angles	Reach
The Australian	'City Slickers bush bound': professional working opportunities in Dubbo.	National coverage Circulation: 137,000 Readership: 436,000.
Coxy's Big Break - Channel 7	Tourism: showcasing local attractions including Dubbo Regional Livestock Markets.	0.5 million viewers.
Big Brother – Channel 10	Negotiation with producers resulted in three high profile presenters wearing I Love Dubbo – T-shirts, and presenting a shirt to the Dubbo contestant.	1.8 million viewers.
Travel OZ – ABC	Tourism.	271,000 viewers.
'Roadies': India's most popular TV reality program	Tourism/adventure.	1.6 million viewers.
Senior Travel magazine	Tourism.	National coverage Circulation: 35,000.
Australian Magazine	Tourism.	Coverage in Germany, Switzerland and Austria. Circulation 75,000.
Tourism NSW PR Department	Tourism: Unique accommodation and country pubs.	2.8 million unique visitors per year.
Totally Wild – Channel 10 (3 visits)	Education.	30.7% total share of daytime programming.
The Sun Herald	'Dubbo attracts young talent': new residents.	NSW coverage Circulation: 473,469 Readership: 1,258,000.
So You Think You Can Dance – Channel 10	Supported segment filming in City. Dubbo brand exposure.	1.31m viewers 1.45m viewers (final).
Daily Telegraph	Treechange special included case study of professional couple who recently moved to Dubbo. Co-op with Go West.	NSW coverage Circulation: 369,000 Readership: 1,097,000.
Councillor Magazine	City visions and developments.	National coverage Circulation: 4700.
Salvation Army - War Cry Newsletter	General city information.	90,000 nationally.
Kartracing Magazine	Promote Dubbo, and Dubbo Kart Club.	Inaugural copy.
Batemans group – motel compendium	Promote Dubbo attractions.	60 motels, in all room, exposure to all visitors over 12 months.
Sprintcar Daily	Online newsletter: special interest publication. Promoting Dubbo events.	1,853,480 hits annually.
The Inlander	Tourism Industry magazine.	Inaugural copy. Distribution 200. High circulation among senior decision-makers, including state governments.
Talk to the Animals	Education: TWPZ.	27% audience share.
The Shak	Tourism: Old Dubbo Gaol and TWPZ.	27% audience share.

A joint promotion between the City Image Branch and Taronga Western Plains Zoo featured in the Daily Telegraph from 2 March 2009. The promotion included five days of 'teasers' leading to Saturday's paper. Saturday's two-page editorial spread on Taronga Western Plains Zoo included an advertisement featuring Dubbo's new website.

KPI: *Biannual stakeholder survey: 80% indicate that City Image Program is supportive or very supportive to their individual pursuits.*

(Note: Council's Management Plan includes KPI of 90% satisfaction with service).

When asked if program was supportive to individual business pursuits, stakeholders identified it was:

- Very supportive 22%
- Supportive 40%
- Neutral 27%
- Unsupportive 13%

100% of economic stakeholders identified the new web portal www.dubbo.com.au would assist their individual/organisation goals.

Source: City Image stakeholder survey: October 2008 N=41 and City Image Economic Development Web Survey April 2009 N=12. Next stakeholder satisfaction survey conducted in June 2009.

OUTCOME AREA TWO:
Promote city as preferred service centre and assist in attracting major investments

KPI: *Deliver two campaigns targeting catchment area that increases spend in the city (average 15% increase among participants)*

- Lovin Dubbo retail campaign was designed for community and industry engagement. 57 retailers participated. In participant survey 100% retailers indicated they would like to participate in future event.

- Catchment area campaign, to drive spend in the city is scheduled to commence in July 2009. Initial concept has been discussed with some stakeholders with initial support very positive.

KPI: *Provide two major materials to support investment attraction (prospectus pack and online information services)*

- Concept for Dubbo City Investment Guide has been developed and editorial has been drafted. Material is on schedule for completion in June 2009 inline with the recent release of the Economic and Demographic Profile, and associated statistics.

- Development of the city web portal www.dubbo.com.au saw inclusion of sub-site: investindubbo.com.au. This sub-site includes 16 pages of investment-related information, online contact forms, research and statistics, industry contacts and business case studies.

- Improved collateral including folders, letterheads and presentation banners have been developed, delivering a more cohesive presentation of information. This collateral will align with the upcoming Dubbo City Investment Guide. Council's image library has also been improved in regards to 'investment' style photography.

- Development of three DVDs targeting new residents (complete), events and visitors (complete mid June) have enabled the city to be showcased in detail online. Copies will be included in information kits and used at events as appropriate.

OUTCOME AREA THREE:
Increase investment through event and key tourism market attraction.

KPI: *Support attraction of three major events*

Direct event attraction:

- Provided six event leads to Grow Dubbo. Provided Grow Dubbo with generic event bid information to support targeted event bids. Met with Grow Dubbo regarding Branch support for event presentations.

- The redevelopment of the City web portal www.dubbo.com.au includes sub-site eventsindubbo.com.au; marketing of Dubbo as an events venue, specifically the city's suitability for sporting and business events.

- Branch has submitted a bid for the 2010 Local Government and Shires Association (LGSA) Tourism Conference.

Existing event support/retention:

- Provided a range of promotional support (in addition to Event Calendar promotion) to 41 event clients. This includes 'higher level' support to 18 clients. Support comprised supply of Dubbo marketing/promotion collateral, advice, referrals and implementation of any Special Offer Support Program.

- www.eventsindubbo.com.au sub-site now includes promotion of events support services, broader events listing and the ability of event clients to upload information directly to the City's annual event calendar.

- Content relating to new event attraction and promotion of event support was increased in the Dubbo City Guide, published November 2008.

- An event support and promotion report aimed at improving Council's event support program has been drafted by the Branch and will be included as part of an Event Strategy, for future consideration by Council.

KPI: *Deliver two campaigns targeting key tourism markets*

- Participated in Heart of Country print and online cooperative campaign with regional partners.

- Delivered a cooperative $50,000 autumn school holiday campaign with Taronga Western Plains Zoo. A television commercial targeting the family market and encouraging a visit to Dubbo during the Autumn school holidays went to air early March in the Newcastle/Central Coast; Tamworth/New England and Central NSW and surrounding areas. The TV campaign was strengthened by on-line offers from 11 local operators. City Image Branch resourced coordination of the campaign, industry buy-in, developed and managed the online component and contributed $4350 cash to the media buy. The campaign targeted families seeking an affordable break, and received $25,000 of funding from Tourism NSW and Central NSW Tourism. The campaign featured new domain name visitdubbo.com.au as the call to action. During the four-week campaign period, the site was viewed 6968 times. A total of 2790 visits were recorded for the special campaign page and 827 people downloaded the Taronga Western Plains Zoo vouchers. Identified campaign outcome was to increase occupancy from five year average of 62.76% to 65% for the March/April period. This was achieved with the combined average occupancy for March/April 2009 recorded as 70.14%. Note: occupancy rates based on the Dubbo City Tourism Market Report (2001-2009)

- In partnership with Bathurst, Mudgee, Wellington and Cabonne, Dubbo developed a self-drive tour product targeting 45 years and over living in Sydney and surrounds. The self-drive product titled "Discovery Drive" was promoted at the Sydney Caravan & Camping Show. A brochure outlining the drive is available from each member's visitor information centre, and downloadable from each destination's website. Five businesses from Dubbo partnered in this campaign (Appendix E).

OUTCOME AREA FOUR: Attract and retain skilled professionals

KPI: *Support 3 business investment projects facilitated with firm outcomes (50 new jobs)*

- Six business leads provided to Grow Dubbo.

- The Branch supported the location manager, director and producer involved in the filming of the cinema release production, Prime Mover. This production generated an estimate investment of $400,000* into the Dubbo economy. *(reference: FilmCentral NSW)

- The Branch facilitated and secured Dubbo as one of the locations in Australia used for the filming of the "Down Under" series of Roadies. The Indian reality series brought 60 people to Dubbo over three days. Production staff visitor spend was $18,000 plus investment in local hire/services. When screened, the top rating reality television series, reached more than nine million viewers in India.

- City web portal www.dubbo.com.au includes a sub-site: investindubbo.com.au. Site includes research and strategies, industry contacts and promotes investment support services.

KPI: *Deliver 2 major projects that support population growth of increase in population 1% p.a. (based on 39,500 June 2006 ABS)*

- Coordinated Dubbo presence at Country Week 2008. Sixty strongest leads followed up with personal information pack containing letter from the Mayor and personalised postcard invitation including special industry offers. 160 softer leads were sent e-invitation to visit Dubbo.

- The inaugural New Residents' Night was held on 7 May 2009, and was attended by 90 new residents who had relocated to Dubbo during the previous 12 months. The event was supported by three media partners, five business partners and eight volunteer organisations. Communication of the event included media, flyer-drop to businesses, Mayoral invitations, email blasts and development of a social networking page. Initial feedback from the event has been very positive from attendees and sponsors.

OUTCOME AREA FIVE: Industry collaboration and engagement

KPI: *Average 20% industry buy-in to program campaigns*
(Note: Council's Management Plan includes KPI $20,000 industry buy-in to program campaigns)

The Branch conducted 13 cooperative campaigns with local industry partners. Industry contributed $60,444 towards the campaigns, exceeding Council's contribution to cooperative campaigns by 21%.

From May 2008 to April 2009, 13 cooperative campaigns have been delivered:
- Two targeting new residents
- Eight targeting visitor/retail spend
- One targeting events
- One targeting investment/new residents
- One targeting community.

Total spend on external City Image marketing cooperative campaigns was $111,324 (including 54% buy-in from industry).

Note: Council's contribution to cooperative campaigns does not account for costs of City Image Branch internal resources for project management, web development or graphic design.

KPI: *Annual community research indicates high awareness and engagement with City Image Program*

28 media releases have been issued regarding the Program and initiatives.

Stakeholders' knowledge of City Image Program:

- Very aware: 22%, Aware: 46%, Heard something about it: 27%, Not aware: 5%

61% of stakeholders believe Council's efforts to promote Dubbo have improved or greatly improved over the past six months, while 2.5% believe it had declined.
Source: City Image Stakeholder Survey: October 2008 N=41. Next stakeholder satisfaction survey to be held in June 2009.

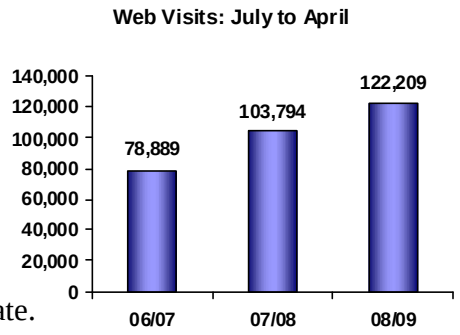
Summary of City Image Branch support and information (July 08-April 09):

Media/film support	Major event support	Minor event support	Support to local business initiatives
33	18	41	16
Group Tours	**New Residents Kits**	**Event leads to Grow Dubbo**	**Business leads to Grow Dubbo**
7	475	6	6

Visitation at VIC	Visitor packs	Local guides	Regional Guides	Web Visitors
84,457	1,977	6,600	15,000	122,209
Email Enquiries	**Spend in VIC**	**Non Tourism enquiries**	**Regional enquiries**	**Average Occupancy Rate**
1,208	$65,275	2,914	2,059	64%

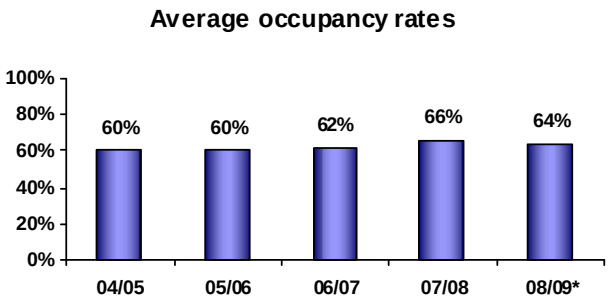
- 475 New Resident Kits were distributed between July 2008 and April 2009, a 200% increase on the previous year's monthly average. This is due to an increased focus in promoting availability, supporting local business recruitment drives and online ordering.

- There has been a steady increase of prospective customers and the community members seeking city information online. Since going live, Dubbo's new online city portal has enjoyed strong visitation. Since the site's redevelopment, return visitors has also by increased 5%. Over the past five years, there has been an overall increase in the city's average occupancy rate.



- April 2009 occupancy was 76.63% is the highest since record keeping (nine years). Dubbo's occupancy and numbers to the VIC have held strongly over the past few years compared to other regional towns and cities.

*July to April average only



SECTION B

City Image Marketing Strategy, including performance against agreed against outcome areas and key objectives. Work delivering to 48 (of the 48) strategies has commenced or is continuing. For ease of reporting/interpreting, progress will be reported upon each outcome area and key objective, rather than each individual strategy.

OUTCOME AREA ONE: Promote a positive image.

Objective	Outcome/s
1.1 Strengthen the unified promotion of Dubbo through creating a city brand.	• City brand and brand guidelines developed. • City marketing reference group and Council unanimously endorsed brand. • From over 1000 visitors to online community consultation regarding brand development, only eight negative comments were posted. • In face-to-face surveys: 88% of potential residents in Sydney said they would remember the brand mark, while 78% of residents liked the 'Time to Smile' concept.
1.2 Promote the city brand to identified and target audiences.	• Six media releases on brand development resulting in 27 noted media articles regarding brand across TV, print and radio. • Community consultation website detailed brand development and background received over 1000 visits • Brand launch was incorporated in to Lovin' Dubbo weekend celebration. Brand launch included cake cutting, colouring competition and reveal of 'Dubby', the new city mascot, at the Picnic in the Park. Over 2000 people were exposed to the new brand. Launch (in particular 'Dubby') received coverage in print and radio media. • Full page city brand ad, targeting local resident placed in Daily Liberal on Saturday 18 October: reach 7500+. • Brand collateral included via sponsorship of the Chamber of Commerce & Industry annual awards night: reach 600 attendees.
1.3 Ensure city brand is consistent across all city marketing touchpoints.	• New brand has been integrated through the city via: - information sign posters - Dubbo City Guide (including new online version) - promotional material and merchandise (sold at VIC) - city web portal - city information packs - display banners - signage concepts and strategy - various cooperative campaigns. • Developed a city brand image library using local talent. • 'Request to use city brandmark' form and process developed to ensure consistent use by third parties

OUTCOME AREA TWO: Promote city as preferred service centre and assist in attracting major investments.

Objective	Outcome/s
2.1 Increase spend rate and capitalise on multi-purpose trips through targeted campaigns and industry collaboration.	• Coordinated Retail campaign as part of Lovin' Dubbo Celebrations. 57 retailers participated, providing $4505 in prizes. Feedback received through stakeholder survey was very positive. 100% or respondents interested in participating next year and 100% interested in participating in other City Image retail campaigns. Following stakeholder feedback, the weekend event will be extended in 2009 to nine days to allow promotions to incorporate weekdays. • Sponsored Chamber of Commerce business awards. • Catchment area campaign to drive spend in the city is scheduled to commence in July 2009.
2.2 Support major investment attraction with relevant information and material provision.	• Six business leads referred directly to Grow Dubbo. • Online sub-site investindubbo.com.au includes research and strategies, industry contacts and promotes investment support services. • Economic Development Stakeholder Feedback includes: - 100% had positive impression of website - 62% had used the site for information in first four weeks - 100% believed that content is good or excellent. - 100% said they would recommend the site to others. Source: Economic Development Stakeholder Website Survey: April 2009 N=14. • Supported production of film Prime Mover (investment value $400,000). • Secured the filming of Roadies in December 08. 60 people for three days. Film crew injected $27,000 in city. • Secured filming of Charlie and Boots in November 08. 80 people for three days. Film crew injected $18,000 spend in city plus investment in local talent hire/services. • Provided high-level support to 18 city events. • Provided high-level support to 16 local business/industry initiatives.

OUTCOME AREA THREE: Increase investment through event and key tourism market attraction.

Objective	Outcome/s
3.1 Maximise opportunities by providing access to relevant and timely information and materials.	• Six event leads provided to Grow Dubbo. • Online sub-site eventsindubbo.com.au includes more information about the event market in Dubbo and event support services available to organisers. • Introduced online version of the Dubbo City Guide. • Conducted industry review regarding online booking service. Currently reviewing feedback regarding introduction. • Customer satisfaction survey program introduced through the VIC. Feedback includes 92% satisfaction with information kits (75% very satisfied).
3.2 Deliver external marketing efforts that target higher yielding key tourism markets.	• Established working group focusing on the Group Tour marketing through Central NSW Tourism. Investigating regional approach to reaching this market. • Expanded Regional section ('within an hour') in Dubbo City Guide, and online to encourage increase in visitor nights in Dubbo. • The Branch (in partnership with Taronga Western Plains Zoo) hosted a visit by Zubin Karkaria, CEO and Managing Director of Kuoni Travel India & South Asia. As a direct result of this visit, Dubbo now appears in Kuoni's latest outbound travel marketing material as an extension tour to its Sydney product • Partnered with 11 tourism businesses to produce online DVD. Project is due for completion in June 09. • Partnered with six event venues/services to produce online DVD. Project is due for completion in June 09. • Partnered with Parkes Council to offer coach and accommodation packages in line with Parkes Elvis Festival. • Partnered with Bathurst, Mudgee, Wellington and Cabonne to develop a self-drive tour product targeting 45 years and over living in Sydney and surrounds.
3.3 Maintain, grow and capitailise on State and regional marketing efforts.	• Attended four Central NSW Tourism meetings. Contributed to development of Central NSW Tourism marketing strategy and Tourism NSW brand development project. • Attended two Newell Highway Promotions Committee meetings. Contributed to the draft 2009/11 Business Plan. • Attended two meetings of FilmCentral NSW and worked directly with the Executive Officer of CENTROC to develop a business plan and revised (partners') memorandum of understanding following the review of the organisation's operations. • Participated in Central NSW Tourism marketing campaigns: Heart of Country print/on-line campaign; development of regional event calendars and supported the region's presence at three consumer shows. • Communicated with local industry regarding all state/regional cooperative marketing opportunities including TNSW online opportunities. • Partnered with Gowest to support a regional placement in the Daily Telegraph Treechange special, published on 23 January 2009. • Designed a consumer survey on behalf of Central NSW

	Tourism. • In conjunction with Department of State & Regional Development's Small Business September 08 program and Tourism NSW, the Branch hosted a business development workshop on packaging. 33 tourism operators from Dubbo and throughout Central NSW attended the workshop.

OUTCOME AREA FOUR: Attract and retain skilled professionals.

Objective	Outcome/s
4.1 Support local industry to attract skilled professionals through provision of materials and information.	• Produced short and long version of lifestyle DVD. The films are available online and showcase the city and feature personal stories about the benefits of living in Dubbo. • Developed online sub-site liveindubbo.com.au which includes information about moving to Dubbo, employment and training opportunities, real estate, schools, sporting clubs and lifestyle information. • Coordinated Dubbo presence at Country Week (August 08) and attracted $6,383 in partnership support. 60 strong leads recorded and were provided with 'Time to Visit Dubbo' packs as a follow up. Packs included special offers provided by local operators. 160 softer leads via competition were followed up with e-invitation to visit. • Met with key personnel from the GWAHS Mental Health and Drug & Alcohol unit regarding possible collaboration projects to attract professionals to the area. • Developed city tour program including, social and economic aspects of the city, ensuring we have tours that cater for visitors, media and potential residents. • Provided promotional materials and information kits to local business to support recruitment drives including GWAHS, Morrisions, Geolyse.
4.2 Identify opportunity to place stories in targeted media (i.e. industry magazines).	• Story leads obtained via request through City Image E-update. 12 leads received, and eight online case studies have been developed. • Provided case studies, interviewees and information to be in Sun Herald for 'Dubbo attracts young talent' article. • Editorial on Taronga Western Plains Zoo in Traveller section of Sydney Morning Herald was supported by City brand ad with a call to action to order a copy of the new Dubbo City Guide.
4.3 Introduce 'connect and retain' initiatives.	• New Resident Night held on 7 May 2009. • 475 new resident kits were distributed from June – April 09, a 200% increase on previous years monthly average. • Promoted over 60 jobs vacancies at Country Week on behalf of local industry. • Developed Lifestyle DVD showcasing city's 'liveability'. • Online job search function included in city portal. • Provided tours for prospective residents and new professionals. • Attended Charles Sturt University's O-week event distributing copies of the Dubbo City Guide and 12 special offers from operators for students and their visiting friends and relatives. • Met with the Chamber of Commerce regarding key City Image projects and identifying partnership opportunities; especially in relation to promoting job vacancies for local businesses.

OUTCOME AREA FIVE: Industry collaboration and engagement.

Objective	Outcome/s
5.1 Build support through proactive communication program.	• Four industry/stakeholder surveys have been completed (Brand, program, website and City Guide). • Six bimonthly e-updates distributed, with the City Image Cooperative Planner being included every quarter. • 28 media releases developed about the City Image Program and outcomes. City Image section was introduced in Council's community newsletter: City Connection. • Recently introduced a weekly City Image column in the Daily Liberal. The column is being sponsored by the Liberal and will feature updates on City Image activities and city events.
5.2 Promote City Image services to industry.	• Developed industry database of over 750 contacts. • City Image services available to industry are detailed on new city website. • City Image contact card was included in event bags at the Chamber of Commerce business awards. • Campaign Specialist conducted over 70 face-to-face meetings as part of Lovin' Dubbo Retail campaign. Used opportunity to promote City Image services. • City Information Supervisor conducted over 50 face-to-face introductions when delivering new Dubbo City Guide. Used opportunity to promote City Image services. • Manager Marketing and Communication presented to and/or met with industry partners to promote strategy progression and cooperative opportunities including: Chamber of Commerce, Chamber of Commerce Board, Go West, Grow Dubbo, OEC, GWAHS, CSU, Dubbo Real Estate Institute, Macquarie Valley Food and Wine and Dubbo Tourism Association. • City Image staff attended numerous industry functions including Chamber of Commerce networking events. • Participated in Economic Development Stakeholders meeting (coordinated by Grow Dubbo) to informally to discuss City Image projects and ideas for a catchment area campaign to encourage regional residents to visit/spend in the city.