



## City of Greater Dandenong Tourism Strategy & Action Updated Plan 2020-2024

## INTRODUCTION

The next phase of the *City of Greater Dandenong Tourism Strategy & Action Plan 2020-2024* continues to outline the Council's strategic direction for the development, management and marketing of Greater Dandenong as a visitor destination.

This Strategy highlights what has been accomplished to date, from when the original strategy was presented in 2014. This will be highlighted via a traffic light system which will look like:

Traffic Light System:

- **Green** : Action successfully completed and/or progressing and ongoing
- **Yellow** : Planned to be implemented, as resources become available
- **Red** : Not addressed. Presently, action is deemed not timely or a priority. Action to be monitored and re assessed, if environment changes.
- **Purple** : What we aim to put our energy towards in the future

Due to COVID, there will be new opportunities that may arise and there might be instances whereby we might drop an item off the Strategy. Greater Dandenong Council is supporting both their residents, their business community and their visitors to the City. Due to extraordinary circumstances, we need to reflect this through the Tourism Strategy.

**Objective 1.1 – Build a brand story for Greater Dandenong that reflects our values, demonstrates our commitment to visitors, and promotes our unique value proposition.**

A strong brand for Greater Dandenong as a destination will provide a comprehensive platform on which to articulate our vision and build our story. Our brand story will articulate our unique identity, one that sets us apart and is clearly differentiated from other destinations. It will guide our entire visitor experience, maximise awareness with target markets, and guide all future marketing and communications, from the language we use and the stories we tell.

As an emerging destination, it is critical we have a brand story to guide the experience we want our visitors to have.

Action		Status
1	Develop a strong tourism brand for Greater Dandenong (including brand execution/logo) - one that clearly communicates the unique value proposition of what Greater Dandenong has to offer visitors. Note: consider the Greater Dandenong Regional Food Strategy and Food Identity Brand project in the development of/and or determining a tourism brand	
2	Identify our core brand pillars and key messages – those that support our undiscovered food experiences, our diverse kaleidoscope of cultures and their stories.	
3	Identify potential Greater Dandenong ambassadors and build ambassador profiles.	
4	Review all existing collateral and existing marketing content and communications to align with Greater Dandenong’s brand story	
5	Commission a ‘hero’ photo shoot which communicates Greater Dandenong’s unique value proposition and brand	

## Objective 1.2 – Change perceptions of Greater Dandenong

A person’s perception of a destination is intrinsically related to their decision to visit or not. While Greater Dandenong has rich and unique food and cultural experiences, we suffer from having a negative image with high yield visitor markets. To grow as a destination and attract new visitors we must work proactively to improve the perception of our city.

	Action	Status
1	Commission a specialist public relations firm to develop a PR strategy and work with Council to target key influencers to proactively address visitor perception issues. PR Strategy should target multiple media platforms – television, print, online, social media and leverage opportunities through Greater Dandenong’s unique strengths to build positive perceptions	Green
2	Run a visiting journalist/bloggers famils program aimed at raising awareness of Greater Dandenong’s unique tourism offering	Green
3	Undertake a ‘TedX Greater Dandenong’ event with the view of engaging the community and visitors in exploring and linking the concepts of ‘Transformation’ and ‘food’ with the aim to connect people across different disciplines to create a local and national conversation around Greater Dandenong’s transformation, with the mission to: <ul style="list-style-type: none"> <li>• Put Greater Dandenong on the map for positive reasons</li> <li>• Put a spotlight on the change that is happening in Greater Dandenong</li> <li>• Share innovations and ideas coming out of Greater Dandenong as a means of building awareness and positive associations</li> </ul> Suggested venue – Drum Theatre or Civic Square	Red

### Objective 1.3 - Develop marketing collateral and content to support our image change

Building positive perceptions of Greater Dandenong as a destination requires effort via a number of marketing channels. Whether it is print, television, public relations, digital or social media, all require content. Developing content that aligns with our brand story is important to support our marketing efforts and in raising awareness and building positive perceptions of Greater Dandenong as a destination.

Our actions are focused on creating content for use across both traditional media and digital platforms.

Action		Status
1	Redesign current tourism collateral, review messaging and print to align with Greater Dandenong's tourism brand proposition, including but not limited to: <ul style="list-style-type: none"> <li>• Great Bites</li> <li>• Central Dandenong map</li> <li>• Springvale map</li> <li>• Food and cultural tours promotional cards</li> <li>• Free City Shuttle marketing cards</li> <li>• Food &amp; cultural tours marketing collateral</li> </ul>	
2	Implement relevant content creation actions from the Greater Dandenong Regional Food Strategy and Food Identity Brand project	
3	Audit existing written content and engage a copywriter to write new content to support communication of Greater Dandenong's key tourism attractions and food and cultural offer	
4	Undertake an audit of all tourism related editorial photography and fill the gaps through commissioning a photo shoot that aligns with Greater Dandenong's food and cultural offer and themes	
5	Work in collaboration with Chisholm Institute of TAFE to produce 'semi-produced' user generated content of key tourism experiences and in line with Greater Dandenong's food and cultural offer and themes	
6	In the absence of a commercial operator being attracted, improve collateral associated with Council's food tours, including development of take home collateral which outlines the food tour route, retailer's details, key foods, recipes etc.	
7	Develop and design a Greater Dandenong Official Visitor's Guide as a credible source of visitor information	
8	Produce a series of 3 x professional video 'vignettes' on key attractions, destinations and experiences in line with Greater Dandenong's food and cultural offer and themes Note: Raw content can be edited for use in other mediums – eg: television, corporate promotional executions etc.	

## Objective 1.4 - Develop a cooperative and strategic approach to visitor information provision

Accredited Visitor Information Centre's at mature destinations play a key role in enriching the visitor experience and extending visitor length of stay, yet even those in mature destinations often run on a volunteer basis and struggle to raise sufficient income to cover operating costs.

Given we are in the early stages of developing our destination; we will focus our efforts on fostering a cooperative and strategic approach to tourism information provision.

The following actions foster knowledge within our industry to mobilise cross promotion and cooperation, recognise the importance the internet plays as a key distribution point for tourism information, and considers the need to provide a local, credible source of information at destination.

	Action	Status
1	Review the ability of Council's website to deliver tourism information, with the view to: <ul style="list-style-type: none"> <li>• Create a dedicated tourism sub-site specifically aimed at visitors and aligned with Greater Dandenong's identified tourism brand;</li> <li>• Maximise and leverage online opportunities with partner consumer websites including Tourism Victoria, Destination Melbourne; VLine, Metro Trains, Eastlink, Federation Square and local industry/attractions websites – including free event listings, page links etc.</li> <li>• Maximise Search Engine Optimisation and web visibility through integration with social media platforms and blogs</li> </ul>	
2	Undertake a quarterly famils program for the local tourism and business community to ensure the industry is up to date with tourism attractions and experiences and encourage them to cross promote	
3	Work in collaboration with Visitor Information Centres, including- Frankston, Federation Square, Gippsland Centres and the Melbourne Airport to ensure appropriate and timely distribution of Greater Dandenong tourism related collateral	
4	Undertake an audit of visitor information available and develop a visitor information strategy that adopts a whole of destination approach to the provision of visitor information.	
5	Implement recommendations from the visitor information strategy. May include- development of a Visitor Information 'mini' Centre at the Civic Square or 'satellite' visitor information infrastructure, including investigation of touch screen technology at attractions, transport hubs and gateway locations.	

## Objective 1.5: Promote tourism leadership and excellence through collaboration and cooperation

There is no better way to create a successful visitor destination than to develop it from the ground up. Greater Dandenong needs a forum where its tourism industry comes together to share and collaborate in a spirit of inclusiveness and cooperation.

As an emerging tourism industry, it's important that we look to our existing tourism leaders for direction and demonstrate a commitment to identify future tourism champions for our long term and sustainable tourism growth.

Our actions are therefore focused on engaging our industry and bringing our key people together to share, collaborate and promote improvement and excellence.

Action	Status	
1	Get 'the goers' together by developing a 'Tourism Industry Network' to provide a platform for the industry to come together, explore co-operative partnerships to promote Greater Dandenong's tourism offer, and to share and collaborate. Suggest monthly meetings	
2	Promote the Greater Dandenong Tourism Strategy & Action Plan to Greater Dandenong businesses, trader groups, schools, sporting groups, and retailers to bring them on the journey to revitalize and improve Greater Dandenong's image and offering to residents and visitors alike.	
3	Undertake a quarterly tourism forum/breakfast aimed at informing stakeholders on Council's tourism initiatives, with the view to engage the local tourism and business community, and promote the benefits of tourism and being involved. May include: speakers, presentations, workshops/think tank sessions etc and highlight Greater Dandenong's unique food and cultural strengths	
4	Grow young local tourism leaders through sponsored positions in Destination Melbourne's 'Melbourne Tourism Industry Leadership Program' Recommend 2 x sponsored positions per year	
5	Actively engage with and have representation at tourism industry events and forums undertaken by Destination Melbourne and VTIC	

## Objective 1.6: Facilitate excellence in tourism and retail to enhance the visitor experience

Given the general dissatisfaction consumers have with the Australian tourism experience, continuing to improve Greater Dandenong's overall visitor experience is essential if we are to maximise our tourism potential.

To grow tourism and deliver the best possible visitor experiences, developing our tourism workforce will be important.

Our actions therefore focus on identifying our industry's development needs, working with industry to improve understanding of visitor needs, and maximise individual business performance.

Greater Dandenong's culturally diverse workforce will require training and development programs to be individually tailored.

Action		Status
1	Undertake tourism audits (e.g. mystery shopper) to measure and track customer experiences and to identify the industry development needs of existing and new tourism businesses. Focus of audits: retail, hospitality, accommodation, attractions and experiences.	
2	Utilise Destination Melbourne's Tourism Excellence training programs to address industry skills gaps identified in the audit.	
3	Continue the mentoring program which assists new tourism related businesses that have a particular focus on integrating food and culture to develop and grow their tourism offer. This may include working with businesses to develop a business or annual marketing plan	



## Objective 1.7: Creating a reason to visit by strengthening our sense of place

Experience is integral to tourism, and what leads to a great experience is a sense of place.

Creating a sense of place is important in strengthening Greater Dandenong's identity as a destination and the ability to leave a lasting impression on our visitors. We cannot achieve a sense of place through infrastructure improvements alone. We must activate our city places so that they are safe, and our community spirit and personality is clearly visible, and seen as authentic to visitors.

To create a destination that excites visitors and engages our community we must celebrate our unique and undiscovered food offering, our distinctive kaleidoscope of cultures and our stories. To do this we will increase our place making initiatives.

Action		Status
1	Continue council's placemaking initiatives delivering a diverse range of highly visible public realm improvements across the city	
2	Continue to implement Council's Festivals and Events plan as a means to strengthen Greater Dandenong's sense of place.	
3	Implement relevant place making actions from the Greater Dandenong Regional Food Strategy and Food Identity project	
4	Continue streetscaping, way finding and branding improvements in Little India, Afghan Bazaar, Springvale & Noble Park	
5	Bring local food retailers, food industry, artisans, musicians and storytellers together at a Greater Dandenong 'flavours' fair to held in the Dandenong Civic Square. Recommend: Monthly	
6	Develop a comprehensive viewing program for the Civic Square Screen, including maximising opportunities through the Dandenong Short Film Festival, sporting events and the creation of new 'screen based' events (e.g. short food film festival)	
7	Work with Dandenong Market Board to implement the market's Tourism strategy and activation program	
8	Work with local tourism operators to bring their experience to the Civic Square with the view to both activate and create interest and to raise awareness with local residents of the experiences available within Greater Dandenong. E.g. mobile tanks with Sharks and Ray's from the Shark & Ray Centre	
9	Initiate creative lighting projects that improve after dark experiences and an improved sense of safety, e.g. Installation of artistic lighting features in Springvale activity centre (similar to Ho Chi Minh City)	
10	Continue to improve connections between attractions (e.g. Walker Street Gallery, Drum Theatre, Dandenong Market & Heritage Hill Dandenong) through visitor signage and interpretation and street activation.	
11	Engage, for example: Polygot Theatre Company to undertake a children's event in the Dandenong Civic Square. Potential themes could be the existing Polygot theme 'We built this city' which touches on Greater Dandenong's transformation, or 'Ants' which integrates themes food ideas such as food sustainability	
12	Explore the concept of 'Lounging on Lonsdale' – a place activation initiative that gets people into the streets in the evenings in the warmer months to support local retailers evening trade, increase safety and sense of vibrancy.	
13	Continue 'Living Colour' program but consider refocusing towards a 'Food Forrest'/edible plants concept	

## Objective 1.8: Engage our visitors by creating ‘experiences’

To increase visitor expenditure, attract new visitors and extend visitor length of stay, new and improved attractions and experiences will be needed. Greater Dandenong’s ability to grow visitation will rely on our ability to deliver memorable tourism experiences rather than just tourism product.

The City of Greater Dandenong will work with industry to develop new products and new investment to support food/wine and arts/cultural tourism.

Our actions focus on creating new and improved experiences that leverage our strengths as a destination.

Action		Status
1	Continue the business grants program to foster innovation in new products and experiences and work with business to deliver new/improved tourism experiences that align with Greater Dandenong’s unique food and cultural offer	Yellow
2	Expand the existing food and cultural tours by attracting commercial operators to deliver these experiences with a view to maximise the number of tours available for visitors to book, and to diversify the tour offering through the development of new itineraries – i.e. combining food, culture & faith, targeting individual cultures/cuisines or including local manufacturers and producers	Green
3	Work with local food manufacturers to identify tourism related opportunities – i.e. tours, warehouse sales etc, and help advocate for Govt support/funding through Council’s investment attraction program	Red
4	Implement actions related to food tourism experience development from the Greater Dandenong Regional Food Strategy and Food Identity Brand project	Green
5	Consider how Council’s community assets (e.g. parks & gardens; Heritage Hill Dandenong and other historic sites) can be better developed and utilised for visitor experiences: via interpretation, events or attraction of private operators	Green

## Objective 1.9: Grow our events and use them as a means to engage and increase our share of new visitors

Consumers are looking for authentic experiences, particularly when it comes to events and festivals. Events are also a way to raise awareness and change perceptions of a destination and can attract visitors to a destination that would not otherwise be considered.

Events held in Greater Dandenong already attract a wide range of community and local area visitors, yet there is an opportunity to maximise the types of visitors through the creation of new events with significant tourism appeal. Our actions focus on working with partners to create new events aimed at visitors, and enhance existing events that have the ability to engage and leave a lasting impression.

	Action	Status
1	Continue to implement Council's Festival's and Events plan and build and grow Springvale Snow Fest, Nocturnal, Autumn Festival and Children's Festival to events with significant tourism appeal and that support Greater Dandenong's food and cultural strengths	
2	Establish a tourism events working group to identify, plan and deliver a signature event for Greater Dandenong. Role of the group should also include identifying supporting events throughout the year Signature event to be planned and delivered in 2016-17 onwards.	
3	Seek event funding through Tourism Victoria's Victorian Events program for a signature event	
4	Implement relevant food events actions from the Greater Dandenong Regional Food Strategy and Food Identity Brand project	
5	Support industry to curate and deliver events as part of the Melbourne Food and Wine year round program, including: <ul style="list-style-type: none"> <li>• Expansion and improvement of the World Fare (Festival event)</li> <li>• Explore the opportunity to develop a 'Longest lunch' (Festival event)</li> <li>• Expand food industry involvement with 'Put Victoria on your Table' (Year-round event)</li> <li>• Explore the opportunity to develop a new event – e.g. Greater Dandenong Short 'Food Film Festival' (Year-round or Festival event)</li> </ul>	
6	Work with Sporting Bet Park (Sandown) as Greater Dandenong's premier event venue to attract regionally or nationally significant events that align with Greater Dandenong's core brand offer	
7	Work with Springvale Asian Business Association (SABA) to explore the recommencement of regular Springvale Hawkers night food markets.	
8	Improve Council's events grants program process to ensure significant tourism opportunities are not passed up	
9	Work with Dandenong basketball stadium to identify opportunities where Greater Dandenong's local food offering can support key basketball events throughout the year, i.e. presence of food retails/stalls at key events	

## **Objective 1.10: Increase supply of quality infrastructure in accommodation, retail, attractions and community facilities**

Attracting investment will be important in increasing visitor yield in Greater Dandenong across a wide range of areas including: short term accommodation, tourism attractions, experiences and retail, including cafes and restaurants.

Our investment attraction actions focus on; increasing the quality and choice of accommodation options to stop the leakage of overnight visitors to other locations; and increasing the number of high quality tourism experiences and attractions that enable us to complete into the future.

Action		Status
1	Include tourism investment attraction as a priority as part of Council's existing investment attraction activities, including assessment of green wedge land available for potential tourism investment	
2	Seek private investment in new attractions and experiences – e.g. Regional Art gallery, Places of Worship, Soccer Stadium, new commercial tour operators, funding for manufacturing based tourism operations, retail (café's, restaurants, food trucks, pop up café's etc.)	
3	Continue council's program of community facilities infrastructure upgrades	
4	Develop an investment prospectus to attract private tourism investment in short term accommodation and conferencing facilities to grow business events	

## Objective 1.11: Develop a strong digital presence and social media capability to engage and raise awareness with our target markets

Use of digital technology such as the internet, social media and mobile devices to source travel information will continue to grow in the future. Consumers are now interacting with tourism information at a deeper level by sharing their experiences via social media. While dedicated destination websites will continue to hold relevance in tourism planning, importance must be placed on interacting with social media communities as a way to improve perceptions and convey the depth of experiences available in Greater Dandenong.

Our actions focus on building our online presence across traditional online and social media platforms.

Action		Status
1	Undertake an online tourism content audit and content distribution strategy that looks at existing online content, gaps and opportunities across various online and social media platforms	
2	Develop a Social Media Strategy which looks at Council's social media voice in the context of the visitor market versus community/residents and identifies actions and social media channels to target key influencers and raise awareness of Greater Dandenong's food and cultural offer in line with the Greater Dandenong Regional Food Strategy and Food Identity Brand project Recommend: undertake in conjunction with the content audit and distribution strategy	
3	Implement actions from the online tourism content audit and distribution strategy and Social Media Strategy. May include the creation of new tourism specific social media accounts, blogs etc.	
4	Maximise and leverage social media opportunities with partners including industry, Tourism Victoria, Destination Melbourne; Arts Victoria, Cultural Tourism Victoria, Multicultural Arts Victoria, Federation Square, VLine, Metro Trains and Eastlink	
5	Maximise the potential and leverage Destination Melbourne's 'Discover Your Own Backyard' campaign website through increased social media engagement	

## Objective 1.12 – Raise awareness and increase the economic value of tourism from our existing VFR and business visitors

Raising awareness with new visitors is important for long term tourism growth, however tourism yield can be maximised more expediently by communicating our offering to those who already live in Greater Dandenong or visit regularly, be it for work or other purposes.

People living and working within Greater Dandenong have limited awareness of the experiences Greater Dandenong has to offer, and therefore an opportunity exists to increase the economic value of tourism by educating our resident population and business community.

Our actions therefore focus on activities and marketing initiatives that:

- Increase our residents understanding of our tourism offer and their ability to help maximise economic value from visiting friends and relatives; and
- Increase our business community’s understanding of our tourism offer, to look beyond their place of work to explore what Greater Dandenong has to offer and to promote it to their corporate visitors.

Action		Status
1	Actively participate in Destination Melbourne’s ‘Discover Your Own Backyard’ Campaign by highlighting the depth of experiences to be had in Greater Dandenong with a particular focus on food and culture	Completed
2	Work with key local tourism products and experiences to undertake community and local business open days to enable them to gain an understanding of the tourism experiences on offer	Completed
3	Maximise tourism related content in Council’s ‘Stakeholder’ & ‘The City’ newsletters; including promotion of Greater Dandenong’s tourism offer and experiences (both council owned and commercial operations)	In Progress
4	Create, build and maintain a local ‘fan base’ of residents and businesses interested in Greater Dandenong’s tourism offer and actively engage with them via social media – e.g. competitions etc.	In Progress
5	Utilise the Civic Square Big Screen to promote upcoming events, festivals, tourism product/experiences	Completed
6	Work with corporate accommodation providers and businesses to provide visitor information to corporate visitors in the workplace and at the time of hotel booking confirmations	Completed
7	Work with Dandenong basketball stadium and industry to package sporting event tickets and dining or other tourism experiences, and market these packages to the local resident and business community via Council’s and Dandenong Basketball stadiums existing marketing channels	Completed

## Objective 1.13 - Raise awareness of Greater Dandenong and our tourism experiences amongst lifestyle leaders

Lifestyle Leaders are a very desirable market for any destination to target. They travel more often, spend more per person, and are more likely to take short trips. They are also more likely than the general Australian population to travel frequently within Victoria.

And while they know where Greater Dandenong is, they know very little about the tourism experiences we have to offer. However, because lifestyle leaders are trusted advisors and influence others travel behavior, they are important to getting our message out. Therefore our actions focus on using our hero experiences, in particular our unique food and cultural offering to build our lifestyle leader fan base as a means to reach new visitors.

Action		Status
1	Support Dandenong Market's 150 Year celebrations strategic marketing initiatives	Green
2	Implement destination marketing actions from the Greater Dandenong Regional Food Strategy and Food Identity Brand project	Green
3	Work with Federations Square to bring 'Greater Dandenong' to the CBD through the creation of a Greater Dandenong CBD based event that promotes Greater Dandenong's food and cultural strengths	Green
4	Develop and implement an online /social media marketing campaign to support the 'TedX Greater Dandenong' event's reach	Red
5	Build awareness of Greater Dandenong's arts and cultural offering through the cooperative promotion of the Walker Street Gallery, Drum Theatre and Heritage Hill Dandenong. Marketing channels – e-news, online, social media/blogs, PR, competitions	Green
6	Work with Council's PR consultant to actively target and raise awareness of Greater Dandenong's: unique food and cultural experiences, the arts, events, and basketball sporting events via high performance athletes. Channels: television, print, online, social media.	Red
7	Continue to support Dandenong Market, Drum Theatre, Heritage Hill Dandenong and Walker Street Gallery's annual strategic marketing initiatives	Green
8	Work with VLine, Metro Trains and Eastlink to leverage partnership opportunities via advertising placements (on trains, at stations, on roads, and online), and via cooperative programs that add value to VLine, Metro Trains and Eastlink customer experience	Yellow
9	Work in collaboration with Multicultural Arts Victoria and Arts Victoria to leverage partnership opportunities and content marketing through their existing marketing channels, including: online, social media, e-news, brochures, collateral, co-branding etc.	Red
10	Work with Mornington Peninsula tourism to identify cooperative marketing opportunities, particularly with Frankston	Green
11	Continue 'Where Magazine and Where website marketing	Green
12	Work with accommodation providers to provide visitor information at the time of booking confirmation via online links/emailed information and or hard copy information where hard copy booking confirmation exists	Green
13	Work with Dandenong basketball stadium via Council's PR consultant to raise awareness of CGD's basketball sporting events via high performance athletes	Green

14	Undertake Prime Television campaign aligned with new tourism brand and messaging. View to measure success and asses in year one to determine strategy for years 2 and 3.	
15	Take a full page advertisement for Greater Dandenong in the Melbourne OVG and a full page advertisement for Springvale in the Melbourne 'China' market OVG	
16	Continue advertising in 'Victoria's Cultural Guide'	



## Objective 1.14: Adopt a planned approach to tourism development

A proactive approach to planning is important as it enables us to address our future tourism development and infrastructure needs, as well as the marketing directions we need to deploy.

Destinations that have resources to undertake research, planning and evaluation are better placed to make informed decisions and adapt to shifting market trends. Gathering relevant and timely information is also beneficial in communicating the value of tourism to the community and tourism industry and can assist in improving understanding of the economic and social benefits that tourism offers our community.

Action		Status
1	Appoint a Tourism Officer to work in collaboration with council staff to manage and champion the implementation of this plan, including working with industry, peak bodies and Government stakeholders	Green
2	Commission visitor perception research to benchmark and track perception and awareness improvement, including measuring food brand health with the identified target markets	Green
3	Develop the Greater Dandenong Tourism Strategy & Action Plan 2018-2021 to plan for the next phase of tourism growth	Yellow
4	Contribute towards Destination Melbourne's VFR research project to support ongoing development of the DYOB campaign	Green
5	Monitor the success of the Visitor Information Strategy implemented and pursue identified improvements in 2016-17	Green
6	Develop a program to monitor and evaluate the success of all destination marketing campaigns and event attendance	Red
7	Develop a research program in conjunction with industry that collects and analyses visitor information including where visitors have come from and where they heard about Greater Dandenong and or the experience or activity they may be undertaking	Yellow
8	In the absence of specific visitor survey data relating to Greater Dandenong, monitor Greater Dandenong's tourism performance by developing a joint research program in conjunction with the Melbourne's South East CEO and Mayor's Group to monitor tourism numbers, performance and visitor satisfaction in Melbourne's South East	Red
9	Consider developing a Destination Management Plan to identify future tourism needs including: experience gaps, infrastructure requirements, a roadmap to investment success and barriers to investment etc.	Yellow

## Where to from here:

The following highlights the activities that will be undertaken in the next phase of the Tourism Strategy.

Action		Status
1	Leverage tourism as a business recovery tool post COVID-19, focusing on the Visiting Friends and Relatives (VFR) market	
2	Obtain visitation data for the municipality to help inform future actions	
3	Explore the potential of a digital app across our municipality, showcasing food, arts and culture, adventure tourism, etc	
4	Stronger social media presence across our Council platforms	
5	Proactively target events and sports tourism to come to Greater Dandenong	
6	Explore the benefits of a Tourism Advisory Board for our region	
7	Collaborate with Dandenong Market to hold a Maker's Market in Harmony Square on market days, alternate days, etc.	
8	Develop a program for our local food businesses and tourism operators to utilise Harmony Square, including our local manufacturing industry	
9	Expand the Food and Cultural Tours, incorporate the manufacturing industry, Brewery Bus Tour, etc	
10	Gather target analysis from within the industry	