



**Macedon
Ranges**
Shire Council

Visitor Economy Strategy 2019-2029 Action Plan, Years 1-2



Macedon Ranges Visitor Economy Strategy 2019-2029

Action Plan, Years 1-2

Updated July 2020

COVID-19 has had a significant impact to the tourism industry, and a large focus of 2020/2021 will be on assisting business recovery. Council has allocated a significant amount in its 2020/2021 budget towards business recovery activities, and once these activities have been planned and scheduled they will be added to this action plan.

It is anticipated, and supported by research, that once restrictions are lifted there will be a strong return of visitation to the Macedon Ranges, as people seek alternatives to their international and interstate holidays with a preference shorter trips closer to home. Encouraging these visitors to stay longer will be a key focus of our promotional campaigns.

Some actions of this plan have been moved between years one and two due to COVID-19, resourcing and change of priority.

The status column of the action plan will be updated at the end of the calendar year and again at the end of the financial year.

Priority Areas

- Business recovery initiatives.
- Enhanced visitor servicing to better engage with visitors and grow awareness of the Macedon Ranges brand and product offerings.
- Initiatives to develop the Macedon Ranges as a key walking and cycling destination.
- Progress final stages of planning of the Daylesford to Hanging Rock Rail Trail.
- Improved visitor infrastructure, including tourism signage and public toilet renewal.
- Support for agritourism experiences such as farm stays, classes and workshops.
- Seek to streamline the planning application process for new businesses.

Abbreviations

MRSC – Macedon Ranges Shire Council

DMT – Daylesford Macedon Ranges Tourism Board

MRVA – Macedon Ranges Vignerons Association

MRAA – Macedon Ranges Accommodation Association

TMR – Tourism Macedon Ranges

HSC – Hepburn Shire Council

PWG – Project Working Group

DELWP – Department Environment, Land, Water and Planning

BATA – Business and Tourism Association

DJPR – Department of Jobs, Precincts and Regions

RDV – Regional Development Victoria

DIRECTION A: PROMOTION AND BRAND AWARENESS

Strategy 1 – Brand awareness

Build awareness of the Macedon Ranges brand as a destination for authentic experiences, rejuvenation in nature, and ‘makers’ culture

Actions Year 1	Timing	Measures	Lead	Support	Status
<p>1.1 Brand development</p> <ul style="list-style-type: none"> Work with DMT to update regional brand position. 	Dec 2019	Brand position shared with local industry and incorporated into business kit.	DMT	MRSC HSC	Regional branding framework completed by DMT. Available on DMT corporate website at: https://dmrtourism.com.au/regional-brand/ Link added to Macedon Ranges Business Kits.
<p>1.2 Content and digital marketing</p> <p>Specific activities include:</p> <ul style="list-style-type: none"> Develop marketing strategy to articulate target markets and annual marketing activities. Weekly social media content to grow online engagement. Monthly online newsletter to VMR visitor database. Investigate potential to add Instagram to social media platform. Print advertising in Daylesford Macedon Life magazine. 	<p>Oct 2019</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec 2019</p> <p>Spring & Summer</p>	<p>Marketing strategy promoted to operators. Minimum of eight campaigns promoting brand strengths. Links to Visit Vic campaigns, e.g. #YourHappySpace</p> <p>Increase FB fans from 7,000 to above 10,000 and maintain engagement at 36,000 per annum.</p> <p>Increase VMR visitor database from 6,000 to above 10,000, and maintain monthly open rate above industry average (16%).</p>	MRSC	DMT	<p>Presented marketing strategy at DMT industry briefing 22 Oct 2019.</p> <p>10 campaigns promoting brand strengths across digital platforms (Facebook, blog and newsletter) with links to #YourHappySpace campaign.</p> <p>The COVID-19 pandemic changed the focus of campaigns to focus on maintaining destination awareness, taking experiences into peoples’ homes, and showcasing local businesses.</p> <p>(Refer to Appendix 1 for campaign details).</p> <p>Facebook: FB fans grew from 7,000 to 11,300 followers. There were 1,983,302 impressions (posts appearing in peoples feeds) that received 117,452 engagements.</p> <p>Visitor database: Monthly visitor newsletters have been sent to our visitor database, which increased from 6,300 to 13,800 active subscribers. Average open rate of 31.6% for our newsletters. Industry benchmark is now 22.6%</p>

					Instagram: Visit <i>Macedon Ranges</i> channel was launched with first post created on 19 May 2020.
1.3 Image and video <ul style="list-style-type: none"> Seasonal image refresh Short promotional videos (Kyneton eateries, cycling, short walks, weddings, shopping, parks & gardens). 	June 2020	Videos and images used in promotional campaigns to increase brand awareness. Increase in subscriptions to visitor database.	MRSC		Six photo shoots completed. Eight short videos completed. Images and videos used in promotional campaigns, and visitor newsletters. Significant growth in visitor database. (Refer to Appendix 1 for detail)
Actions Year 2		Performance measures	Lead	Support	Status
1.4 Content and digital marketing <ul style="list-style-type: none"> Campaigns to be designed to respond to COVID-19. 	June 2021	Maintain strong engagement on digital platforms, especially during periods of lockdown. Achieve 5000 Instagram followers in its first year. 20 per cent increase to VMR visitor database.	MRSC	DMT	
1.5 Image and video <ul style="list-style-type: none"> Short promotional videos: <ul style="list-style-type: none"> Cycling Short walks. 	July 2020 Sept 2020		MRSC		Cycling video completed July 2020.

Strategy 2 – Visitor Information Services

Deliver visitor information services at all stages of the visitor journey to inspire and connect visitors to experiences.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
2.1 Visitor Information Servicing Identify strategic options to improve delivery of visitor services. <ul style="list-style-type: none"> Complete Visitor Servicing Review report. 	Feb 2019	Draft report completed by Nov 2019. Final draft completed by Feb 2020. Test & learn projects adopted for implementation in Year 2.	MRSC	DMT	Report completed January 2020. Test and Learn projects being considered for Year 2: <ul style="list-style-type: none"> Refurbishment of Woodend Visitor Information Centre to include retail line to promote local makers and artists.

					<ul style="list-style-type: none"> Digital information kiosk at Hanging Rock and/or Mount Macedon. Pending external grant funding if available.
2.2 Print material Review of print materials and brochure distribution strategy.	March 2020	Rationalisation of brochures with consistent quality/branding aligned more effectively to brand pillars.	MRSC	DMT	In-house graphic artist engaged to complete new brochure template by August 2020.
2.3 Website Continue to develop visitmacedonranges.com to be a more engaging and effective platform. Specific activities: <ul style="list-style-type: none"> Develop and launch itineraries page. Improve processes for business listings to encourage a greater level of uptake. Update copy and imagery on key landing pages. Update What's On page with improved filters and print function. 	July 2019 Aug 2019 June 2020 Dec 2019	50 per cent of business listings updated with new 'premium' features by June 2020. Increase in business listings, and capture majority of new businesses. Minimum of six new itineraries added.	MRSC	Visit Victoria, DMT	Itineraries page launched in July 2019 and six new itineraries added. Simplified free business listing rolled out August 2019. Copy updated on all village landing pages. What's On page updated with new filters, but print function not yet added.
2.4 Tourism signs Complete audit of tourism and wayfinding signage to inform signage strategy.	April 2020	Council equipped with clear recommendations to improve tourism wayfinding signage.	MRSC	MRVA VERG	Audit well progressed and scheduled for completion by August 2020. Priorities for removal, replacement and new signs will be determined in Year 2.
Actions Year 2		Performance measures	Lead	Support	Status
2.5 Visitor Information Servicing. Stage 1 implementation. <ul style="list-style-type: none"> Investigate options for refurbishment of Woodend VIC to include retail line and promotion of local artists. Seek funding for digital information kiosk at Hanging Rock and/or Mount Macedon. Continued enhancement of online/digital information platforms. 	Dec 2020	Business case completed for retail line. Maintain positive visitor engagement in both digital and physical (when operational post COVID-19 restrictions) environments. Enhanced segmentation of visitor database.	MRSC	DMT	
2.6 Print material Review of print materials and brochure distribution strategy. Continued from Year 1.	Aug 2020	Rationalisation of brochures with consistent quality/branding aligned more effectively to brand pillars.	MRSC		
2.7 Website Continue to develop and improve engagement with visitmacedonranges.com.		Minimum five new itineraries and five new blog articles. Maintain monthly website engagement.	MRSC	DMT	

<p>2.8 Tourism Signs Develop signage plan from audit and implement priority recommendations.</p>	<p>June 2020</p>	<p>Tourism signage plan with a clear prioritisation to guide the tourism signage program. Removal of outdated signs and replacement of priority damaged or old signs.</p>	<p>MRSC</p>		
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DIRECTION B: DEVELOPMENT OF PRODUCT STRENGTHS AND INVESTMENT IN EMERGING OPORTUNITIES

Strategy 3 – Nature-based tourism

Enhance the quality and distribution of nature-based tourism experiences.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
<p>3.1 Hanging Rock Continue to support the implementation of the Hanging Rock Strategic Plan.</p>	<p>Ongoing</p>	<p>Industry informed at key milestones.</p>	<p>MRSC</p>	<p>Hanging Rock Project Group</p>	<p>Project Control Group continued to meet regularly. Priority actions were identified, scoped and scheduled (refer to Year 2). Updates of these actions will be provided to the tourism sector (via VMR operator newsletter) during year 2.</p>
<p>3.2 Daylesford to Hanging Rock Rail Trail. Progress next stages of planning.</p> <ul style="list-style-type: none"> Update project advocacy materials. Advocate for funding to progress stage 1 delivery. Updates to industry. 	<p>Dec 2019 Ongoing At key milestones</p>	<p>Bi-monthly meetings to maintain advocacy to access funding. Updated prospectus to identify priority for staged implementation and provide more accurate construction costs.</p>	<p>Rail Trail PWG (MRSC, HSC, DMT, RDV)</p>		<p>Bi-monthly meetings by the Project Working Group (PWG) were maintained. Hepburn Shire Council (HSC) committed funding to undertake the feasibility study for the Daylesford to Tylden section. This work will be completed 2020/2021. As part of this project the consultant will deliver advocacy documentation for the entire trail. Macedon Ranges Shire Council received \$8.75 million state government grant funding in May to complete the Woodend to Riddells Creek shared trail.</p>

<p>3.3 Mountain biking Extend and enhance the mountain biking offer.</p> <ul style="list-style-type: none"> Undertake scoping for enhancement of mountain bike trails network. 	June 2020	Project group activated and high-level scoping and analysis completed to inform next stages of planning.	Wombat MTB Club, MRSC	Parks Victoria, DEWLP	Significant planning already completed by Wombat MTB Club. Priority project to upgrade Wombat Track trail head well scoped and shovel-ready. Project included on shovel-ready project register submitted to state government for funding opportunities.
<p>3.4 Cycling Grow the Macedon Ranges as a key cycling destination.</p> <ul style="list-style-type: none"> Cycling promotional video. Update Ride Guide, including gravel rides section. Promotional campaign. 	June 2020 June 2020 TBC	Businesses experiencing an increase in cyclists. Increased downloads of Ride Guide and page views of cycling page on website. Increase in cycling enquiries at the Visitor Information Centres.	MRSC	DMT, Local clubs.	Short cycling promotional video completed July 2020. To be launched as part of new ride guide promotional campaign. New Ride Guide well progressed and due for completion in August 2020. 10 cycling related posts across FB/Instagram plus two Instagram stories.
<p>3.5 Megafauna Centre</p> <ul style="list-style-type: none"> Concept and feasibility planning for a megafauna education centre at Lancefield. 	Dec 2020		MRSC (Arts & Culture)		Consultant report completed and is scheduled to be presented to the incoming Council in November 2020, to seek their approval to go out for public feedback. Detailed business case will follow should the project be supported by community and Council. Funding has not yet been allocated for this next stage of the project.
<p>3.6 Open Gardens Enhancement of Open Gardens program</p> <ul style="list-style-type: none"> Develop guideline to provide clarity around conditions for open garden participation. Open Gardens landing page on VMR. 	Dec 2019 June 2020	Conditions for open garden participation understood and opportunities considered with Open Gardens Victoria and Horticultural Society. Landing page activated and receiving page views.	MRSC	Open Gardens Victoria, Macedon Hort. Society	Open Gardens landing page updated December 2019. Short video promoting Open Garden Experiences completed. Open Garden Guideline document deferred to Year 2.
Actions Year 2	Timing	Performance measures	Lead	Support	Status
<p>3.7 Hanging Rock Continue to support the implementation of the Hanging Rock Strategic Plan. Actions scheduled for deliver:</p> <ul style="list-style-type: none"> Appoint community representatives for the Ministerial Advisory Group. 	Sept 2020 June 2021	Deliver on actions as scheduled. Tourism industry updated at key milestones.	MRSC	Hanging Rock PCG. Ministerial Advisory Group.	

<ul style="list-style-type: none"> Review and update of the Environmental Management. Development of a Conservation Management Plan for cultural heritage. Recommence Master Plan December 2021 	<p>June 2021</p> <p>Dec 2020</p>				
<p>3.8 Daylesford to Hanging Rock Rail Trail. Continued staged implementation from action 3.2.</p> <ul style="list-style-type: none"> Feasibility planning for Hepburn to Tylden section. Complete advocacy documentation. 	<p>June 2021</p>	<p>Feasibility study and advocacy document completed.</p>	<p>Rail Trail PWG</p>		
<p>3.9 Woodend to Riddells Creek Shared Trail. Grow the Macedon Ranges as a key cycling destination.</p> <ul style="list-style-type: none"> \$8.75 million grant funding to deliver project by 2022. 		<p>Project delivered to project plan and communicated to industry in</p>	<p>MRSC</p>	<p>RDV</p>	
<p>3.10 Walking Promote and expand the diversity of short walks.</p> <ul style="list-style-type: none"> Develop short walks brochure, print and online. Short walks short video. 	<p>Nov 2020</p> <p>Oct 2020</p>	<p>Brochure and video used in short walks promotional campaign.</p>	<p>MRSC</p>	<p>Parks Victoria, DELWP, Local clubs</p>	
<p>3.11 Bushland reserves Enhance the visitor experience at Council's bushland reserves.</p> <ul style="list-style-type: none"> Continue Council's program of nature tours, events and walks. Increase interpretive signs and passive recreation infrastructure. Upgrading of walking trails at Black Hill Reserve. Biodiversity exhibition at Kyneton Museum. 	<p>June 2021</p>	<p>Enhanced promotion to increase awareness of the Macedon Ranges for its significant environmental values.</p>	<p>MRSC (Enviro)</p>		
<p>3.12 Megafauna Centre <ul style="list-style-type: none"> Concept and feasibility planning for a megafauna education centre at Lancefield. Detailed Business Case </p>	<p>June 2021</p>	<p>Seeka funding to proceed with detailed business case should the feasibility plan be endorsed.</p>	<p>MRSC (Arts & Culture)</p>		<p>Consultant report is complete and is scheduled to be presented to the incoming Council in November 2020, to seek their approval to go out for public feedback.</p>
<p>3.13 Open Gardens Enhancement of Open Gardens program</p>		<p>Conditions for open garden participation understood and opportunities considered</p>			

<ul style="list-style-type: none"> Develop guideline to provide clarity around conditions for open garden participation. 		with Open Gardens Victoria and Horticultural Society.			
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Strategy 4 – Artisan villages

Improve presentation and visitor amenity of artisan villages.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
4.1 Visitor amenity <ul style="list-style-type: none"> Romsey visitor sign project. Renewal of public toilets. 	Nov 2019 June 2020	Romsey sign project completed.	MRSC	BATAs	Design completed and funded for construction and installation. Renewal works at Macedon (Smith St) and Centennial Park toilet blocks completed.
4.2 Street scaping Improve presentation and visitor amenity of artisan villages. <ul style="list-style-type: none"> Kyneton Urban Design Framework (UDF) 	June 2020	Draft Urban Design Framework completed, identifying desired street scaping, wayfinding and walking and cycling links.	MRSC (Strat. Planning)		COVID-19 has delayed consultation on a number of strategic planning projects. The Gisborne Futures project, was prioritised over the Kyneton UDF, and went out for public consultation July 2020. The Kyneton UDF was deferred for delivery in Year 2.
4.3 Autumn in Macedon Improved visitor management at Macedon and Mount Macedon during autumn to mitigate impacts and leverage benefits. <ul style="list-style-type: none"> Update management plan with recommended improvements. Implementation of plan. 	Dec 2019 April 2020	Impact to residents further minimised while maximising benefit to local community.	MRSC	Open gardens	The Autumn Management Plan was updated to include a significant scaling up of car parking and shuttle bus service. The plan wasn't implemented due to COVID-19 restrictions.
4.4 Workshops and classes Support the growth of workshops and classes. <ul style="list-style-type: none"> Workshops landing page on visitmacedonranges.com. Coordinated promotional campaign with DMT. 	June 2020 TBC	Landing page activated and receiving page views.	MRSC, DMT		Unique landing page created. Promotional photo shoot completed May 2019 with images used in Daylesford Macedon Ranges Visitor Guide and Daylesford Macedon Life magazines.
Actions Year 2	Timing	Performance measures	Lead	Support	Status
4.5 Woodend Community and Tourist Precinct Concept and feasibility planning for the Woodend Community & Tourist Precinct.	2020	Concept designs developed with options for an inspirational visitor hub	MRSC		Project commenced in January 2020 but was paused due to impact of COVID-19.

<ul style="list-style-type: none"> Develop options that include a visitor 'inspiration' hub and public event spaces. 		incorporating visitor information services and event space.			
4.6 Visitor amenity <ul style="list-style-type: none"> Consider options for town entry signs that recognise traditional owners. To be undertaken as part of Reconciliation Action Plan (action 7.1). 	TBC	Enhanced visitor impression when entering townships and recognition of traditional owners.	MRSC, Traditional Owners		Pending project funding in 2020/21 budget.
4.7 Street scaping Improve presentation and visitor amenity of artisan villages. <ul style="list-style-type: none"> Kyneton Urban Design Framework (UDF) 	June 2020	Draft Urban Design Framework completed, identifying desired street scaping, wayfinding and walking and cycling links.	MRSC (Strat. Planning)		

Strategy 5 – Food, wine and ferments

Promote and develop quality food, wine and ferments experiences.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
5.1 Macedon Range Wines Increase brand awareness of Macedon Ranges Wines, food and ferments including: <ul style="list-style-type: none"> Promotional campaign for Food & Wine Festival (Budburst). Work with event organisers on promotional opportunities for Macedon Ranges Wines at regional events. 	Oct 2019 Ongoing	Promotional prize campaign to attract 2000+ entrants. More local events promoting MR Wines.	MRSC	DMT	Significant promotion of Macedon Ranges Wines was achieved, including: <ul style="list-style-type: none"> Wine Down Pop Up, in partnership with Visit Victoria Budburst ticket giveaway FB campaign in Oct - reached 4767 people with 95 competition entries. 12 Bubbles of Christmas in Nov-Dec, received 4020 entries, 68% of entrants who had never visited a cellar door in the Macedon Ranges. Two virtual wine tastings. Council's Events and Festivals Grant Program encourages that local wines are served and promoted where applicable. Events are scored more favourably for supporting local producers.

					New event, Festival23 stocked a range of local wines and beverages at its successful first event.
Actions Year 2	Timing	Performance measures	Lead	Support	Status
5.2 Food and beverage trails Facilitate development of food and wine/beverage trails. <ul style="list-style-type: none"> Work with industry to develop product packaging options with interested businesses. 	June 2021	Product options developed with interested businesses and promoted by MRSC and DMT.	MRSC, DMT	MRVA, Ag Forum	

Strategy 6 – Events and Festivals

Develop and grow the positive impacts of events and festivals.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
6.1 Events and Festivals Strategy <ul style="list-style-type: none"> Develop strategy to guide the future direction for events and festivals. Review of Events and Festivals Grants Program. 	May 2020 April 2020	New guidelines for Events and Festivals Program completed in time for April 2020 program opening.	MRSC	DMT	Draft strategy completed and put out for public consultation July 2020. Events and Festivals Grant Program reviewed as part of the events strategy development and some early recommendations adopted, including multi-year funding agreements.
6.2 Events Grants Programs <ul style="list-style-type: none"> Administration of Macedon Ranges Regional Events Fund. Administration of Events and Festivals Grants Program 	June 2020 June 2020	Funding allocated to supported events.	MRSC (NP)		Ran a competitive process and worked with Visit Victoria to award \$100k grant funding from the Regional Events Fund. The five events, three which are new events, will be delivered in 2021. Administered Council's Events and Festivals Grant Program, awarding \$90,000 funding support.
Actions Year 2	Timing	Performance measures	Lead	Support	Status

<p>6.3 Events and Festivals Strategy</p> <ul style="list-style-type: none"> • Complete strategy to guide the future direction for events and festivals. • Implement Year 1 actions. 	March 2021		MRSC	DMT	
<p>6.4 Temporary accommodation</p> <ul style="list-style-type: none"> • Investigate options for temporary event accommodation (camping, caravanning) and develop operational guideline. 	TBC	Council to have a list of potential locations and operational guidelines in place to support event camping.	MRSC	Relevant cmtes. of mgt.	

Strategy 7 – Emerging tourism products and experiences

Support development of the emerging tourism products and experiences – weddings, Aboriginal cultural heritage, wellness and mineral springs, agritourism and accommodation.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
<p>7.1 Aboriginal cultural heritage</p> <p>Work with traditional owners as part of Council's Reconciliation Action Plan (RAP) to explore potential for interpretation and low impact Aboriginal cultural tourism experiences.</p>	June 2020	Well established relationship and a commitment to work collaboratively on future projects.	MRSC, Traditional Owners	DEWLP	The RAP went out for public consultation in July 2020.
<p>7.2 Accommodation</p> <ul style="list-style-type: none"> • Develop guideline for glamping and temporary accommodation. • Review of the Accommodation Opportunities Study 2010. 	Dec 2019 May 2020	Evidence-based appreciation of gaps in the accommodation offering to guide opportunities for investment, including RV market.	MRSC	MRAA	<p>Assistance provided to three potential glamping businesses.</p> <p>Glamping guideline deferred to year 2 (action under Agritoursim).</p> <p>A Visitor Accommodation Study was completed May 2020. The study identifies a need for additional accommodation in the future to satisfy the increase in visitor demand, including the recommendation to establish a second RV Friendly town in either Romsey or Lancefield.</p>
<p>7.3 Agritourism</p> <p>Investigate regulatory mechanisms to better support appropriate agritourism experiences.</p> <ul style="list-style-type: none"> • Develop guideline for agritourism opportunities (e.g. workshops, demonstrations, etc.) 	Dec 2019	<p>Guidelines published and communicated with industry.</p> <p>Presentations at MRAA and MRVA.</p> <p>Interested parties supported to develop ideas.</p>	MRSC	Ag. Forum, MRVA	Deferred to year 2.

7.4 Planning and Regulations Improve customer service to streamline planning application processes for business. <ul style="list-style-type: none"> • Complete Better Approvals Project. • Stage 1 implementation. 	Aug 2019 TBC	Increased customer satisfaction.	DJPR	MRSC	
7.5 Weddings Support growth of wedding market. <ul style="list-style-type: none"> • Enhanced landing page on visitmacedonranges.com. • Promotional campaign including video. 	June 2020 Mar 2020	Seasonal blog articles. Landing page activated and receiving page views.	MRSC	DMT	
Actions Year 2	Timing	Performance measures	Lead	Support	Status
7.6 Mineral Springs Encourage investment at the Kyneton Mineral Springs to provide an improved visitor experience. <ul style="list-style-type: none"> • Concept planning of Kyneton Mineral Springs Reserve. 	June 2021		MRSC	DMT RDV	Pending availability of project funding.
7.7 Agritourism Investigate regulatory mechanisms to better support appropriate agritourism experiences. <ul style="list-style-type: none"> • Develop guideline for agritourism opportunities (e.g. workshops, demonstrations, accommodation.) 	Dec 2019	Guidelines communicated with industry. Presentations at MRAA and MRVA. Interested parties supported to develop ideas.	MRSC	Ag. Forum, MRVA	

DIRECTION C: ADVOCACY, INDUSTRY COLLABORATION AND BEST PRACTICE DELIVERY

Strategy 8 – Industry development

Improve industry professionalism and performance.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
8.1 Training and workshops <ul style="list-style-type: none"> • Work with DMT to develop program of business excellence workshops. • Collaboration for business growth workshop. 	Nov 2019 May 2020	High-level of participant satisfaction.	DMT MRSC	MRSC	A range of small business workshops were provided ranging from tax essentials to social media. Council purchased a licence to offer businesses within the shire free access to the Regional Growth Summit, which received positive feedback.

					Collaboration for growth workshop deferred to Year 2.
8.2 Business Kit • Renew the Macedon Ranges Business Kit.	Feb 2019	Business kit updated.	MRSC		Updated to include the links to the DMT Regional Branding Framework.
8.3 Visitor data and information Enhanced use of visitor data to inform decision making. • Improved use of google analytics and visitor survey. • Consider application of visitor tracking tools.	Ongoing	Data used more effectively to inform decisions. Quarterly reporting of relevant data included in operator newsletters.	MRSC	DMT	Key visitor statistics were reported in operator newsletters.

Strategy 9 – Advocacy

Advocate on the benefits of the visitor economy and promote industry collaboration.

Actions Year 1	Timing	Performance measures	Lead	Support	Status
9.1 Advocacy Advocate for the visitor economy to highlight its key role in the regional economy and the broader benefits it provides the Macedon Ranges. • PR to educate community on the value of the visitor economy and significant achievements. • Promotional bookmark issued to residents in rates notice.	Ongoing April 2020	Annual article in Shire Life and local papers, and community newsletters.	DMT	TMR, MRSC	Promotional bookmark completed but not posted due to changed messaging priorities of COVID-19.
9.2 Collaboration Continue to collaborate with and inform the tourism industry. • Regular newsletter to operators on visitmacedonranges.com. • Work with TMR to renew focus as industry networking group and reference group to Council.	Quarterly June 2020	Present action plan at DMT October quarterly industry briefing. Work with TMR to develop role as local networking group.	MRSC	DMT, TMR	Bi-monthly newsletters were sent to the tourism businesses listed on visitmacedonranges.com. DMT continued to circulate their industry newsletters and took the lead of keeping industry informed of COVID-19 advice and support initiatives.

Appendix 1 - Content and digital marketing detail

Campaigns:

1. May 2019: Wine Down Pop Up at Mount Towrong Winery.
2. May-June 2019: Romance in the Ranges. Romantic getaway competition. Promoted ring making workshop, local wine and horse carriage ride.
3. Sept 2019: Spring Girls Getaway. Promoted floral and meditation workshops, open gardens and peony flower farm.
4. Oct 2019: Macedon Ranges Wine and Food Festival 'Budburst' Ticket Giveaway.
5. Nov-Dec 2019: 12 Bubbles of Christmas. Promoted 14 different wineries and sparkling wine of the Macedon Ranges.
6. Hair of the Dog: Jan 2020 competition promoting gin tasting and gin workshops
7. Autumn in the Mountains: Feb 2020 competition promoting mid-week retreat to Mount Macedon and open gardens.
8. Virtual Wine Tasting #1: Promoting local wine region with a virtual wine tasting from Double Oaks Estate during lockdown.
9. Virtual Wine Tasting Giveaway #2: Zig Zag Winery, as per above.
10. Virtual Craft Beer Tasting Giveaway: Promoting craft beer tasting with Holgate Brewhouse.

COVID-19 campaigns focussed on maintaining destination awareness and taking experiences to peoples' homes. Key campaigns included:

1. Taste the Macedon Ranges at home with virtual wine/craft beer tasting giveaways from Double Oaks Estate and Zig Zag Wine and Holgate Brewhouse.
2. 'How to Make a Big Tree Negroni Cocktail' at home with Big Tree Distillery Gin video.
3. Winter recipe to cook at home from Mount Towrong Winery with wine suggestion to match available online.
4. A 'guide-style' blog article promoting how to arrange a Macedon Ranges wine delivery to enjoy during lockdown.
5. *Look forward to having you back* themed videos from local tourism operators. These videos were focussed allowing businesses to showcase their offering and encouraging visitors back when it's safe to roam again. Videos were provided from:
 - Double Oaks Estate
 - Holgate Brewhouse
 - Braeside Mt Macedon
 - Flop House
 - Cregan Creative Tours
 - Hanging Rock Llama Treks
 - Lancefield Lighthouse
 - Yesteryear Today Carriages
 - Gisborne Peak Winery

Photo shoots

1. Bushwalking – Memorial Cross Reserve
2. Spring themed/daffodil pics including Piper Street, local farm and Kyneton Botanic Gardens
3. Spring/Summer Farmers Market/Fresh Produce Shoot (Kyneton Farmers Market/Parklands Restaurant)

4. Family picnic/open gardens on Mount Macedon (spring/summer)
5. Fishing (Lauriston Reservoir)
6. Spring/summer wine tasting and cellar door road trip shoot

Short video shoots

1. Weddings in the Macedon Ranges
2. Garden Nursery Experiences in the Macedon Ranges
3. Open Garden Experiences in the Macedon Ranges
4. Local Produce of the Macedon Ranges
5. Eat and Drink Scene in Kyneton
6. Why the Macedon Ranges Should be on Your Must Do List
7. Kyneton Farmers Market (finalised but yet to be promoted)
8. Spring in Kyneton/Daffodil Festival video (to be held off launching until Daffodil Festival resumes)