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# MACEDON RANGES EVENTS STRATEGY 2020-25

DRAFT REPORT

MACEDON RANGES SHIRE COUNCIL | JUNE 2020



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## **ACKNOWLEDGMENT OF COUNTRY**

We acknowledge that Macedon Ranges Shire is located on Dja Dja Wurrung, Taungurung and Wurundjeri Country whose ancestors and their descendants are the traditional owners of this Country.

We acknowledge that they have been custodians for many centuries and continue to perform age old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

## **ACKNOWLEDGMENTS**

Urban Enterprise would also like to gratefully acknowledge the contribution made by stakeholders who contributed to the consultation phase by attending workshops and completing surveys, including:

- Event Operators; and
- Macedon Ranges Shire Council.

## **ACRONYMS**

<b>DMR</b>	Daylesford Macedon Region
<b>DMRT</b>	Daylesford Macedon Ranges Tourism
<b>DJPR</b>	Department of Jobs, Precincts and Regions
<b>EDS</b>	Economic Development Strategy
<b>FTE</b>	Full Time Equivalent
<b>IVS</b>	International Visitor Survey
<b>LGA</b>	Local Government Area
<b>MTB</b>	Mountain Bike
<b>NVS</b>	National Visitor Survey
<b>RDV</b>	Regional Development Victoria
<b>REF</b>	Regional Events Fund
<b>REMPP</b>	Regional Events And Marketing Partnership Program
<b>TRA</b>	Tourism Research Australia
<b>VFR</b>	Visiting Friends And Relatives

# EXECUTIVE SUMMARY

## BACKGROUND

The Macedon Ranges Events Strategy intends to provide Council with the strategic direction to support the growth and success of events that deliver social and economic benefits to the community, and make the Macedon Ranges a great place to live and visit.

This strategy is supported by the Council Plan priorities: 'enhance the social and economic environment', and 'promote health and wellbeing', as well as other key strategic documents including the Macedon Ranges Visitor Economy Strategy 2019-2029, and the Macedon Ranges Arts and Culture Strategy 2018-2028.

Recognised as a distinctive area and landscape under the Planning and Environment Act, the outstanding landscapes, layers of settlement history, significant landforms and natural environments are values that need to be protected and enhanced, while also providing an opportunity for events to promote and celebrate these unique brand strengths.

This report includes research and analysis, including consultation with event operators and council officers that reflects the situation prior to the impacts of the Covid-19 pandemic. The impacts of Covid-19 on the Macedon Ranges visitor economy remain uncertain, however events will play an important role in the recovery process.

## TOURISM CONTEXT

The diversity of events in the shire is recognised in the Macedon Ranges Visitor Economy Strategy 2019-2029 as a key strength of the region. Expanding the range of arts and cultural events is seen as a key opportunity, which is further supported by Council's Arts and Culture Strategy 2018-2028.

The visitor economy in the Macedon Ranges contributes \$456 million in output and 2,354 ongoing jobs, making it one of the most important industry sectors for the region<sup>1</sup>.

Macedon Ranges Shire received a total of 1.4 million visitors in the 2018/19 Financial Year, driven

predominately by daytrip visitors (77%). Proximity to Melbourne and low levels of commercial accommodation reduce the ability of the shire to capture overnight visitation and leverage yield from these visitors.

The Macedon Ranges Visitor Economy Strategy identifies the shire's key brand strengths as:

- Arts, culture and makers;
- Nature and the outdoors;
- Historic villages and rural landscapes; and
- Food, wine and ferments.

The visitor economy is supported by a range of successful established events, such as major concerts at Hanging Rock, Woodend Winter Arts Festival, Macedon Ranges Wine and Food Budburst Festival and race days at Hanging Rock.

The Lifestyle Leader is the key target market for the Macedon Ranges. This market segment has a higher level of discretionary expenditure than the general population so can afford to indulge more often in travel, and has a particular desire to escape city life and embrace nature and new discoveries.

To attract the Lifestyle Leader segment, events and complementary tourism experiences should align to their preferences, including arts and culture, quality food and beverage, nature-based attractions and activities, and a quality accommodation offering to support overnight stays.

## STRATEGIC EVENTS CONTEXT

There is overarching policy and strategic support from all levels of Government for the development of regional events to enhance regional economies and build visitor destinations.

Regional and local documents indicate support for growing the events sector to capitalise on the shire's competitive advantages, particularly its ability to provide a rural country experience less than an hour from Melbourne.

There are a number of funding pools to support growth in the events sector, with the main fund being

<sup>1</sup> Macedon Ranges Visitor Economy Impact Study, 2017.

the State Government's \$20 million Regional Events Fund (REF). The fund is administered by Visit Victoria and the Department of Jobs, Precincts and Regions (DJPR) and supports the attraction, development, marketing and growth of events in regional Victoria in order to build vibrant, strong and sustainable regional economies.

The Australian tourism industry and events sector has been heavily impacted by the Covid-19 pandemic. Events will play an important part in revitalising the visitor economy through their immediate and longer-term economic benefits to the local economy.

This strategy will assist Council in the recovery phase following the pandemic, both by supporting operators of existing events, as well as by attracting and assisting the development of new events to revitalise the visitor economy and engage the local community.

During this time of social distancing, some events have been held online, which has highlighted the opportunity to work with event operators to explore this potential.

## EVENTS PROFILE

A total of 108<sup>2</sup> annual events were identified across the Macedon Ranges Shire, comprised of 44 tourism events and 64 community events. Tourism events are defined by their ability to attract visitors from outside the region, but play an equally important role in providing engaging experiences for the local community.

In 2019, the 44 tourism events attracted approximately 131,500 attendees, of which less than half (63,190) were visitors from outside the shire. This demonstrates that existing events are predominately servicing the local and regional community, or visitors already in the region.

Half of the 44 tourism events were held in Kyneton and Woodend (11 events each). This is likely due to them being more established visitor destinations, and in part to their more high profile event venues, in particular Hanging Rock Reserve near Woodend and the Kyneton Town Hall and Kyneton Showgrounds.

There are very few tourism events which are held across multiple venues or locations within the shire.

Of the tourism events, the largest share were markets (27%), which accounted for almost half of total annual tourism event attendees (47%) and visitors (43%). This highlights the importance of markets to the shire's event sector, as they drive the greatest visitation and build on the shire's reputation for quality local produce and arts.

There are also a number of events aligned to the brand strengths of Arts, Culture and Makers, and Food, Wine and Ferments.

The events calendar is spread evenly across most of the year, with a trough in events and event visitation in winter, particularly across the months of July and August.

## EVENTS CATEGORISATION

The 44 annual<sup>3</sup> tourism events were assessed to better understand their scale and significance.

To categorise the events, a criteria and assessment matrix was developed using relevant criteria from Visit Victoria's event categorisation criteria, as well as criteria responding to strategic objectives of the shire. The adopted scoring matrix for event categorisation is based on the following criteria:

- Exclusive to Victoria.
- Strong Event Attendance.
- Strong Event Visitation.
- Local, Regional, State, National or International Focus.
- Driver for Overnight Visitation.
- Drives Off-peak Visitation.
- Target Market Alignment.
- Alignment to Brand.

Following assessment, the 44 tourism events fell into the following categories:

- No events met the criteria for a Signature Event, where the event is considered a 'State or Nationally Significant Event';
- 8 Tier 1 events, where the event is considered to be a 'Macedon Ranges Signature Event';
- 18 Tier 2 events where the event is a 'Regionally Significant Event'; and

<sup>2</sup> This is drawn from an audit of events undertaken before the onset of the Covid-19 pandemic and includes those events that had already been held or were planned for FY2019/2020.

<sup>3</sup> This is drawn from an audit of events undertaken before the onset of the Covid-19 pandemic and includes those events that had already been held or were planned for FY2019/2020.

- 18 Tier 3 events where the event is a 'Community Event that also targets visitors to the region'.

The 64 'non-tourism', or local community events primarily focus on local community and existing visitors.

## ECONOMIC & COMMUNITY BENEFIT ASSESSMENT

Events within the Macedon Ranges provide a total economic benefit of \$20.6<sup>4</sup> million in output and contribute a total of 98 ongoing jobs to the state of Victoria, including both direct and indirect impacts derived from tourism event visitor expenditure. Of this, \$8.03 million and 61 jobs are the direct effect of visitor expenditure, of which all benefits remain within the shire.

Direct expenditure from tourism event visitors in the Macedon Ranges equates to approximately \$8 million annually, generated from 63,190 tourism event visitors.

The following benefits are received from each event typology in terms of total impact, including:

- Arts, Culture & Music - \$3.2 million output and 17 Jobs
- Family & Lifestyle Food - \$8 million output and 42 Jobs
- Wine & Ferments - \$1.3 million output and 7 Jobs
- Gardens & Agriculture - \$5.8 million output and 31 Jobs
- Markets - \$15.2 million output and 79 Jobs
- Sport & Outdoor Recreation - \$1.7 million output and 9 Jobs

Markets provide the largest economic impact to the shire, accounting for \$15.2 million in total output and a total 79 jobs. This is due to a combination of factors, including the large number of markets; the significant attendance; and high levels of visitor expenditure due to the nature of the event being primarily for purchase of food and produce.

In addition to the economic benefits of events, there are numerous important social and community benefits, including:

- Civic pride and sense of community for residents;
- Revitalisation of local areas and improving liveability;
- Providing flow-on employment opportunities; and
- Contributing to the resilience of local economies.

## EVENT FACILITIES

A total of 52 facilities and event spaces were identified that hosted annual tourism and/or community events across the shire. Tourism events utilised 29 different facilities, with the two most used being Hanging Rock Reserve (five events); and Kyneton Showgrounds (four events). Gisborne Steam Park, Kyneton Mechanics Institute, and Lancefield Park Recreation Reserve each held two tourism events annually.

Hanging Rock is the major visitor and events destination in the Macedon Ranges, which plays host to a range of events across the reserve and racecourse. This includes one-off international music concerts, popular annual horse races, inclusive sporting events, maker's markets, outdoor exhibitions, small events aligned to the popular film 'Picnic at Hanging Rock' and other small community events.

There is a major gap in high-quality, contemporary indoor event venues across the shire with capacity to support larger events. Existing indoor spaces are outdated and require work to meet user needs and quality standards.

Outdoor and open space facilities such as recreation reserves and parks, were the most popular facilities for hosting events in the Macedon Ranges. Outdoor events capitalise on the regions nature tourism strengths and natural assets, but there are limitations in terms of when events can be held due to seasonality of weather.

This analysis highlights gaps in conferencing facilities, wedding venues, and purpose-built indoor performance venues. There is opportunity for the development of purpose-built event venues at the redeveloped Community Centre at Woodend, which

<sup>4</sup> Urban Enterprise, based on REMPLAN input-output modelling for Victoria, 2020.



could incorporate spaces for indoor and outdoor events.

## EVENT RESOURCING

Macedon Ranges Shire Council supports the event sector through funding, training and support services. Council currently provides a range of supporting services to the events sector, including the provision of event approvals, workshops and training, pre-application meetings, and in-kind support for events.

Council provided a total of \$94,664 in funding for events in 2019/2020, from its Events & Festivals Grant Program. Funding was provided to 21 events—six local community events and 15 tourism events.

Overall, there are a number of organisations that have various levels of responsibility for funding, operating and supporting events in the Macedon Ranges. This includes Macedon Ranges Shire Council, Daylesford Macedon Ranges Tourism Board, and a range of local tourism organisations, associations, and event operators. Council should continue to maintain strong relationships with these partners and stakeholders, to ensure the strength and sustainability of the events sector.

## KEY CONSIDERATIONS

### Event Development Considerations

- Support for new and existing events that reinforce and promote the shires brand strengths, including:
  - Establish and support Signature events;
  - Support growth of existing events;
  - Larger scale 'makers and artisans' aligned events;
  - Food, wine and ferments events;
  - Aboriginal cultural events; and
  - Wellness events.
- Explore opportunities to fill gaps and diversify the annual calendar of events, including:
  - Winter events, particularly across July and August,
  - Events which include non- weekend days;
  - Night time events;
  - Increase the number of multi-day events to encourage overnight visitation.

### Event Infrastructure Considerations

- Lack of contemporary or large-scale indoor events venues;
- Limited outdoor events venues with suitable infrastructure and amenity;
- Lack of visitor accommodation for large events; and
- Investigate transport and access barriers for events.

### Events Resourcing Considerations

- Continue to review funding programs to support existing events and attraction of new events;
- Need for further industry capacity building;
- Support for event organisers with their marketing and promotion;
- Visitor servicing at events to promote the region; and
- Develop a standard evaluation tool to categorise events.

## STRATEGIC FRAMEWORK

### Vision

The Macedon Ranges will have a diverse and stimulating calendar of annual events that showcase the regions brand strengths and make Macedon Ranges a great place to live and visit.

### Strategic Objectives

The vision is supported by the following key objectives, which should guide strategic event development and attraction.

- **Community benefit.** Support events that foster community development and contribute to health and wellbeing.
- **Drive off-peak visitation.** Encourage a spread of events across the calendar year including development of events in locations and/or times of lower visitation.
- **Drive visitation.** Provide support for events that attract visitation and provide economic benefits to the shire.
- **Brand alignment.** Encourage the development of new and existing events that align with Macedon Ranges' identified brand strengths.
- **Event sustainability and building operator skill.** Encourage events to become self-sustaining and to become less reliant on financial support from Council.
- **Community and environmentally minded events.** Encourage events to consider the impact they have on the environment and surrounding community.
- **Event compliance.** Encourage the delivery of successful, safe and compliant events.
- **Alignment to strategic tourism framework.** Support events that align with the vision and strategic directions outlined in the existing Macedon Ranges Visitor Economy Strategy.
- **Higher-yielding events.** Encourage the development of events which drive overnight stays and/or increase visitor yield.

## Strategic Directions

The following directions and strategies have been developed in response to issues, needs and opportunities of the events sector, identified throughout this report.

Detailed actions, as well as responsibilities for delivery and timeframes, can be found in Section 9 Strategic Framework.

Direction	Strategy
Direction 1: Enhance The Events Calendar	1. Support the attraction of signature events
	2. Grow existing events
	3. Attract and support new events that align to the Macedon Ranges brand, key markets and fill gaps in event calendar
Direction 2: Deliver Improved Facilities And Supporting Infrastructure	4. Improve transport to support events development
	5. Improve and promote outdoor event venues to support events growth and development
	6. Support enhancement of indoor event venues
Direction 3: Continue To Support Events Growth And Development	7. Assist industry recover from the impacts of Covid-19 Pandemic
	8. Continue to attract and support events that grow the visitor economy
	9. Continue support for community events
	10. Improve information available to event operators
	11. Continue to build events industry capacity and sustainability
	12. Improve visitor services for events
	13. Ensure a standardised process for event registration, reporting and data collection
	14. Increase Council resources allocated to Events

# 1. INTRODUCTION

## 1.1. BACKGROUND

The Macedon Ranges Events Strategy intends to provide Council with the strategic direction to support the growth and success of events that deliver social and economic benefit to the community.

This strategy is supported by the Council Plan priorities: 'enhance the social and economic environment', and 'promote health and wellbeing'.

Council plays an important role in supporting events that deliver a diverse and stimulating calendar of annual events that showcase the regions brand strengths and make Macedon Ranges a great place to live and visit.

The strategy is underpinned by background research, including a program of consultation with event operators and Council staff.

The strategy provides recommended alterations to the Events & Festivals Grant Program Guidelines for 2020/21, which will be a key mechanism to supporting the implementation of this strategy.

While the strategy places an emphasis on growing tourism events that attract visitors, the importance of supporting local community events remains. Tourism events are a focus in that they deliver greater benefit to the local economy, which is directly related to the wellbeing of residents involved in the tourism sector. Tourism events can also increase civic pride, and increase liveability.

The research and analysis in the draft strategy reflects the situation prior to the impacts of the Covid-19 pandemic. While the full impact of Covid-19 remains unknown, it is envisaged that this strategy will assist Council in the recovery phase by enhancing support for existing events, and attracting new events to help revitalise the economy. While physical attendance of events remains difficult, there is an opportunity for Council to provide support to online events.

## 1.2. PROJECT OBJECTIVES & AIMS

The Macedon Ranges Events Strategy will provide a framework and recommendations for the Macedon Ranges Shire Council to grow as a significant events destination within Victoria and importantly will:

- Support the growth of events for the social and economic benefit of the region;
- Enable the shire to have a diverse calendar of events that align with Council's strategies and plans; and
- Identify a framework on how council can provide support for events (including financial, resource; tool kits and strategic guidance for the attraction of events).

The strategy also aims to provide the following:

- Comprehensive analysis of events across Victoria's inner regions to identify tourism event gaps which will attract key market segments;
- Evaluation of the region's existing events to identify events with the potential to evolve into tourism events;
- A desktop audit of the region's event venues and outdoor spaces including recommendations on under-utilised spaces and existing infrastructure shortfalls;
- Recommendations for the future development and attraction of events which will aid dispersal, support overnight visitation, positively reflect the region's brand and enhance the local community and visitor experience; and
- An event attraction and development program and criteria.

These primary objectives and aims will be supported by the revised objections of the Events & Festivals Grant Program 2020/2021 Guidelines.

### 1.3. METHODOLOGY

The Macedon Ranges Events Strategy includes the following components.

- **Literature review** – A summary of state and regional policy and strategy that is relevant to the tourism events sector.
- **Overview of event visitation** – An assessment on historical visitation for events in the region to provide a profile of event visitors.
- **Events and event infrastructure audit** – An audit of existing events in the region to identify gaps in event types, as well as gaps in the events calendar. An audit of existing event venues to identify any underutilised spaces and shortfalls in infrastructure provision.
- **Consultation** – Discussions with event operators in the region and Local Government personnel from Macedon Ranges Shire Council to understand potential issues and opportunities facing the events sector, as well as a comprehensive online survey for event operators regarding current and proposed events.
- **Economic Impact** – An economic benefit assessment to determine the economic impact of events on the Macedon Ranges Shire.
- **Event funding evaluation framework** – An event evaluation framework which provides categorisation of events in line with recommendations provided for the Events & Festivals Grant Program 2020/2021, to help inform decision making on grant and funding applications.
- **Strategic Framework** – A strategic Framework which provides a vision, strategic event criteria, and strategic directions to guide event attraction and development across the shire.

### 1.4. LOCATIONAL CONTEXT

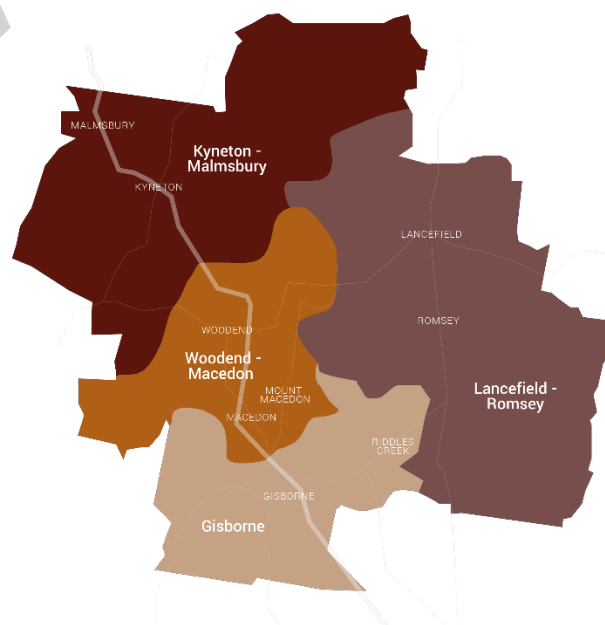
Macedon Ranges Shire is located approximately 50km, or 45 minutes north west from Melbourne via the Calder Freeway, which runs the length of the shire linking it through to the regional city hub of Bendigo to the north.

The shire has a current estimated population of 50,231 residents<sup>5</sup>, with the four largest towns in the region being Gisborne, Kyneton, Romsey and Woodend.

This report refers to Macedon Shire's sub regions as defined in the Macedon Ranges Visitor Economy Impact Study 2017, which align with the tourism geography of the Macedon Ranges Shire Council and include the following Statistical Area Level 2s (SA2)<sup>6</sup>

- Kyneton – Malmesbury Sub Region (includes the SA2 of Kyneton);
- Woodend – Macedon Sub Region (includes the SA2s of Woodend and Macedon);
- Gisborne Sub Region (includes the SA2s of Gisborne and Riddells Creek); and
- Lancefield – Romsey Sub Region (includes the SA2 of Romsey).

#### Macedon Ranges Shire



Source: Urban Enterprise, 2020.

<sup>5</sup> Profile.id, 2019

<sup>6</sup> Tourism Research Australia provides International Visitor Survey (IVS) and National Visitor Survey (NVS) data down to SA2 level.

## 1.5. SUMMARY OF CONSULTATION

Consultation was undertaken to inform the preparation of this Strategy. This included an events operator industry workshop, a workshop with Council officers across a range of departments, and an online survey of event operators with 31 responses.

The findings of the consultation highlighted strategic considerations for event development, as well as identifying facility needs and industry resource and support requirements.

A high-level overview of consultation outcomes are provided below

### EVENTS CALENDAR

- There are few events in winter due to weather deterring visitation and a lack of appropriate indoor venues;
- Lack of night-time events;

### FACILITIES & INFRASTRUCTURE

- Gisborne is the one town that is lacking an indoor events venue;
- Many existing facilities are outdated and not fit-for purpose;
- Identification of key sites that should be explored for further development and upgrading to support tourism event development, including the following:
  - Indoor event venues included Kyneton Town Hall, Kyneton Mechanics Institute, Buffalo Stadium Woodend, and Bluestone Theatre.
  - Outdoor venues including Malmsbury Botanical Garden, Woodend Racecourse Reserve, Kyneton Racecourse, Jackson Creek Reserve, Gisborne.

- Event operators identified the Kyneton Town Hall as a priority for refurbishment and extension;
- Opportunity to develop an indoor events venue at Woodend Community Centre, which currently has a masterplan being prepared for its redevelopment.
- Lack of visitor accommodation to support major tourism events, multi-day events and weddings;
- Opportunities to explore temporary/'bump in' accommodation in strategic locations
- Lack of transport infrastructure to support major events, including limited car parking to support major events and lack of public transport options to events venues, particularly at night.

### RESOURCING

- Potential to develop a toolkit for event operators to provide information and training for event development, management and operation;
- Fatigue from older event operator volunteers and need for succession planning for events;
- High costs of event equipment;
- Improved visitor servicing at events to promote the region;
- Need for Council to revise the existing funding streams for both community and tourism events;
- Need to simplify the online application form for events funding;
- Need for improved reporting for large-scale events, particularly to satisfy requirements from Visit Victoria who are interested in understanding the economic value provided by events to provide justification for funding.

## 2. STRATEGIC CONTEXT

### 2.1. INTRODUCTION

The following section provides an overview of the Macedon Ranges strategic context in relation to the events sector, as well as the overarching tourism industry.

This includes an analysis of the local and regional tourism context, as well as an analysis of both the strategic policy and funding context of the events sector.

### 2.2. MACEDON RANGES SHIRE TOURISM CONTEXT

#### THE VISITOR ECONOMY

The visitor economy in the Macedon Ranges is one of the most important industry sectors, contributing \$456 million in output and 2,354 jobs per annum<sup>7</sup>. The visitor economy directly supports the industry sectors of retail, food and beverage and accommodation, as well as providing indirect benefits to a broad range of other service industries.

Macedon Ranges Shire receives strong annual visitation, with 1.4 million visitors to the shire over the 2018/19 financial year, as shown in Table T1. This is driven predominately by daytrip visitors (77%), owing to the shires proximity to Melbourne, its strategic location as a halfway meeting place for visitors from north-west Victoria and Melbourne, as well as a lack of accommodation to drive overnight stays.

#### T1. VISITS TO MACEDON RANGES SHIRE, 2018/19

	Macedon Ranges		Regional Victoria	
	No.	%	No.	%
Daytrip Visitors	1,060,116	77%	33,636,519	58%
Overnight Visitors	308,626	22%	17,943,281	31%
International Visitors	9,562	1%	557,909	1%
<b>Total Visitors</b>	<b>1,378,305</b>	<b>100%</b>	<b>58,154,395</b>	<b>100%</b>

Source: Tourism Research Australia (TRA), National Visitor Survey (NVS) and International Visitor Survey (NVS), FY 2018/19.

#### MACEDON RANGES TOURISM PROFILE

The Macedon Ranges Visitor Economy Strategy identifies the shire's key brand strengths as:

- Arts, culture and makers
- Nature and the outdoors
- Historic villages and rural landscapes
- Food, wine and ferments

The key brand strengths, heritage values of the towns and villages, and natural assets such as Hanging Rock, Mount Macedon and Wombat State Forest are key motivators for visitation in the shire.

There are many successful established festival and events in the Macedon Ranges such as major concerts at Hanging Rock, Woodend Winter Arts Festival, Macedon Ranges Wine and Food Budburst Festival and race days at

<sup>7</sup> Macedon Ranges Visitor Economy Impact Study 2017

Hanging Rock. Almost all accommodation facilities are at capacity during these events, meaning that the Macedon Ranges is not maximising the value of events due to limited accommodation capacity.

Emerging product for the Macedon Ranges includes accommodation, Aboriginal cultural heritage experiences, wellness and mineral springs, weddings and further investment in agritourism, food and wine and farmgate experiences.

### **TARGET MARKETS FOR MACEDON RANGES**

The 'Lifestyle Leaders' market, developed by Visit Victoria, is based on a mindset; they are found in all regions, ages and lifecycle groups and represent a third of the Australian population aged 18+.

Lifestyle Leaders are educated, professional and progressive individuals who enjoy seeking out new information and being first to try new products. They have a higher level of discretionary expenditure than the general population so they can afford to indulge more often in travel, with a particular desire to escape city life, embracing nature and new discoveries.

The Lifestyle Leaders market incorporates the following target market categories, specific to the types of experiences sought by the markets:

- Inspired by Nature (14% of pop. 18+).
- Creative Opinion Leaders (6% of pop. 18+).
- Food & Wine Lifestylers (13% of pop. 18+).
- Enriched Wellbeing (7% of pop. 18+).

Targeting the Lifestyle Leader market will be imperative for the development of new events and the growth of existing events. Attracting greater numbers of Lifestyle Leaders to events will help to increase visitor yield and economic benefit for the region.

Events and complementary tourism experiences should be aligned to Lifestyle Leader preferences, including arts and culture, quality food and beverage, nature-based attractions and activities, and a quality accommodation offering to support overnight stay.

## **2.3. STRATEGIC CONTEXT**

### **2.3.1. OVERVIEW OF STRATEGIC POLICY CONTEXT**

Events are widely recognised for their positive social and economic benefits. An overview of key strategic documents and policies have been provided below, including their implications for event development in the Macedon Ranges.

A summary of all policies which provide guidance in relation to development of the event sector in the shire is provided in Appendix A, including a detailed analysis of a range of Federal, State, Regional and Local strategic documents.

#### **STATE CONTEXT**

The State Government provides overarching policy and strategic support for the development and attraction of events to grow regional economies and support the development of visitor destinations.

Tourism events development in the Macedon Ranges Shire aligns well with the State Government direction and policy. There is strong strategic direction that supports sustainable growth of tourism in the Macedon Ranges, with the Victorian Visitor Economy Strategy highlighting the importance of the visitor economy to regional Victoria and the Daylesford Macedon Ranges Tourism Region in particular.

Victoria's 2020 Tourism Strategy highlights that events play an important tourism role in Victoria in terms of regional dispersal, generating visitor expenditure and encouraging year-round visitation. Future development of events must consider the promotion of existing and emerging tourism strengths and brands, as well as timing and location.

State strategic direction focuses on continual development of events to diversify tourism strengths and support the development of events enabling infrastructure that encourages the attraction of events, as well as the range of industry benefits that can be gained from improved event calendar management.

#### **LOCAL CONTEXT**

The Macedon Ranges Council Plan 2017-2027 includes the priority, 'Enhance the social and economic environment'. Events support this priority for the positive social and economic benefits they bring to the community.

The Macedon Ranges Visitor Economy Strategy recognises events as a key strength of the region. Key challenges identified in relation to festivals and events include limited accommodation particularly low cost accommodation, no database of upcoming events, the lack of an online booking platform for accommodation, limited large event venues in the shire and no prospectus or strategy to attract new events.

A variety of opportunities were identified to develop the events market including to establish a temporary campground during major events, promote the shire's small halls, develop a new events strategy, continue concerts and events at Hanging Rock, create an autumn in the Macedon Ranges festival that supports small events and promotes the shire, and look to expand the range of arts and cultural events.

Arts and Cultural events are further supported in Council's Arts and Culture Strategy, 2018-2028. The vision of this strategy is that: Macedon Ranges has a thriving arts economy, fosters local talent and offers cultural experiences that delight engage and challenge locals and visitors.



### 2.3.2. STATE EVENT FUNDING CONTEXT

The State Governments Visitor Economy Strategy is supported by a number of funding pools to support growth in the sector. The main event fund is the \$20 million Regional Events Fund (REF), administered by Visit Victoria and the Department of Jobs, Precincts and Regions (DJPR). The REF supports the attraction, development, marketing and growth of events in regional Victoria in order to:

- Increase economic benefits by driving visitation from outside of the region and the State and extending length of stay and yield;
- Showcase Victoria's key regional tourism strengths and build Victoria's reputation as an events destination;
- Develop a sustainable calendar of regional events; and
- Support Victoria's visitor economy through economic benefits and branding opportunities.

Table T2 shows the event tier classification as utilised by the REF Guidelines, which has been taken into consideration in the preparation of event tier criteria for the Events & Festivals Grant Program 2020/2021 Guidelines.

### T2. VISIT VICTORIA CATEGORISATION OF EVENTS

Tier	Event Type (criteria)
Significant Regional Events	<p>New (one off or ongoing) events of significant scale that:</p> <ul style="list-style-type: none"> <li>• Are exclusive to Victoria</li> <li>• Have the capacity to attract intrastate, interstate and/ or international visitation of greater than 30% of total attendees</li> <li>• Are of international or national significance</li> <li>• Have the potential to develop into major events for the State</li> <li>• Delivers state-wide profile to a region due to the scale of the event</li> <li>• Is the highest class of event for the category that is being held in Victoria</li> </ul>
Tier 1 REMPP	<p>New (one off or ongoing) events of significant scale that:</p> <ul style="list-style-type: none"> <li>• Are exclusive to Victoria</li> <li>• Have the capacity to attract intrastate and interstate visitation</li> <li>• Are of state or national significance</li> </ul>
Tier 2 REMPP	<p>New or established, preferably ongoing medium to large scale events that:</p> <ul style="list-style-type: none"> <li>• Have the capacity to attract intrastate and interstate visitation</li> <li>• Are of state or regional significance.</li> </ul>
Tier 3 REMPP	<ul style="list-style-type: none"> <li>• Have the capacity to attract intrastate and interstate visitation;</li> <li>• Are of regional or local significance.</li> </ul>

Source: Regional Events Fund Guidelines, May 2019.

### 2.3.3. CURRENT AUSTRALIAN EVENTS AND TOURISM CONTEXT

Until recently, Australia and the state of Victoria, had experienced a period of sustained visitor economy growth led by the 2024/2025 visitation and expenditure goals outlined in the Victorian Visitor Economy Strategy 2016. There has been a dramatic shift in the tourism landscape both nationally and internationally as a result of the unprecedented bushfire season and global Covid-19 pandemic of 2019/20. The full extent and impact of these events is yet to be determined.

A recent analysis and insights note produced by Austrade<sup>8</sup> forewarns that the pandemic is likely to have a 'widespread and long-lasting impact on tourism', with the factors including escalation of travel restrictions; sharp reductions in air capacity; social distancing, self-quarantine and bans on gathering; and restrictions on non-essential travel most likely to have a damaging impact on Australia's visitor economy:

The study identified that already severe impacts have been recorded across the tourism industry, including accommodation, aviation, and businesses. In reference to regional impacts, it highlights that *'all tourism regions are now being impacted by Covid-19, with isolation and the closing of domestic borders significantly inhibiting domestic travel as well'*. An example of the scale of impact on the events industry is demonstrated by results of the Whitsunday Tourism Association's survey, with a loss of \$122 million estimated by the end of April, due to cancellations caused directly by events.

The study states that OECD optimistically estimates a 45% tourism downturn worldwide should visitor numbers start to recover by July 2020, and a more realistic 70% reduction should numbers recover in September.

These impacts will be acutely felt across the events sector, with larger events requiring long lead times to plan and organise, and limited flexibility regarding date or location changes. Additionally, the nature of regional events as promotional tools and a mechanism to attract visitation during the off-peak season makes it particularly difficult for existing events to offer any means of alternative offer within the virtual space that will still offer any benefit to the region.

**Ensuring mechanisms are in place to support and assist industry during the significant rebuilding period to come will be key to re-establishing a vibrant visitor economy and events sector for the region. This should include prioritising improvement of Councils events resourcing and support frameworks to enable event operator training and development to occur while events themselves are unable to be conducted.**

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<sup>8</sup> Coronavirus Analysis and Insights Note, Austrade, 2020

## 3. EVENTS PROFILE

### 3.1. INTRODUCTION

This section provides a profile of both tourism and community annual events held across the shire to give an accurate overview of the current event climate.

It also provides an overview of other significant contributors to the events sector in the shire, including significant one-off events; the conference & wedding sector; and other community workshops, programs and events.

### 3.2. METHODOLOGY

#### EVENTS PROFILE

Event data presented within this Events Profile was provided by Council.

Event attendance and visitation was compiled from information provided by the Macedon Ranges Shire, consultation workshops and surveys completed by event operators in the region. For events where attendance and/or visitation figures were not available, an estimate was generated based on key characteristics of the event and similar events in the region.

Calculation for attendees was based on average attendance per day for events that ran multiple consecutive days across more than one month.

Throughout the profile, events that were held more than once annually were counted overall as one event. The exception is in *Section 4.3 Seasonality*, where each occurrence of the same event was counted separately for each month they were held (and attendance calculated accordingly), to provide an accurate portrayal of the number of events held in each season.

#### DEFINITION OF TOURISM EVENTS

This strategy differentiates between a tourism event and a community event (or non-tourism event), as the economic benefits from an event that is driving visitation (in particular overnight visitation) is far greater than an event that is servicing the local population and visitors already in the region.

A tourism event, as guided by Visit Victoria's event funding guidelines, is an event where a large proportion of the attendees are specifically travelling more than 50 km to the event. The event is the 'main' driver of visitation to the region.

For the Macedon Ranges Shire, a tourism event is defined as one which attracts visitors from outside the shire. By contrast, community events draw primarily on the local population, regional catchment and visitors already in the region for other purposes.

#### EVENT ATTENDEES VS EVENT VISITORS

Event attendees refers to the total number of persons attending an event, including both locals and visitors.

Event visitors are defined as those visiting from outside of the shire for the purpose of visiting the event (as opposed to the traditional 50km daytrip visitor definition), to account for the proximity of the Macedon Ranges Shire to its primary source market metropolitan Melbourne.

### 3.3. OVERVIEW OF ANNUAL EVENTS

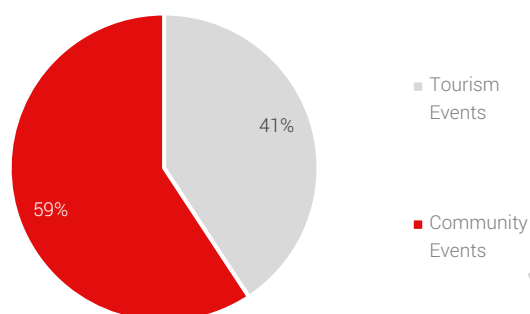
#### NUMBER OF TOTAL EVENTS

Figure F1 shows the proportion of annual events, including both tourism and community events.

A total of 108 current<sup>9</sup> annual events were identified across the Macedon Ranges, including 44 tourism events and 64 community events, 12 of the identified tourism events were seasonal or monthly events, primarily markets, and are counted as one event for the purposes of this assessment.

This assessment of the Macedon Ranges Shire Events Calendar will focus on tourism events only.

#### F1. ANNUAL EVENTS - TOURISM VS COMMUNITY



Source: Macedon Ranges Shire, compiled by Urban Enterprise 2020.

#### TOURISM EVENT ATTENDANCE AND VISITATION

There were a total of 44 events in the 2019/20 financial year, including events that had already been held and those planned for the remainder of the financial year.

<b>44</b>	<b>131,500</b>	<b>63,190</b>
<b>Number of Tourism Events</b>	<b>Number of Attendees</b>	<b>Number of Visitors</b>

Based on the methodology outlined above in Section 3.2, there were a total of 131,500 attendees to festivals and events in the 2019/20 financial year, of which 63,190 would be visitors from outside the shire.

The visitation and attendee estimates are based on the expected level of visitation for the current event calendar under a business as usual scenario. The level of actual visitation will be lower, given many events in the remainder of the financial year will be unable to operate due to Covid-19.

#### NEW ANNUAL TOURISM EVENTS

This includes three proposed new annual events which have recently received funding through the Macedon Ranges Regional Events Fund, a special one-off allocation of the Victorian Regional Events Fund, administered by Macedon Ranges Shire Council.

The new events which have received funding include:

- **Mountain Writers Festival** (October) – a two-day Australian writers’ festival focusing exclusively on landscape and place to be held in Macedon;
- **Festival 23** (February)– a three-day art, music, and wellbeing festival with a focus on rejuvenation through art, creativity and escape held at Lancemore Macedon Ranges; and
- **Macedon Ranges Spirit Festival** (June) – a one-day festival celebrating the region’s spirits, craft beer, cider and artisanal food with tastings available at the Kyneton Mechanics Institute.

Each of these new events shows a strong alignment with previous core objectives identified for events attraction and development in the shire, including with the makers and artisans focus of the region (particularly across identified gaps such as broader ‘wellness’ and food and wine), as well as being held over multiple days and/or being held during the off peak events months.

<sup>9</sup> This is drawn from an audit of events undertaken before the onset of the Covid-19 pandemic and includes those events that had already been held or were planned for FY2019/2020.

### 3.4. ASSESSMENT OF ANNUAL TOURISM EVENTS

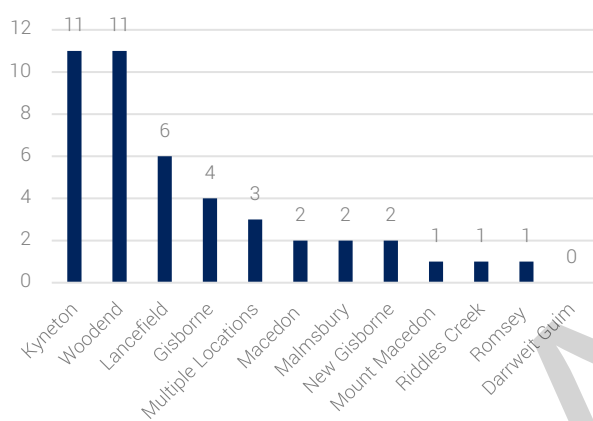
An analysis of tourism and community events by location, typology, seasonality and timing is provided below

#### 3.4.1. TOURISM EVENTS LOCATION

Figure F2 shows the number of annual tourism events by township.

Kyneton and Woodend have the equal largest number of events (11 respectively), followed by Lancefield (6) and Gisborne (4).

F2. EVENTS BY TOWNSHIP



Source: Macedon Ranges Shire, compiled by Urban Enterprise 2020.

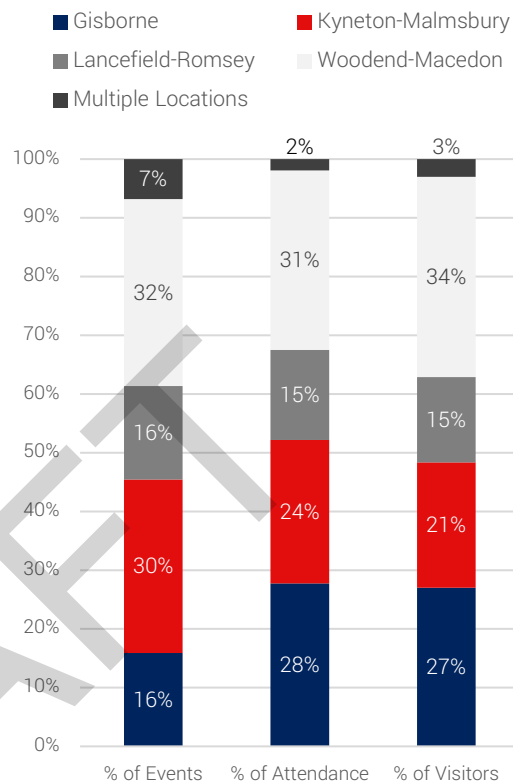
Woodend and Kyneton also capture the largest share of attendance and visitation across the shire, followed by Gisborne and Lancefield.

Figure F3 shows the proportional breakdown of events, attendance and visitors by sub-region.

Comparison shows that Woodend-Macedon is the dominant location for hosting events in the Macedon, capturing around a third of all events, attendance and visitation, heavily influence by the role of Hanging Rock Reserve as an events venue.

The comparison also shows that whilst Kyneton-Malmsbury captures a relatively high proportion of tourism events, the proportion of attendees and visitors captured is lower than Gisborne which captures almost half (16%) the proportion of tourism events.

F3. ANALYSIS OF EVENTS BY SUB-REGION



Source: Macedon Ranges Shire, compiled by Urban Enterprise 2020.

**There is a distinct lack of tourism events which are held across multiple venues or locations.**

**Developing further events held over multiple locations could help to achieve greater visitor dispersal across the Shire and generate greater economic benefits for the Shire.**

### 3.4.2. TOURISM EVENTS BY TYPE

The Macedon Ranges has a diverse events profile, incorporating a range of arts, culture and music, food, wine and ferments, nature and recreation based, as well as lifestyle events that capitalise on the strength of the shire's landscape, including the iconic Hanging Rock.

Tourism events in the Macedon Ranges Shire have been assigned to the following categories for analysis purposes:

- **Arts, Culture & Music** - including art and cultural festivals, music festivals and concerts across various music genres, and exhibitions;
- **Family & Lifestyle** - including events targeting families and automotive displays and shows;
- **Food, Wine & Ferments** - including food festivals and wine shows;
- **Gardens & Agriculture** – including open gardens, flower shows and festivals and agricultural shows and displays;
- **Market** – including community, makers and artisans, and farmers markets; and
- **Sport & Outdoor Recreation** – including participatory and spectator events and fundraisers

Figure F4 shows a breakdown of the proportion of tourism events, event attendees and event visitors across the six event typologies.

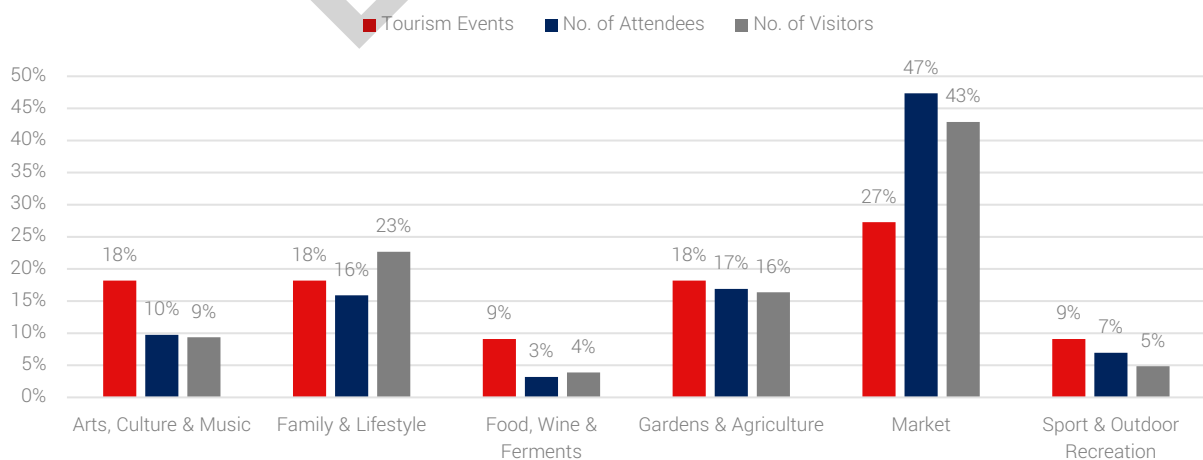
Across tourism events, the largest share of events were markets (27%), which accounted for almost half of total annual tourism event attendees (47%) and visitors (43%). This highlights the importance of markets to the shire's event sector, as they drive the greatest visitation from outside the shire and therefore also build the shire's reputation for quality local produce and arts.

There were 8 tourism events each across the event typologies of Arts, Culture & Music, Family & Lifestyle, and Gardens & Agriculture (18% of events respectively). Interestingly, Arts, Culture & Music events account for a significant proportion of total events (18%), but receive only 10% of event attendance and 9% of visitation.

There were only 4 tourism events that were Food, Wine & Ferments events (9% of events), with one of these the new Macedon Ranges Spirit Festival. Despite the regions strengths in agriculture and regional produce, these events were not greatly attended (3% attendees and 4% visitors). This is likely due to a lack of event promotion and awareness.

**There is strong opportunity to drive further investment in and expansion of events that strongly align with the makers and artisan's reputation, which can be developed across almost all the identified event typologies.**

**F4. EVENTS BY TYPE – PROPORTION OF ANNUAL EVENTS, ATTENDEES AND VISITORS**



Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

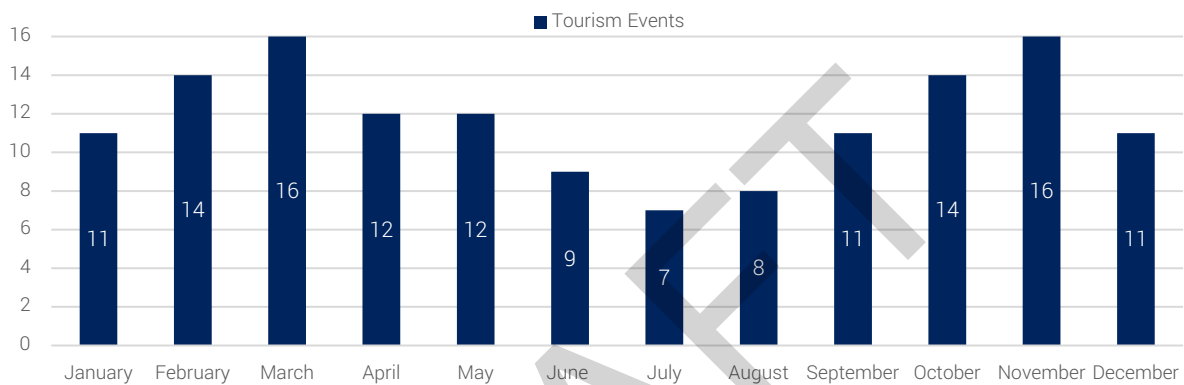
### 3.4.3. SEASONALITY OF TOURISM EVENTS

Figure F5 shows the number of tourism events held per month across the calendar year. This assessment includes events held over multiple months (e.g. seasonal monthly markets) to accurately depict the seasonality of events, meaning a total of 140 tourism events have been shown below.

The most popular times to host both tourism and community events in the shire are across the shoulder seasons of autumn and spring. The months of March and November had the highest number of tourism events by month (16 events each) followed by February and October (14 events each).

The winter months of June, July and August held the lowest number of tourism events, with a total of 24 tourism events held over the entire winter period, with the lowest number of all events held in July. There were 7 events held in July, all of which were monthly markets.

#### F5. NUMBER OF TOURISM EVENTS BY MONTH

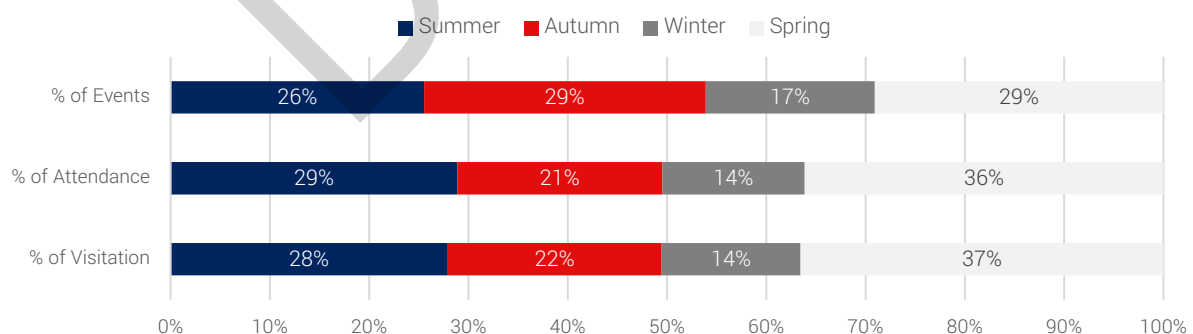


Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

Figure F6 directly compares the proportion of the number of events, event attendance and event visitation for tourism events by season.

This assessment demonstrates that overall Spring is currently the dominant season for tourism events in the shire, with a total of 29% of annual events attracting 37% of annual event visitors to the shire.

#### F6. EVENT NUMBER, ATTENDANCE AND VISITATION COMPARISON BY SEASON



Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

**Overall, winter is the lowest season for tourism events in the Macedon Ranges in terms of numbers, attendance and visitation, especially across the months of July and August which are largely serviced by the ongoing monthly markets.**

**Spring is the dominant events season, particularly in terms of the capture of both attendees and visitors, with a number of key events for the shire held across these months including the Garden Lovers' Fair, Macedon Ranges Wine and Food Budburst Festival, Kyneton Daffodil and Arts Festival, Hanging Rock Makers Market, and the upcoming Mountain Writers Festival.**

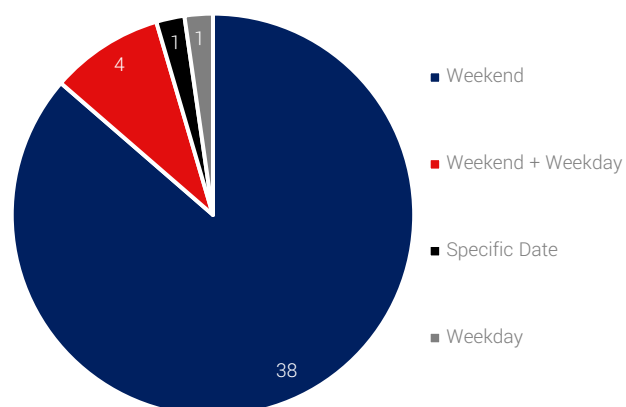
### 3.4.4. TOURISM EVENT TIMING

Figure F7 shows the number of tourism events by the time of week they are held.

The vast majority of the 44 tourism events held in the shire were held only on a weekend (86% or 38 events), followed by those held across consecutive days including a weekend (9% or 4 events).

There are opportunities to develop both weekday and consecutive day events, given the gap in these event types.

F7. TOURISM EVENT TIMING BY NUMBER OF EVENTS



Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

### 3.5. ONE-OFF EVENTS

The most significant events held in the shire, in terms of event profile, visitation and economic impact, are one-off major concert series held at Hanging Rock.

Initially part of a three-concert trial arranged between Council and Frontline Touring, who are the event operator, the series saw the following major international music icons play the rock:

- **Leonard Cohen**, November 2010
- **Rod Stewart**, February 2012
- **Bruce Springsteen**, March 2013;

After this trial, frontline touring has held other major concerts, although not on an annual basis, including:

- **Rod Stewart**, March 2015;
- **The Eagles**, February 2015;
- **Cold Chisel**, November 2015;
- **Midnight Oil**, November 2017;
- **Bruce Springsteen**, February 2017; and
- **Elton John**, 2 concerts in January 2020.

The Rolling Stones were scheduled for 2014 but this show had to be cancelled due to illness. These concerts were held in the East Paddock, in front of the rock formation in front of large audiences.



### 3.6. WEDDINGS AND CONFERENCES

The region is also developing a strong weddings and conferences sector, supported by the quality of the natural landscape in the region and associated products and experiences that support conference delegates and wedding guests staying overnight in the region.

As this Strategy focuses primarily on tourism events, a detailed assessment of conference events (and facilities) has not been provided, but a comprehensive Conference Planners Guide is available online<sup>10</sup>

### 3.7. PROGRAMS AND WORKSHOPS

A number of other programs, small events and workshops are run annually across the shire, primarily to service the local community although some events attract visitors. These include many arts, culture and music centred events such as exhibitions, gallery openings and workshops.

This includes the Daylesford Macedon Ranges Open Studios program, which is run by artists across the Daylesford Macedon Ranges and is held across two consecutive weekends (April in 2019). The program is only open to artists with a permanent studio in the Daylesford Macedon Ranges Tourism region, and could potentially be expanded through creation of an opening or culmination event in the Macedon Ranges. This could be a night-time event which is currently a key gap for Macedon Ranges Shire.

### 3.8. EVENT VISITATION BENCHMARKING

Table T3 identifies the number and proportion of event visitors to the Macedon Ranges and the wider Daylesford Macedon Ranges Tourism region, as compared to three key competing Victorian tourism regions with identified strengths in the events sector and located in similar proximity to Melbourne (Geelong and the Bellarine, Phillip Island, and Yarra Valley and the Dandenong Ranges).

It shows that relative to these destinations, Daylesford Macedon Ranges Tourism performs similarly in terms of the proportion that event visitors comprise of total visitors, however the region attracts significantly less average event visitor numbers than Yarra Valley and the Dandenong Ranges which has the most similar profile in terms of product strengths and associated event types.

It also demonstrates that event visitation to the Macedon Ranges comprises approximately 50% on average of total event visitation to the Daylesford and Macedon Ranges region.

#### T3. EVENT VISITOR COMPARISON BY TOURISM REGION - 2010-2019 AVERAGE

	Macedon Ranges Shire	Daylesford Macedon Ranges Tourism region	Geelong and the Bellarine	Phillip Island	Yarra Valley and the Dandenong Ranges
Event Visitation	87,092	171,708	394,434	115,614	307,194
Total Visitation	1,009,096	2,420,131	4,583,087	2,106,758	4,807,858
Event Visitors as % of Total Visitation	9%	7%	9%	5%	6%

Source: Tourism Research Australia, National and International Visitor Surveys, 2010 to 2019 YE Sept.

<sup>10</sup> <https://issuu.com/daylesfordmacedonranges/docs/dmrtourismconferenceplannersguidedi>

## 4. EVENTS CATEGORISATION

### 4.1. INTRODUCTION

The following section categorises the shire’s tourism events, using a set of criteria and assessment matrix tailored by Urban Enterprise for the Macedon Ranges.

Of the 108 events that have been identified in the region, only 44 can be classed as potential ‘tourism’ events. This section provides categorisation for these tourism events only, and does not assess community events.

### 4.2. EVENT CATEGORISATION METHODOLOGY

The following section provides an overview of the methodology developed by Urban Enterprise to assess and categorise events in the Macedon Ranges.

#### 4.2.1. VISIT VICTORIA EVENT CATEGORISATION

The \$20 million Regional Events Fund (REF) is administered by Visit Victoria and the Department of Jobs, Precincts and Regions (DJPR) and supports the attraction, development, marketing and growth of events in regional Victoria in order to:

- Increase economic benefits by driving visitation from outside of the region and the State and extending length of stay and yield;
- Showcase Victoria’s key regional tourism strengths and build Victoria’s reputation as an events destination;
- Develop a sustainable calendar of regional events; and
- Support Victoria’s visitor economy through economic benefits and branding opportunities.

Table T4 shows the event tier classification utilised by the REF Guidelines, which has been taken into consideration in the preparation of event tier criteria for the Events & Festivals Grant Program 2020/2021 Guidelines.

#### T4. VISIT VICTORIA CATEGORISATION OF EVENTS

Tier	Event Type (criteria)
Significant Regional Events	<p>New (one off or ongoing) events of significant scale that:</p> <ul style="list-style-type: none"> <li>• Are exclusive to Victoria</li> <li>• Have the capacity to attract intrastate, interstate and/ or international visitation of greater than 30% of total attendees</li> <li>• Are of international or national significance</li> <li>• Have the potential to develop into major events for the State</li> <li>• Delivers state-wide profile to a region due to the scale of the event</li> <li>• Is the highest class of event for the category that is being held in Victoria</li> </ul>
Tier 1 REMPP	<p>New (one off or ongoing) events of significant scale that:</p> <ul style="list-style-type: none"> <li>• Are exclusive to Victoria</li> <li>• Have the capacity to attract intrastate and interstate visitation</li> <li>• Are of state or national significance</li> </ul>
Tier 2 REMPP	<p>New or established, preferably ongoing medium to large scale events that:</p> <ul style="list-style-type: none"> <li>• Have the capacity to attract intrastate and interstate visitation</li> <li>• Are of state or regional significance.</li> </ul>
Tier 3 REMPP	<ul style="list-style-type: none"> <li>• Have the capacity to attract intrastate and interstate visitation;</li> <li>• Are of regional or local significance.</li> </ul>

Source: Regional Events Fund Guidelines, May 2019.

#### 4.2.2. OVERVIEW OF MACEDON RANGES EVENT CATEGORISATION

Urban Enterprise have utilised the following criteria for categorising events in Macedon Ranges Shire, drawing on Visit Victoria’s criteria for the Regional Event Fund (REF) as well as additional criteria which address the strategic needs of Macedon Ranges Shire.

Table T5 provides an outline of the criteria used and the measure of assessment adopted. Applicable scoring for each criterion is detailed in Section 4.2.2 following.

The approach adopted allows scoring of events under each criterion to provide a transparent assessment.

##### T5. CRITERIA FOR CATEGORISATION OF MACEDON RANGES SHIRE EVENTS

	Criteria	Measure
Visit Victoria Criteria Alignment	Exclusive to Victoria	Yes/ No
	Strong visitation	Estimated number of visitors
	International, national or local/regional event	Event market focus (international, national, local)
	Key driver for overnight visitation	Event duration
Macedon Ranges Shire Strategic Need	Strong attendance	Estimated number of attendees
	Drives off-peak visitation	Month of the event
	Target market alignment	Ability to attract out of region visitors
	Branding and competitive strengths alignment	Alignment with the Macedon Ranges branding and market strengths

Source: Urban Enterprise, 2020.

### 4.2.3. ADOPTED CRITERIA FOR CATEGORISATION OF MACEDON RANGES TOURISM EVENTS

The following criteria to assess events has been prepared in order to categorise tourism events in Macedon Ranges Shire. The weighted score of each criterion, shown in Table T6, is based on information provided for each event.

The following criteria have been used:

1. **Exclusive to Victoria.** Exclusivity to Victoria is a criterion adopted by Visit Victoria to demonstrate an event is unique. Events that can demonstrate that they are unique to Victoria will score greater than events that are more commonly held.
2. **Strong Attendance.** Total attendance for an event demonstrates the attractiveness of the event for visitors as well as the popularity of the event and buy in at a community level, including ability to enhance community lifestyle. Events which attract strong attendance may be leveraged to increase outside visitation, particularly by targeting the identified VFR market in the region.
3. **Strong Visitation.** The number of visitors an event delivers to the Macedon Ranges is important as it demonstrates the scale of an event. Events which attract larger numbers of visitors not only create high levels of expenditure in the regional economy but also expose the region to potential new visitor markets.
4. **Signature, regionally significant or community event.** Events are categorised depending on whether they are of state or regional significance, whether they have a broader reach beyond the township, or are of significance to the local community.
5. **Driver for Overnight Visitation.** This criterion provides a score for the propensity of an event to drive overnight stays in the Macedon Ranges, rather than simply service the existing visitor base or local/ regional catchment.
  - Events that run for multiple days have a substantially greater impact on the economy than events that operate for one day only. Events that encourage overnight visitation drive much greater levels of expenditure in accommodation and food and beverage in the region.
6. **Drives Off-peak Visitation.** Events that fill gaps in the months of the year where a trough lies are provided with a higher ranking. It is critical that future large events are directed to periods of the year where event visitation is low.
  - Events that occur in peak event months are scored lower than events that occur in off peak months. Off peak months which attract the highest score include May, June, July, and August. It is critical to spread events across the year in order to maximise yield from events and to provide a sustainable balance for accommodation providers.
7. **Target Market Alignment.** This criterion provides a score for the propensity of an event to create the opportunity to attract visitors from outside of the Macedon Ranges, which will have greater potential to drive visitation to the shire.
8. **Branding and competitive strengths alignment.** Events that align to the Macedon Ranges brand strengths and objectives for growing tourism will score higher than community events and functions.
  - Events held at Hanging Rock will score the highest as this is both an iconic destination landmark and signature events space for the region with a strong market awareness.
  - Arts, Culture & Music, and Food, Wine & Ferments events also score highly as they strongly align with the Makers & Artisans branding and core product strengths of the region, followed by Gardens & Agriculture events which align with the existing core nature-based tourism and emerging agritourism strengths.
  - Sport and outdoor recreation events also score highly, falling into the Nature-Based Tourism product strength.
  - Family and lifestyle events and monthly markets are less important generally in terms of economic benefit as they predominantly support the local community, with the exception of where they are specifically aligned with an existing or emerging strength, in which case they were scored higher.

## T6. ADOPTED SCORING MATRIX FOR EVENTS IN MACEDON RANGES SHIRE

CRITERIA	Measure	SCORE
1. Exclusive to Victoria	Unique event held in Victoria only	50
	Similar events held elsewhere interstate, however the event is unique to the region	35
	Event is not unique and many similar events exist in the region and interstate	5
2. Strong Attendance	100,000+	60
	50,000-99,000	55
	20,000-49,999	50
	10,000 – 19,999	45
	5,000 - 9,999	40
	3,000 – 4,999	35
	1,500-2,999	30
	1000-1499	25
	500-999	20
	1-499	5
3. Strong Visitation	10,000+	60
	5,000-9,999	50
	2,000-4,999	40
	500-1,999	20
	200 - 499	10
	Less than 200	5
4. Signature, Regionally Significant or Community Event	International visitor appeal	60
	National visitor appeal	50
	State visitor appeal	40
	Regional visitor appeal	15
	Local focus	10
5. Driver for Overnight Visitation	Events that operate for a month or longer	30
	Events that operate for two days or more	20
	Events that operate for one day or less	5
6. Drives Off Peak Visitation	January	10
	February	10
	March	5
	April	10
	May	20
	June	20
	July	20
	August	20
	September	15
	October	5
	November	10
	December	15
7. Marketing reach	International Visitors	40
	Interstate visitors	25
	Other Victoria visitors	15
	Metropolitan Melbourne visitors	5
8. Branding and Competitive Strengths Alignment	Hanging Rock Event (Iconic Asset)	50
	Arts, Culture & Music (Makers & Artisans)	45
	Food, Wine & Ferments (Makers & Artisans)	45
	Gardens & Agriculture (Nature-Based Tourism; Agritourism)	40
	Sport & Outdoor Recreation Event (Nature Based Tourism)	35
	Family & Lifestyle (Makers & Artisans aligned)	30
	Family & Lifestyle (Wellness/Aboriginal Cultural Heritage aligned)	25
	Market (Makers & Artisans aligned)	15

Source: Urban Enterprise, 2020.

### 4.3. ADOPTED EVENT CATEGORIES FOR MACEDON RANGES TOURISM EVENTS

Using the previously detailed criteria, the following section provides categorisation of annual tourism events in the Macedon Ranges. The tiers have been developed using scores out of a total of 370.

Table T7 shows the categorisation results for events in the shire, with an assessment provided of the number of Signature Events, Tier 1-3 Events, and Local Community Events.

There are currently no annual Signature tourism events in the Macedon Ranges. Hanging Rock Concerts would be considered to be the shire's signature events, however as these are one-off events and do not occur consistently every year, for this reason they have not been included as Signature Events.

There are a significant number events across Tiers 1-3, with a total of 44 events across the 3 categories. The shire has 9 Tier 1 events, which are considered to be Macedon Ranges Signature Events.

#### T7. CATEGORISATION RESULTS

Event Category	Score	Number of Events
Signature Event (State or Nationally Significant Events)	300 - 370	0
Tier 1 Event (Macedon Ranges Signature Events)	250-299	9
Tier 2 Event (Regionally Significant Events)	170-249	18
Tier 3 Event (Community Events that also target visitors to the region)	100-169	18
Local Community Events	Less than 100	64

Source: Urban Enterprise, 2020.

#### T8. TIER 1, 2 AND 3 TOURISM EVENTS IN MACEDON RANGES SHIRE

Tier 1 Events	Tier 2 Events	Tier 3 Events
Annual Picnic at Hanging Rock Classic Car Show	Kyneton Daffodil and Arts Festival	Picnic at Hanging Rock - Film Night
Woodend Winter Arts Festival	Hanging Rock Makers Market	GVMS Steam Rally
Hanging Rock Races (Australia Day & New Year's Day)	Art in the Vines	Kyneton Festival & Artisan Market
Garden Lovers' Fair	Malmsbury Village Fayre	Kyneton Autumn Flower Show
Macedon Ranges Wine and Food Budburst Festival	Festival No. 23	Lancefield Agricultural Show
Run the Rock	Hanging Rock Handicap	Kyneton Spring Flower Show
Macedon Ranges Spirit Fest, Winter Solstice	Lancefield Mega Fauna Festival	Carlsruhe Fire Brigade Wine and Food Festival
Mountain Writers Festival	Macedon Ranges Music Festival	Kyneton Farmers Market
<b>Kyneton Contemporary Art Triennial</b> (as this is held every three years it has not been included as one of the 44 annual tourism events)	Meet the Wine Maker	Foundation Day at Edgar's Mission
	Macedon Ranges Grand Tour	This Farm Needs and Farmer Field Day
	Northern Suburbs 3 Day tour cycling race	Riddells Creek Farmers Market
	Lancefield and District Farmers Market	Woodend Community Farmers Market
	Gisborne Christmas Festival	Macedon Village Farmers' Market
	Macedon Ranges Sustainable Living Festival	GREAT - Gisborne Arts and Family Fun Festival
	Gisborne Olde Time Market	Gisborne Oaks Market
	Kyneton Agricultural Show	Kyneton Community Market
	Romsey Swap Meet	Woodend Village Market
	Lancefield Swap Meet	Malmsbury Village Farmers Market

Source: Urban Enterprise, 2020.

#### 4.4. OVERVIEW OF TIER 1 EVENTS

The following section profiles the tourism events categorised as Tier 1 Events.

##### ANNUAL PICNIC AT HANGING ROCK CLASSIC CAR SHOW

Hanging Rock is the meeting place for over 1,000 classic vehicles in the Annual Picnic day at the Reserve on Sunday 11th February.

The event is one of the largest classic vehicle shows in Victoria, with a wide range of vehicles from Australian and International manufacturers, restored and rat rod forms, concourse and projects, as well as the unusual scenario of VW Bugs sitting next to a Rolls Royce or 60's Mustang. The event also provides activities for children.

This event attracts a significant number of visitors from outside the shire (6,400 in FY 2019/20).

**Event Type:** Family & Lifestyle

**Event Month:** February

**Event Attendance:** 8,000

**Event Visitors:** 6,400



Source: Annual Picnic at Hanging Rock Classic Car Show.

##### WOODEND WINTER ARTS FESTIVAL

The Woodend Winter Arts Festival is an arts, culture and music festival held over the Queen's Birthday long weekend in June.

The Program covers classical music, jazz or world music, literary events and visual arts, a program for young people and children and a series of free community events to ensure that it remains accessible to everyone.

For more than 15 years the Woodend Winter Arts Festival has brought together acclaimed Australian and international talent with the music, literary and arts community of the Macedon Ranges.



Source: Visit Macedon Ranges.

**Event Type:** Arts, Culture & Music

**Event Month:** June

**Event Attendance:** 5,000

**Event Visitors:** 3,000

## GARDEN LOVERS' FAIR

The Annual Garden Lover's Fair is a multi-day event held annually on the first weekend of October.

The Fair is curated and operated by the Mt Macedon and District Horticultural Society, and is hosted at Bolobek, at the foot of the Macedon Ranges.

The Fair attracts approximately 35 stallholders, selling a range of garden-related items, including rare plants, specialist nurseries, bespoke handcrafted sculpture, garden furniture, gardening tools and books.

**Event Type:** Gardens & Agriculture

**Event Month:** October

**Event Attendance:** 3,500

**Event Visitors:** 2,100



Source: Garden Lovers Fair.

## HANGING ROCK RACES (AUSTRALIA DAY & NEW YEAR'S DAY)

Hanging Rock Races is a horse racing event held annually at Hanging Rock. The events are held twice a year on New Year's Day and on Australia Day and attracts a significant number of visitors.

The event offers on-course entertainment, including free children's activities, live music, a big viewing screen, Punters Club and a range of food stalls.

**Event Type:** Sport & Outdoor Recreation

**Event Month:** January

**Event Attendance:** 3,500

**Event Visitors:** 700



Source: Hanging Rock Races.

## MACEDON RANGES WINE AND FOOD BUDBURST FESTIVAL

The Macedon Ranges Wine + Food Budburst Festival is an annual multi-day festival held over the weekend in November. The event is developed and operated by the Macedon Ranges Vignerons Association.

The event enables the Macedon Ranges to showcase its regional wine, produce and agricultural offerings, with many of the offerings generally unavailable to the public. More than 30 cellar doors participate in the festival, many of which normally operate on a very limited basis, by appointment only, or are not available to the public.

There are a number of bus transport options including a Hop On Hop Off bus to enable you to move from one venue to another at your own pace.

The Festival attracts mainly visitors, with 80% of attendees to the event coming travelling from outside the shire.

**Event Type:** Food, Wine & Ferments

**Event Month:** November

**Event Attendance:** 2,000

**Event Visitors:** 1,600



Source: Macedon Ranges Wine + Food Budburst Festival.



## RUN THE ROCK

Run the Rock is a scenic and challenging off-road running adventure run by Sole Motive each April.

The event is suitable for runners of all ages and abilities, with the option to choose from a 22km half marathon or 13.5km run, 5km run/walk or 2km kids run.

**Event Type:** Sport & Outdoor Recreation

**Event Month:** April

**Event Attendance:** 1,800

**Event Visitor:** 1,440



Source: Run the Rock.

## MACEDON RANGES SPIRIT FESTIVAL, WINTER SOLSTICE

The Macedon Ranges Spirit Festival is a new festival celebrating the region's spirits, craft beer, cider and artisanal food with tastings available at Kyneton Mechanics Institute and a craft spirit cocktail competition.

The inaugural event was due to be held in June 2020, however it has been postponed for the year due to the impacts of Covid-19.

**Event Type:** Food, Wine & Ferments

**Event Month:** June

**Event Attendance:** N/A as event has not occurred yet

**Event Visitors:** N/A as event has not occurred yet

## MOUNTAIN WRITERS FESTIVAL

This new two-day festival in Macedon will be the only Australian writers' festival to focus exclusively on landscape and place, with the inaugural 2020 festival showcasing regional authors, novels with regional settings. The inaugural event is scheduled to be held over a weekend in October 2020.

**Event Type:** Arts, Culture & Music

**Event Month:** October

**Event Attendance:** N/A as event has not occurred yet

**Event Visitors:** N/A as event has not occurred yet

## KYNETON CONTEMPORARY ART TRIENNIAL

This a multi-site art exhibition presented over nine days in mostly non-traditional sites and venues throughout the regional Victorian town of Kyneton.

Numbers are anticipated to be approximately 1500, the event is earmarked to grow and has received funding from Creative Victorian and Australian Council for the Arts.

**Event Type:** Arts, Culture & Music

**Event Month:** March

**Event Attendance:** 1,500

**Event Visitors:** 500-1,000

## 5. ECONOMIC & COMMUNITY BENEFIT ASSESSMENT

### 5.1. INTRODUCTION

Events have many identified benefits for a region, this section provides an overview of the estimated economic and community benefit of events held in the Macedon Ranges Shire.

### 5.2. CALCULATING THE ECONOMIC IMPACT OF EVENTS

This economic impact assessment provides analysis of the economic benefit of tourism events to the Macedon Ranges Shire.

The assessment is drawn from data collected during the event audit process on event visitation to the region, and expenditure data calculated from previous Economic Impact Assessment work for Macedon Ranges Shire Council. Average expenditure figures utilised to determine the economic impact were:

- \$127 per event visitor

In order to develop more robust estimates of visitor expenditure it is recommended that ongoing primary research be conducted at all of Macedon Ranges Shire's events.

Urban Enterprise has utilised REMPLAN input-output modelling to determine multipliers for flow on impacts of expenditure. This provides an indication of the economic impact of events on supporting industry in the Macedon Ranges Shire.

### 5.3. ECONOMIC IMPACT OF EVENTS

#### 5.3.1. TOTAL ECONOMIC IMPACT OF TOURISM EVENTS

Table T9 shows the direct and indirect economic impact of tourism event visitors to the Macedon Ranges Shire.

Economic impact is based on direct expenditure from tourism events held in the Macedon Ranges Shire, which was approximately \$8 million from 63,190 tourism events visitors.

It is estimated that events in the Macedon Ranges Shire have a total economic impact of \$20.6 million and support 98 jobs within the State of Victoria. Of this, \$8.03 million and 61 jobs are the direct effect of visitor expenditure, of which all benefits remain within the Shire.

#### T9. ECONOMIC IMPACT OF EVENT VISITORS IN MACEDON RANGES SHIRE

Impact Summary	Direct Effect	Indirect Effect	Total Effect
Economic Output	\$8,025,000	\$12,605,000	\$20,630,000
Employment (Jobs FTE)	61	37	98

Source: Urban Enterprise, 2020 based on REMPLAN input-output modelling for Victoria.

### 5.3.2. ECONOMIC IMPACT BY EVENT TYPE

Table T10 shows the economic impact by the tourism event type.

The largest economic impact to the shire is provided by Markets, accounting for \$15.2 million in total output and accounting for a total 79 jobs. This is due to the large number of markets held in the shire, and the higher level of visitor spend.

Food, Wine & Ferments events provide only \$1.3 million in output. This is likely due to the low number of events in this area, and can be greatly strengthened to showcase and leverage the shire's quality local produce offering.

#### T10. ECONOMIC IMPACT BY TOURISM EVENT TYPE

	Arts, Culture & Music	Family & Lifestyle	Food, Wine & Ferments	Gardens & Agriculture	Markets	Sport & Outdoor Recreation	Total
Direct Output	\$751,840	\$1,818,640	\$311,150	\$1,313,180	\$3,441,700	\$388,620	\$8,025,130
Indirect Output	\$2,574,000	\$6,231,000	\$1,066,000	\$4,499,000	\$11,792,000	\$1,329,000	\$12,605,000
<b>Total Output</b>	<b>\$3,325,000</b>	<b>\$8,049,000</b>	<b>\$1,377,000</b>	<b>\$5,812,000</b>	<b>\$15,233,000</b>	<b>\$1,717,000</b>	<b>\$20,630,000</b>
Direct Jobs (FTE)	6	14	2	10	26	3	61
Indirect Jobs (FTE)	11	28	5	21	53	6	37
<b>Total Jobs (FTE)</b>	<b>17</b>	<b>42</b>	<b>7</b>	<b>31</b>	<b>79</b>	<b>9</b>	<b>98</b>

Source: Urban Enterprise, 2020 based on REMPLAN input-output modelling for Victoria.

### 5.4. ECONOMIC IMPACT OF ONE OFF CONCERTS

Whilst no concerts were held at Hanging Rock during 2019, two back to back Elton John concerts were held in January 2020.

Previous Economic Impact Assessments have been completed by Urban Enterprise for the 2011, 2012, and 2013 Hanging Rock concert series. The most recent of the three was the 2013 Bruce Springsteen concert series, which was two back to back concerts, estimated to have generated approximately **\$9.7 million in Total Economic Impact** to the Macedon Ranges Shire economy, supporting an additional **29 annual Full Time Equivalent (FTE)** jobs.

Previous work and consultation undertaken with Frontier Touring Company indicated that a crew of 530 persons were employed during the course of one concert event at Hanging Rock, with approximately **170 persons employed** from the Macedon Ranges Shire. Urban Enterprise estimated that, based on business expenditure in the Macedon Ranges, this was the equivalent of supporting **2 FTE jobs** in Macedon Ranges Shire annually.

Overall, the concerts had been calculated (with the exception of Elton John) to have had an estimated economic impact of \$9.3 million for the shire<sup>11</sup>.

<sup>11</sup> McMahon, 2020, <https://www.smh.com.au/culture/music/fleeing-eagles-and-a-crowd-surfing-boss-hanging-10-at-the-rock-20200124-p53ue2.html>

## 5.5. SOCIAL AND COMMUNITY BENEFIT OF EVENTS

In addition to the economic benefits of events held in Macedon Ranges, there are also a number of qualitative social and community benefits.

Events provide destinations with exposure and create community engagement, in order to enhance liveability and favourability<sup>12</sup>. The development of events can create a range of social and community benefits for the local community. Including:

- **Events build communities and connect people.** Linking people through social events builds health, confidence and self-esteem, which can have significant positive impacts on both individuals and communities and strengthen their engagement and resilience;
- **Valuing diversity.** Participation in multicultural arts and culture events leads to the promotion of trust and acceptance. The positive recognition and expression of diversity through a range of art forms is important in creating a cohesive society;
- **Civic pride.** Events provide opportunities for individuals and groups to generate pride through public celebrations and local festivals;
- **Regional development.** Government funding for arts projects can revitalise a local area which supports employment and wealth generating economic activities;
- **Contributing to the resilience of local economies.** Investment in cultural infrastructure and events contributes to local economies by providing a focal point to attract tourist dollars, helps promote a city's image as a cultural destination and assists in attracting high skilled and educated workers to communities<sup>13</sup>; and
- **Increases employment and regional incomes.** Events provide greater employment opportunities for local residents and provide flow-on benefits to local industry.

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<sup>12</sup> Tourism and Transport Forum, 2014.

<sup>13</sup> Creative Victoria, The Arts Ripple Effect: Valuing the Arts in Communities

## 6. EVENT INFRASTRUCTURE AND ASSETS

### 6.1. INTRODUCTION

The following facilities audit has been developed from information derived from desktop research and consultation.

It includes an overview of event facilities and infrastructure across the shire, including those that have been identified as hosting current annual tourism and community events, as well as a range of other spaces that have been identified that have the potential to support events.

### 6.2. OVERVIEW OF EVENT FACILITIES

The 44 tourism events identified in the audit were held across 29 different facilities within the Macedon Ranges Shire, with the most used facilities being:

- Hanging Rock Reserve (5 events); and
- Kyneton Showgrounds (4 events);
- Gisborne Steam Park (2 events);
- Kyneton Mechanics Institute (2 events);
- Lancefield Park Recreation Reserve (2 events).

Hanging Rock is widely recognised as a signature event destination for the region, including hosting tourism events across the separate event spaces of Hanging Rock Reserve and Hanging Rock Racecourse.

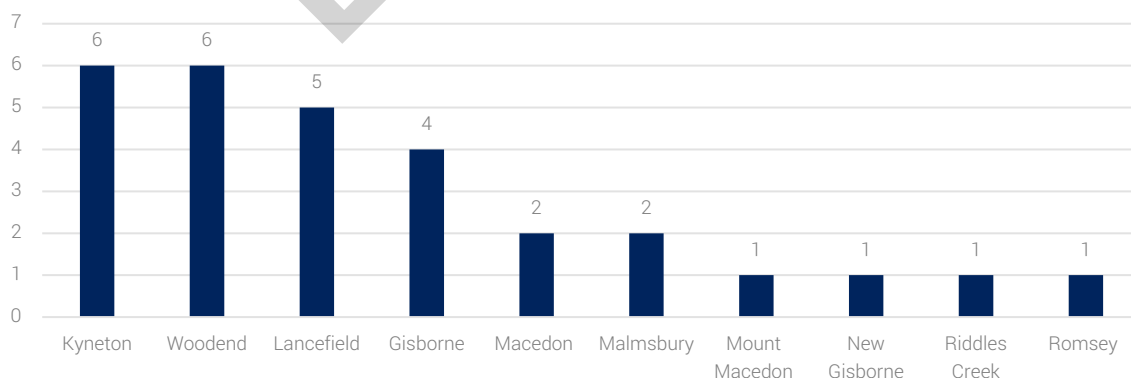
See Appendix B for a detailed assessment of all indoor and outdoor event venues across the shire

#### 6.2.1. FACILITY LOCATIONS

Figure F8 shows the number of facilities that were identified within each location in Macedon Ranges Shire.

Event facilities are skewed to Kyneton and Woodend (6 venues respectively), which is generally aligned to the importance of these two visitor destinations within the tourism and events sector. Other areas with a significant amount of event facilities include Lancefield (4) and Gisborne (4).

#### F8. NUMBER OF FACILITIES BY LOCATION



Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

### 6.2.2. FACILITY TYPE

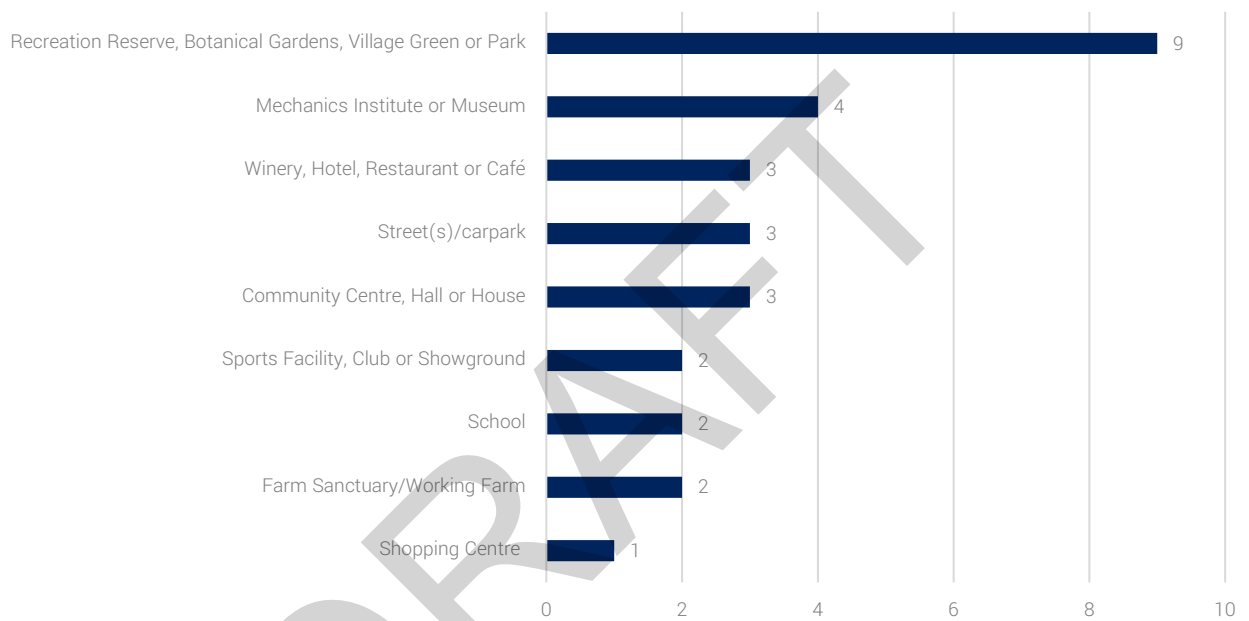
Figure F9 shows the breakdown of indoor and outdoor facilities in the Macedon Ranges Shire by type.

This highlights that outdoor and open space facilities such as recreation reserves and parks, were the most abundant facilities (9). These facilities capitalise on the nature tourism strengths and natural assets of the region, but create limitations in terms of when events can be held and creates additional cost for bumping in/out infrastructure and services.

The other main event facilities are Mechanics Institutes/Museums (4). These historic facilities leverage Macedon Ranges Shire's heritage values, however most need significant refurbishment and fit out upgrades.

This analysis highlights gaps in conferencing facilities, wedding venues, and purpose-built performance venues.

#### F9. NUMBER OF FACILITIES BY TYPE



Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

### 6.3. KEY INDOOR EVENT FACILITIES

Table T11 provides details of the major indoor events venues in the shire.

The largest and most well utilised venue for cultural events in the shire is the Kyneton Town Hall. The Town Hall is used for Council curated performances, major events, meetings and other presentations, film and gallery space. The Kyneton Town Hall is well utilised, however does require refurbishment and improved fit out to meet contemporary visitor standards.

All of the largest and most utilised venues are located in Kyneton, and each facility holds approximately 100 - 400 people. All facilities are ranked as being in reasonable condition although somewhat outdated, with some works required and user needs being met to some extent, highlighting a gap in contemporary indoor events facilities.

Two of the top four most utilised venues, the Bluestone Theatre (which formerly hosted the Kyneton Music Festival) and Red Brick Hall, do not currently host any annual tourism events.

**There is a major gap in high-quality, contemporary indoor events venues across the shire with significant capacity to support tourism events. The indoor event venues across the Macedon Ranges Shire are outdated and are all requiring some works to meet user needs and quality standards.**

T11. MAJOR INDOOR EVENTS VENUES IN MACEDON RANGES SHIRE

Facility Name	Description	Capacity	Usage (p/a)
Kyneton Town Hall	Multi-purpose venue including performance (theatre, concerts, ballet etc.), conference, meetings, film, exhibitions, antique fairs and other events. This facility has a total capacity of 400 people seated.	200 seated (flat floor – downstairs) 200 seated (tiered fixed seating balcony)	25,000
Kyneton Mechanics Institute	Main hall with a small stage, plus restored meeting rooms of various sizes. Mainly used for community meetings, community lunches, and other events.	200 seated (flat floor)	16,500
Bluestone Theatre (Kyneton)	Retro-fitted Church. Mainly used for performance and other events using proscenium arch stage.	100 seated (retractable tiered seating)	4,200
Redbrick Hall (Kyneton)	The Hall was a former Sunday School and can be hired by community for workshops and classes. There are a number of regular users, most of whom also use the hall to store equipment. The site is used predominately for community art workshops, meetings and other events.	NA	4,060
Malmsbury Town Hall	Built in 1868, suitable for hire for weddings, meetings, performances and community events. Includes new commercial kitchen. Sits at the boundary to the Botanical Gardens.	200 seated (flat floor)	NA
Jubilee Hall (Macedon)	Jubilee Hall is a large hall available for hire on a casual or regular basis. The hall is used frequently for weddings, social events and funerals. The facility is also suitable for meetings, dance and exercise classes.	120 seated (flat floor)	NA
Mount Players Theatre (Macedon)	Mount Players Theatre is a converted church. The theatre space is predominately used by the Mount Players for their theatre productions. They also have a youth theatre company operating. The Theatre is used each week night and on weekends. The shows running in the theatre are well attended.	100 seated (tiered seating)	NA
Romsey Mechanics Institute	The Romsey Mechanics Institute offers a large main hall, supper room, kitchen and other smaller rooms. The Romsey Mechanics Institute currently has a number of regular user groups (e.g. RSL, CWA Romsey/Lancefield Social Group & Carol's Line Dancing) and casual user groups, (e.g. weddings, funerals, school concerts & birthday parties).	200 seated (flat floor)	NA
Lancefield Mechanics Institute	The Lancefield Mechanics Institute has been upgraded with State Government funding. The kitchen facilities are up to a commercial standard. The hall has a polished wooden floors, small foyer, dining room, toilets off to the side of the main hall and a stage.	NA (flat floor)	NA
St Ambrose Hall (Woodend)	This Parish Hall caters for weddings and events, and includes a supper room and a stage. The hall is on the school grounds and shares the same main entrance to the school.	200 seated (flat floor)	NA
Norma Richardson Hall	The main flat floor hall includes trestle tables and chairs and a veranda area. Other facilities include a fully- equipped kitchen, full wheelchair access, baby change station, data projector, black-out blinds, gas ducted heating, ample space for parking and a timber deck.	100 seated (flat floor)	NA

Source: Arts and Culture Strategy Background Report, Macedon Ranges Shire Council, 2019.

## 6.4. KEY OUTDOOR EVENT FACILITIES

There are a number of outdoor spaces across the Macedon Ranges that are able to host events, including a number of parks, reserves, gardens, racecourses and outdoor sporting venues. Table T9 highlights the top outdoor event venues in the shire.

Hanging Rock is the key outdoor facility in the shire, hosting a number of large-scale events annually, including one-off major commercial concerts. There has been significant investment in supporting infrastructure at Hanging Rock Reserve, as the venue provides important economic benefit to the shire. The Reserve is already well-utilised and can be difficult to hire for community and tourism events, due to the busy events calendar at Hanging Rock.

Other identified key facilities including: Bolobek; Gisborne Botanic Gardens; Gisborne Steam Park; Kyneton Showgrounds; Lancefield Park Recreation Reserve; Sankey Reserve; Kyneton Botanic Gardens; and Malmsbury Botanical Gardens.

Although there are a range of gardens that hold events in the shire, many of these are limited by a lack of supporting infrastructure, including sufficient access to electricity, bump-in infrastructure, and toilets. The functionality and infrastructure available at key outdoor sites should be improved to support greater utilisation of the sites for tourism events.

### T12. TOP OUTDOOR EVENTS VENUES IN MACEDON RANGES SHIRE

Facility Name	Description
<b>Bolobek</b>	A Victorian Heritage listed property and working farm at the foot of the Macedon Ranges. The picturesque site currently hosts the annual Garden Lover's Fair.
<b>Buffalo Sports Stadium, Woodend</b>	Outdoor stadium in Woodend suitable for functions, sporting events & leisure programs. Features include stadium seating, electronic scoreboard, provisions for sports including: basketball, netball, volleyball, soccer. The Stadium has capacity for 200+ visitors seated or standing.
<b>Gardiner Reserve, Gisborne</b>	Gisborne's premier oval consisting of a skate park, BMX track, walking tracks and facilities for football, netball and cricket. Currently holds the Gisborne Christmas Festival.
<b>Gisborne Botanic Gardens</b>	The Gardens are open all year and there are toilet and picnic facilities in adjacent parkland (Dixon Field and Sankey Reserve).
<b>Gisborne Steam Park</b>	The Gisborne Steam Park is a 3ha site (7ac) under leasehold to the Gisborne Vintage Machinery Society. A range of outdoor events are held at the site.
<b>Hanging Rock Reserve, Woodend</b>	Hanging Rock Reserve is an outdoor recreation reserve which has infrastructure to support outdoor events. Hanging Rock is currently host to international music concerts and popular horse races, with a capacity of up to 18,000 people for these events.
<b>Kyneton Botanic Gardens</b>	The Botanic Gardens dates back to 1858, and includes native flora and fauna, a rotunda, an old restored gardener's cottage, shelter, seating and toilets.
<b>Kyneton Showgrounds</b>	The showgrounds have two major ovals, a netball court, grandstand and lighting. The site currently hosts the Kyneton Agricultural Show and Kyneton Spring Flower Show, amongst other events.
<b>Lancefield Park Recreation Reserve</b>	Lancefield Park Recreation Reserve is an events venue managed by DELWP with an active Committee of Management. The site currently holds the Lancefield Agricultural Show and American Truck Historical Society, and was identified by events operators as having opportunity to be further developed for events.
<b>Malmsbury Botanical Gardens</b>	The Botanic Gardens currently hosts the Malmsbury Village Fayre and Malmsbury Easter Egg Hunt. The central focal point of the gardens is the ornamental lake with the formed island at its centre.
<b>Romsey Park Recreation Reserve</b>	Thus Reserve includes a reserve host to several sporting clubs, as well as a stadium with seating, a pavilion, toilets and change rooms. The site currently hosts the Romsey Swap Meet.
<b>Sankey Reserve, Gisborne</b>	A major sports oval in Gisborne that hosts a significant number of outdoor events, including Gisborne Olde Time Market; Australia Day Fun Run - Macedon Ranges Running Club; and The Saint Nicholas Family Picnic Day.
<b>Woodend Community Centre</b>	The Community Centre has a well-utilised, unstructured open outdoor space, with basic facilities for events operators such as water and power. The site is a key location for outdoor events, hosting the monthly Woodend Farmers Market and other seasonal markets.

Source: Arts and Culture Strategy Background Report, Macedon Ranges Shire Council, 2019.



# 7. EVENT RESOURCING

## 7.1. INTRODUCTION

This section provides an overview of event resourcing within the Macedon Ranges events industry. It focuses primarily on event operators and the current support provided by Macedon Ranges Shire Council to facilitate the development and operation of events.

## 7.2. COUNCIL ROLE IN EVENTS

### 7.2.1. COUNCIL ROLE

The diversity of events in the shire is recognised in the Macedon Ranges Visitor Economy Strategy 2019-2020 as a key strength of the region. Events provide significant economic and social benefits and showcase the regions strengths as a tourism destination.

Council plays an important role in supporting events that deliver a diverse and stimulating calendar of annual events that showcase the regions brand strengths and make Macedon Ranges a great place to live and visit.

Council provides a range of supporting services including:

- Event Approvals;
- Funding for Events (both tourism and community events);
- Support for Event Planning;
- Workshops, Training and Information for Events Operators;
- In-kind support for Events (*detailed below in Section 7.4*); and

### 7.2.2. COUNCIL RESOURCING

Council currently has 0.6 FTE staff dedicated to Events and Festivals, within Council's Economic Development and Tourism unit. This role is insufficient to support the existing tourism and community events within the shire, let alone growth and expansion of the events calendar. It is recommended that Council consider increasing its Events and Festivals staff resources to at least 1 FTE staff.

### 7.2.3. STAKEHOLDER PARTNERSHIPS

In addition to Council's role in event attraction and development, there are a range of non-Council organisations that have various levels of responsibility for operating and supporting events in Macedon Ranges Shire.

Existing key partnerships with regards to event attraction, development and funding include:

- **Daylesford Macedon Ranges Tourism (DMRT)** - DMRT is the shire's regional tourism board and Council should continue to work collaboratively on product development, marketing, and promotional strategies. As part of the Daylesford Macedon Ranges Tourism Region, it is important that Macedon Ranges Shire Council works with its Regional Tourism Board to build on the regional brand and work together to explore opportunities to work collaboratively with respect to coordination of a complementary events calendar that aims to keep visitors in region for longer and increase visitor yield. Macedon Ranges Shire and Hepburn Shire have distinct but aligned strengths which both have a role to play in the development of events under the region's overarching 'wellness' brand.
- **Visit Victoria and Department of Jobs, Precincts and Regions (DJPR)** – These are the State Government bodies that administer the Regional Events Fund (REF), in addition to Visit Victoria being a key partner in promotion and strategic planning for the tourism sector. Council should maintain a strong relationship to ensure alignment with Visit Victoria marketing initiatives.
- **Creative Victoria** – Council should maintain a strong relationship with Creative Victoria, who provide a range of grants targeted towards the arts sector which may be able to be accessed for arts-based events and activations in the shire.
- **Local Tourism Organisations and industry event operators** - Importantly Macedon Ranges Shire Council should continue to develop its relationship and work collaboratively with the many local organisations and associations operating in the events space including the Macedon Ranges Accommodation Association, Kyneton and Hanging Rock Racing Club, Macedon Ranges Vignerons Association, Macedon Ranges Sustainability Group, Macedon Ranges Literary Association (MRLA), and GREAT (Gisborne Region Events Activities and Tourism).

## 7.3. COUNCIL EVENT SUPPORT

### EVENT FUNDING PROGRAMS AND CRITERIA

Macedon Ranges Shire Council provides an annual Events & Festivals Grant Program for current and prospective event operators in the shire.

A key component of this Events Strategy was to review Council's Events & Festivals Grant Program 2019/2020 in order to provide recommendations to inform the 2020/2021 grant program with respect to the following:

- Encourage innovation to grow events/attract new events.
- Multi-year sponsorship model for events to grow/or new events.
- Funding tier for events which require support without pressure to grow.
- Support for small community focused events.

This section provides an overview of the Events & Festivals Grant Program 2019/2020, including grant funding and in-kind resources allocated through the program, as well as an overview of key recommendations provided and details of the adopted Events & Festivals Grant Program 2020/2021.

## EVENTS & FESTIVALS GRANT PROGRAM 2019/2020

The Event Festivals & Grants Program 2019/2020 is Councils current program for funding tourism/community level events. Funding support was provided through this program as follows:

- **Tier 1** – Funding up to \$2,000: designed to support small local events and festivals that are not for profit.
- **Tier 2** – Funding between \$2,000-\$6,000: designed to support both commercial and not for profit events and festivals providing strong economic and/or community benefit.
- **Tier 3** – Funding between \$6,000-\$10,000: Up-to two grants will be awarded per funding year.

Table T13 provides details of the events that were allocated funding under the Program for 2019/2020. A total of \$94,664 in funding was provided across 21 events, 15 of which have been identified in this Strategy as tourism events. The Woodend Winter Arts Festival received the largest share of funding (\$10,000).

### T13. EVENTS FUNDED BY COUNCIL

Tier	Event	Funding
Tier 1	Woodend Winter Arts Festival	\$10,000
<b>Subtotal Tier 1</b>		<b>\$10,000</b>
Tier 2	2019 Macedon Ranges Wine and Food Festival (Budburst)	\$6,000
	2020 Macedon Ranges Music Festival	\$4,950
	Art in the Vines – Sculpture in Motion	\$6,000
	Christmas in Romsey 2019	\$6,000
	Garden Lovers Fair	\$6,000
	Kyneton Agricultural Show	\$6,000
	Kyneton Daffodil & Arts Festival	\$6,000
	Kyneton Music Festival	\$5,489
	Macedon Ranges Sustainable Living Festival	\$6,000
	Macedon Ranges Writers Festival	\$6,000
	Malmsbury Village Fayre	\$4,414
	Run the Rock	\$6,000
	Women's Hanging Rock Handicap	\$4,602
<b>Subtotal Tier 2</b>		<b>\$73,455</b>
Tier 3	Annual Picnic at Hanging Rock	\$1,500
	Carlsruhe Fire Brigade Wine & Food Festival	\$605
	Country Hall Tour	\$2,000
	Gisborne Carols by Candlelight	\$2,000
	Kyneton Long Lunch	\$1,914
	Kyneton Twilight Festival and Artisan Market	\$1,990
	Macedon Family Christmas Party	\$1,200
<b>Subtotal Tier 3</b>		<b>\$11,209</b>
<b>Total Expenditure</b>		<b>\$94,664</b>

Source: Macedon Ranges Shire, 2020.

## 7.4. IN-KIND SUPPORT

Currently, Council provides a range of in-kind support, including:

- **Event Operator Workshops.** Council currently conduct 2 workshops a year for event operators. These workshops are used to address issues presented by event operators or recurring issues identified by Council.
- **1:1 pre-application meetings.** Council provides one to one meetings with event operators prior to their application for funding. This could be more widely promoted on Council's website.
- **Advice and event support services.** Some events that receive grant funding also obtain event planning advice from Council officers and services in-kind including toilet cleaning, provision of bins, waiver of road permit fees and provision of venues.

Council are currently updating the event notification form to be more streamlined and easy to use for event operators.

### IN-KIND SUPPORT PROVIDED IN 2019/20

Council provided in-kind support to 18 events through the Events & Festival Grant Program. Details of support type and number of recipients are provided below.

#### T14. IN-KIND SUPPORT PROVIDED BY COUNCIL 2019/2020

Item	No. Of Recipients
Additional cleaning of toilet facilities	8
Event bin provision	14
Event plan assistance	2
Venue provision	5
Waiver of activity on a road permit fees	6
<b>Total Recipients</b>	<b>18</b>

Source: Macedon Ranges Shire, 2020.

## 7.5. REVIEW OF MACEDON RANGES FUNDING GUIDELINES

Urban Enterprise has reviewed the current Events & Festivals Grant Program 2019/2020 Guidelines for Macedon Ranges Shire Council and provided the following recommendations for consideration in the preparation of the Events & Festivals Grant Program 2020/2021 Guidelines. Recommendations have been provided for:

- **Program Objectives** – including review and assessment of existing objectives and suggested amendments and additional inclusions;
- **Events Criteria and Funding** – including suggested funding tiers and associated criteria; as well as fund allocation and delivery.

### 7.5.1. PROGRAM OBJECTIVES

The existing objectives of the Events and Festival Grant Program have been revised to more effectively target events which will grow and/or enhance the existing visitor economy.

It is noted that out of 64 community events, only six applied for funding from the 2019/2020 program. Community focused events provide positive social outcomes for residents. It is suggested that more accessible funding models such as quick access funding are explored to support these events.

Table T15 below provides an assessment of the 2019/2020 objectives outlined within the existing Events & Festivals Grant Program Guidelines to determine whether they should be retained, amended or excluded in the forthcoming 2020/2021 Guidelines.

Table T16 overleaf outlines the recommended proposed objectives for 2020/2021, including those which have been retained/amended from 2019/2020, and new additional objectives which will further support the development of tourism events.

#### T15. EXISTING 2019/2020 OBJECTIVES ASSESSMENT

Existing Objective	Recommendation
Support events that foster community development and contribute to health and wellbeing	Retain objective
Foster events that reinforce civic pride and community connectedness	Remove objective as it is a duplication on the above
Support events to be accessible, inclusive and welcoming of everyone	Retain objective
Encourage a spread of events across the calendar year and the shire	Objective should be amended to target areas of low visitation and/or seasonality issues
Provide support for events that attract visitation and provide economic benefit to Macedon Ranges Shire	Retain objective
Encourage the development of new and existing events	Objective should be amended to target events which align with Macedon Ranges Shire's identified tourism product strengths
Encourage events to become self-sustaining and to become less reliant on financial support from Council;	Retain objective
Encourage events to consider the impact they have on the environment and surrounding community	Retain objective
Encourage the delivery of successful, safe and compliant events	Retain objective

Source: Macedon Ranges Shire Council, Events & Festivals Grant Program 2019/2020 Guidelines.

## T16. PROPOSED OBJECTIVES

	Objective
<b>Existing/Amended</b>	Support events that foster community development and contribute to health and wellbeing
	Support events to be accessible, inclusive and welcoming of everyone
	Encourage a spread of events across the calendar year including development of events in locations and/or times of lower visitation
	Provide support for events that attract visitation and provide economic benefit to the shire
	Encourage the development of new and existing events, in particular those which align with Macedon Ranges' identified brand strengths
	Encourage events to become self-sustaining and to become less reliant on financial support from Council
	Encourage events to consider the impact they have on the environment and surrounding community
	Encourage the delivery of successful, safe and compliant events
<b>New</b>	Support events which align with the vision and strategic directions outlined in the existing Macedon Ranges Visitor Economy Strategy
	Encourage the development of events which drive overnight stays and/or increase visitor yield

## 7.5.2. RECOMMENDED EVENTS CRITERIA AND FUNDING

There is a need for Macedon Ranges Shire Council to review the existing events funding structure to effectively target tourism events, particularly those which align with regional events funding tier criteria. Council should also consider alternative funding models for community focused events, which are more accessible and have less onerous applications for the level of support requested.

Utilising clear, targeted criteria will capture tourism events which attract visitors from outside the shire, and which align to the shire's tourism strengths and branding, as well as increasing the total events funding pool available from \$75,000 to \$90,000 will also allow Macedon to be more competitive at a regional level in attracting events of scale and significant one-off events.

In line with this, the proposed event categorisation and funding model for Macedon Ranges Shire Council comprises of the following two funding tiers:

- Tier 1 Signature Events; and
- Tier 2 Regionally Significant Events.

The proposed criteria for each of these Tiers is outlined in Table T17. Development of this criteria has been drawn from consideration of the current Regional Events Fund (REF) Guidelines; previous work completed by Urban Enterprise for Macedon Ranges Shire (including the Macedon Ranges Visitor Economy Strategy 2019-2029, and review of the Events and Festivals Grant Program); and the extensive work completed by Urban Enterprise across the wider events sector including development of the Murray Region Events Strategy (2015).

### T17. PROPOSED EVENT TIER CRITERIA

Tier	Criteria
<b>Signature Event</b>	<p>New or established events of significant scale that:</p> <ul style="list-style-type: none"> <li>• Are exclusive to Victoria</li> <li>• Have the capacity to attract intrastate and interstate visitation</li> <li>• Are of state or regional significance</li> <li>• Align with existing tourism branding and strengths of the Macedon Ranges</li> <li>• Have the capacity to drive overnight stays/ and or increase visitor yield in the region</li> <li>• Are or have the capacity to become a signature event for the shire</li> <li>• Appeal to identified target markets for the region</li> </ul>
<b>Regionally Significant Event</b>	<p>New or established events preferably ongoing medium to large scale events that:</p> <ul style="list-style-type: none"> <li>• Have the capacity to attract intrastate visitation</li> <li>• Are of regional significance</li> <li>• Have a broader reach and attract significant community attendance</li> <li>• Attract visitors outside the township where it's being held</li> </ul>

Source: Urban Enterprise 2020.

### 7.5.3. RECOMMENDED FUNDING FOR EVENT TIERS

It is recommended the funding for each event tier be made available through two streams as shown in Table T18 below which outlines the proposed criteria and standard funding schedule by tier for each stream.

This will streamline the application process, and ensure the shire can actively target the attraction of new ongoing events whilst continue to support existing events, and also maintain the flexibility to support new one-off events, which will be critical to ensuring the shire can maintain competitiveness in the event sector at a regional scale.

In addition to the pool of funding below, it is recommended that Council provide an additional funding resource as an 'Expression of Interest' for up to \$50,000 to support unique event opportunities that are unforeseen.

#### T18. FUNDING STREAM CRITERIA AND SCHEDULE

	Funding criteria	Funding Schedule	
		Tier 1 Signature Events	Tier 2 Regionally Significant Event
<b>Stream A</b>	<ul style="list-style-type: none"> <li>• Three year tiered funding agreement</li> <li>• Applications for a revised funding schedule could be considered on a case by case basis</li> <li>• For new events, or existing events that plan to expand significantly in scope / duration</li> </ul>	<ul style="list-style-type: none"> <li>• Up to \$15,000 in year 1</li> <li>• Up to \$12,000 in year 2</li> <li>• Up to \$10,000 in year 3</li> </ul>	<ul style="list-style-type: none"> <li>• Up to \$10,000 in year 1</li> <li>• Up to \$8,000 in year 2</li> <li>• Up to \$6,000 in year 3</li> </ul>
<b>Stream B</b>	<ul style="list-style-type: none"> <li>• One year funding agreement</li> <li>• Existing and new events including one off events</li> </ul>	<ul style="list-style-type: none"> <li>• Funding provided as a one-off amount up to \$10,000</li> </ul>	<ul style="list-style-type: none"> <li>• Funding provided as a one-off amount up to \$6,000</li> </ul>

Source: Urban Enterprise 2020.

The restriction of Stream A to new or expanded events only will ensure events can only access this funding stream once (for up to 3 years) to limit the same events/festivals accessing funding year after year and the tiered funding model will encourage events to become financially secure over the 3 year sponsorship grant period.



## 8. KEY CONSIDERATIONS

### 8.1. INTRODUCTION

The following section provides an overview of the strategic considerations for the events sector in Macedon Ranges Shire. This draws on outcomes from consultation, an assessment of existing events and facilities, as well as current resourcing provided to the tourism events sector.

### 8.2. EVENTS CALENDAR CONSIDERATIONS

#### DEVELOPMENT OPPORTUNITIES IN EVENT TYPE

There are a range of opportunities to offer new event types in the Macedon Ranges, particularly in product strengths of the Macedon Ranges. This includes:

- **Larger scale 'makers and artisans' events** – New events developed in line with this theme have significant opportunity to become Tier 1 or Signature events for the region;
- **Food, wine and ferments** - There is opportunity to develop further events in this space, with Budburst being the only large-scale food/wine event held in the region. Development of these events could also be linked to Bendigo's listing as a UNESCO city of Gastronomy.
- **Aboriginal Cultural Events** – There were no events identified in the audit that focused on Aboriginal culture or heritage. Lancefield Mega Fauna Festival was the only event that promoted an alignment to Aboriginal heritage; and
- **Wellness events** – Although wellness is a key branding focus of the wider Daylesford and Macedon Ranges region, there are no annual events in the shire which are primarily 'wellness' focused.

#### OPPORTUNITIES AND SYNERGIES IN EVENT CALENDAR

Future events should be supported that fill gaps in the existing events calendar and add to seasonal dispersal. There are a range of identified opportunities in the current event calendar including:

- Winter events, particularly across July and August;
- Multiple day and/or multiple location events;
- Events which include non-weekend days; and
- Night time events.

The lack of large indoor event venues is a barrier to growing winter events, whilst night time events are limited due to the lack of visitor accommodation.

#### SIGNATURE EVENTS

There are currently no annual Signature Events for the shire. The focus for future event attraction and development will be to establish and support events that will attract visitors from outside the region, whilst engaging the local community and enhancing the community lifestyle of the Macedon Ranges. In order to achieve this, new events supported by Macedon Ranges Shire Council should have the following attributes:

- Are multi-day;
- Have a strong draw from intrastate, interstate and international markets; and
- Closely align with the existing branding and competitive strengths of the region.

An assessment of existing events in the shire highlights that there are no events that could be considered State Significant. These are large scale events that attract large numbers of international and interstate visitors, as specified in State Government event guidelines.

Macedon Ranges Shire Council should consider allocating funding to support the attraction of signature events. This may include allocating a budget for matched funding.

### **DEVELOPMENT OF TIER 1 EVENTS**

There has been limited development and enhancement of existing Tier 1 events over time. Two of the identified Tier 1 events were new events; Macedon Ranges Spirit Festival, Winter Solstice and the Mountain Writers Festival.

There are a number of Tier 1 events with potential to become signature events if further developed or enhanced. This includes the two new Tier 1 events previously mentioned.

### **DEVELOPMENT OF MULTI-DAY EVENTS TO DRIVE OVERNIGHT STAYS**

Developing further multi-day events will provide greater economic benefit for the region, driving overnight stays and generate greater yield from visitors. This can be achieved through development of new multi-day events or expansion of existing event programs over multiple days.

The development of multi-day events will require significant investment in visitor accommodation, as the Macedon Ranges currently does not have the accommodation base to support large-scale events or multi-day events. Council is currently undertaking an Accommodation Opportunities Study to identify needs and opportunities for accommodation development, which will support the events sector as well as the broader visitor economy.

### **OPPORTUNITY FOR GROWING EXISTING EVENTS**

There are a range of existing events that present an opportunity for growth, based on their event offering and branding alignment. Growth opportunities include:

- **Mountain Writers Festival** - Potential development of the existing event to include:
  - Focus on other literature themes that align with the region, as the literature theme is currently limited to landscape and place;
  - A series of events over multiple weekends in a month, multiple townships on the same weekend or multiple townships over multiple weekends; and/or
  - Development of a series of literature festivals with the 'Mountain' branding, but for various individual makers and creators' themes (e.g. painting; food). This could potentially be branded as 'Mountain Makers'.
- **Macedon Ranges Spirit Festival** – This is currently commencing as a one day event but could be expanded.
- **Woodend Winter Arts Festival** – This event is held in the township of Woodend over the Queen's Birthday weekend in June. Development of the event could include fringe activities such as instrument making workshops, partnering with restaurateurs to provide cabaret entertainment, classic album listening experiences, and weekday concert offerings.
- **Festival 23** – This is the only festival which currently combines the Macedon Ranges strengths arts & culture strengths with the 'wellness' branding of the wider region. This event could be run multiple times per year as a series, potentially with a seasonal focus.
- **Garden Lovers Fair** – There is potential to expand the Garden Lovers' Fair in Macedon to include other towns across the Macedon Ranges.
- **Macedon Ranges Food and Wine Budburst Festival** – Expansion of the Macedon Ranges' premier food and wine event.
- **Lancefield Mega Fauna Festival** – The Victorian events calendar currently lacks indigenous cultural events. The Lancefield Mega Fauna Festival is a unique event that could become a key indigenous event.
- **Hanging Rock Handicap** – This event is a women's only cycling race that could become a key event on the women's cycling calendar. Expanded offerings could encourage attendees to stay overnight in the region.
- **3 Day Cycling Tour** – A northern combine cycling event which could be further enhanced to attract a broader market from across Victoria and interstate.

- **Daylesford Macedon Ranges Open Studios** - Development of the current Daylesford Macedon Ranges Open Studios program into a tourism event with a signature opening or culmination event.

### POTENTIAL NEW EVENT OPPORTUNITIES

The Macedon Ranges region has substantial opportunity to grow its event profile through development of events aligned to key brand strengths. Opportunities include building on the makers and artisans brand strength, particularly through food based events, as well as events aligning to a broader interpretation of 'wellness'. Potential event ideas include:

- **'King of the Mountain' and an 'Honour Avenue Sprints'**- Development of a multi-day cycling event themed around various attractions of the Macedon Ranges.
- **Winter Feast** – Night-time food and wine event set in one of the historical villages (e.g. Kyneton, Woodend or Malmsbury); which could be combined with late night shopping and night markets.
- **Aboriginal cultural heritage themed event** - Potentially set at Hanging Rock during the day, this event could include an expansion of the Megafauna Festival in Lancefield.
- **Artists After Dark** – Light projection festival that could occur outside in botanical gardens across multiple townships over a weekend, showcasing local artist work and promoting touring around the villages.
- **Macedon Ranges Film Festival** - Development of a winter film festival with local food and beverage provision, held in small boutique venues across the shire over multiple days.
- **Picnic at Hanging Rock** – Reinstate this event with more of a food focus (as the previous event became more about music).
- **Harvest Festival** – Reinstate the Daylesford Macedon Ranges Food and Wine and Ferments Festival.
- **Malmsbury Motors** – Development of a motorbiking event for Malmsbury.
- **Makers and artisans event** – Establishment of a new makers and artisans event for the Macedon Ranges in the wake of losing the Lost Trades Fair.
- **Biennial Hanging Rock concerts** - Development of the one-off major concerts at Hanging Rock into a biennial or annual event also presents a significant opportunity. This may consider multiple artists as opposed to one off major artists.

## 8.3. EVENT INFRASTRUCTURE

### TRANSPORT AND ACCESS ISSUES

Transport to and from festivals, particularly those events that are not in one of the western towns of the shire along the railway is an issue for event patrons.

Hanging Rock concerts have presented transport issues in the past, whilst transport access to and from accommodation to rural venues for weddings and other events is also an issue.

### LACK OF CONTEMPORARY COMMERCIAL ACCOMMODATION

Currently accommodation across the shire is a barrier to attracting signature and larger Tier 1 events, and generating overnight stays from existing events as available options are limited especially free or low cost campsites, with this identified as a key challenge for the festivals and events industry in the Macedon Ranges Visitor Economy Strategy 2019-2029.

The lack of visitor accommodation also limits the economic benefits that can be derived from events, reducing the potential number of overnight visitors.

Temporary accommodation options should be considered for the Macedon Ranges during peak event periods. The Woodend Racecourse is considered an option for a bump in accommodation during larger events.

## **LACK OF CONTEMPORARY INDOOR EVENTS VENUES**

There is a lack of contemporary large indoor event venues to support the growth of night time events and also events during the winter period.

Kyneton Town Hall has the largest seated event capacity (420 seated theatre-style), however aside from this venue there is no other event venue that can support more than 200 people seated. There is also limited flexibility in existing event venues to support a variety of uses and event types. The only venues of any scale are town halls and mechanics institutes that have dated infrastructure to support contemporary events.

In the short term, a new large indoor event facility should be considered for Woodend.

## **OUTDOOR EVENTS VENUES WITH SUITABLE INFRASTRUCTURE AND AMENITY**

There are a number of large scale outdoor event venues that can support larger events. Hanging Rock has the highest capacity, however its use is limited due to environmental and community impact reasons.

Recently Kyneton lost a major markers event to Bendigo, due to the lack of an appropriate venue to support the growing event.

An infrastructure assessment of outdoor event venues should be undertaken to identify the required improvements to venues and also establish a clear hierarchy of outdoor event facilities to accommodate medium and large scale events.

## **8.4. EVENTS RESOURCING CONSIDERATIONS**

### **NEW FUNDING GUIDELINES**

New event tier classification and funding streams have been developed for the Events & Festivals Funding Guidelines for 2020/2021. This will enable more targeted event attraction, and will provide further funding support to events that will drive out of region visitation, rather than primarily targeting locals and visitors already in the region.

Macedon Ranges Shire may also consider having an allocation in their funding budget to allow for the attraction of one off events.

### **INDUSTRY CAPACITY BUILDING**

Council currently undertake two workshops per annum that address training needs for event management, as well as offering pre-application meetings for event operators seeking event funding.

Development of a toolkit for current and potential event operators has been suggested to help grow the capacity of the events sector, and would provide necessary support to event operators. The toolkit could include online resources such as video tutorials/FAQs; workshops, and recorded event management workshops.

Other opportunities to build industry capacity including providing assistance with succession planning, and supporting new volunteers to assist with running events.

### **GRANT RECIPIENT PROMOTION PACKAGE**

Development of a promotion package will support and enhance the marketing and communication efforts of grant recipients. This would help to ensure that both new and existing events actively portray the region consistently with current branding, and will maximise the ability of events to generate greater visitation through a broader reach.

This package could include resources such as data, dates, activities, and available/potential event avenues event operators could explore. There is potential to include the contact details of people who have registered interested in being involved with events, or those who can provide expertise in certain areas such as indigenous communities or youth ambassadors.

### **VISITOR SERVICING PRESENCE**

There is a need for improved visitor servicing at events to promote the region. This could potentially be delivered through a mobile visitor information booth, or roving brand ambassadors.

### **STANDARDISED ASSESSMENT OF EVENTS**

There is currently no standard for identifying the value of events in the Macedon Ranges and undertaking events research in the shire. Some opportunities for gathering standardised information on events include:

- Development of a standardised survey questionnaire to measure the social, economic and environmental outcomes of events;
- Development of a standardised methodology for calculating the economic benefits of events; and
- Development of a portal to record all events and associated impacts across the region.

DRAFT

## 9. STRATEGIC FRAMEWORK

### 9.1. INTRODUCTION

This section of the report provides a strategic framework for events attraction and development of the tourism events sector in Macedon Ranges Shire. The aim of this section is to set the vision, strategic event criteria and guiding directions for the region.

### 9.2. VISION

The Macedon Ranges will have a diverse and stimulating calendar of annual events that showcase the region's brand strengths and make the Macedon Ranges a great place to live and visit.

### 9.3. STRATEGIC OBJECTIVES

The vision is supported by the following key objectives, which should guide strategic event development and attraction. The strategic objectives include:

- **Community benefit.** Support events that foster community development and contribute to health and wellbeing.
- **Drive off-peak visitation.** Encourage a spread of events across the calendar year including development of events in locations and/or times of lower visitation.
- **Drive visitation.** Provide support for events that attract visitation and provide economic benefits to the shire.
- **Brand alignment.** Encourage the development of new and existing events, in particular those which align with Macedon Ranges' identified brand strengths.
- **Event sustainability and building operator skill.** Encourage events to become self-sustaining and to become less reliant on financial support from Council.
- **Community and environmentally minded events.** Encourage events to consider the impact they have on the environment and surrounding community.
- **Event compliance.** Encourage the delivery of successful, safe and compliant events.
- **Alignment to strategic tourism framework.** Support events that align with the vision and strategic directions outlined in the existing Macedon Ranges Visitor Economy Strategy.
- **Higher-yielding events.** Encourage the development of events which drive overnight stays and/or increase visitor yield.

### 9.4. STRATEGIC DIRECTIONS

- Direction 1: Enhance The Events Calendar
- Direction 2: Deliver Improved Facilities and Supporting Infrastructure
- Direction 3: Continue to Support Events Growth and Development

## 9.5. IMPLEMENTATION PLAN

Implementation plans have been developed for each of the Strategic Directions. Timeframes allocated for actions include consideration of recovery work as a result of the impacts of Covid-19.

### DIRECTION 1: ENHANCE THE EVENTS CALENDAR

The Macedon Ranges already has a strong events calendar, however there remain gaps and opportunities to further enhance this calendar including growing existing events by visitation and length of stay, attraction of new events during winter and attraction of new tier 1 and signature events.

#### T19. ENHANCE THE EVENTS CALENDAR – STRATEGIES AND ACTIONS

Strategy and Action	Timeframe	Cost
<b>STRATEGY 1</b> <b>Support the attraction of signature events</b>		
ACTION 1.1      Establish an EOI process with annual budget of up to \$50k.	2022-23	\$50K per annum
ACTION 1.2      Council to proactively procure a signature event through engagement and working with stakeholders such as Visit Victoria.	2022-23	
<b>STRATEGY 2</b> <b>Grow existing events</b>		
ACTION 2.1      Undertake discussions with operators that are delivering events that align well to the Macedon Ranges brand, product strengths and target markets in order to identify how these events may grow and develop. Events identified include: <ul style="list-style-type: none"> <li>• Mountain Writers Festival</li> <li>• Macedon Ranges Spirit Festival</li> <li>• Woodend Winter Arts Festival</li> <li>• Kyneton Contemporary Art Triennial</li> <li>• Festival 23</li> <li>• Garden Lovers' Fair</li> <li>• Macedon Ranges Food and Wine Budburst Festival</li> <li>• Lancefield Mega Fauna Festival</li> <li>• Hanging Rock Handicap</li> <li>• 3 Day Cycling Tour</li> </ul>	2021-2022	N/A
<b>STRATEGY 3</b> <b>Attract and support new events that align with the Macedon Ranges brand strengths, key markets and fill gaps in event calendar</b>		
ACTION 3.1      Amend the events guidelines to provide support to new events that align to the Macedon Ranges brand, gaps and key markets.	2020-21	N/A
ACTION 3.2      Promote and support the development of events that align with the vision of the event strategy and key branding strengths as defined in the Visitor Economy Strategy.	2021-23	

## DIRECTION 2: DELIVER IMPROVED FACILITIES AND SUPPORTING INFRASTRUCTURE

There are a number of large open air events venues across the Macedon Ranges that host tourism events. Some of these facilities need infrastructure improvement to ensure that they are events ready and to reduce bump in costs.

To attract large tourism events in winter or evening, Macedon Ranges requires larger indoor event facilities. Access to and from events presents an ongoing issue for event visitors, especially events that are not in the key towns along the Calder corridor.

### T20. DELIVER IMPROVED FACILITIES AND SUPPORTING INFRASTRUCTURE – STRATEGIES AND ACTIONS

Strategy and Action	Timeframe	Cost
<b>STRATEGY 4</b> <b>Improve transport to support events development</b>		
ACTION 4.1      Undertake a survey of event operators to understand their transport issues and needs.	2021	
<b>STRATEGY 5</b> <b>Improve and promote outdoor event venues to support events growth and development</b>		
ACTION 5.1      Undertake an infrastructure audit of the Macedon Ranges open air events venues with the aim to identify key requirements to support existing and future events.	2021	
ACTION 5.2      Improve promotion and awareness of event facilities online to promote existing venues.	2021	
<b>STRATEGY 6</b> <b>Support enhancement of indoor event venues</b>		
ACTION 6.1      Undertake an audit of the Macedon Ranges indoor event venues to identify improvements required to support future events.	2021-25	
ACTION 6.2      Investigate Gisborne Regional Sports Hub's capacity to accommodate large indoor events and continue to support the development of a large indoor event facility in the shire.	2021-23	



### DIRECTION 3: CONTINUE TO SUPPORT EVENTS GROWTH AND DEVELOPMENT

The Macedon Ranges has a well-established events funding program that supports a range of community and tourism events. This program should continue with some modifications to further attract and support signature and tier 1 events, as well as providing improved avenues of support for community events.

There will also be a continued role to assist event operators through event approval processes, accessing grant programs and general event support.

#### T21. CONTINUE TO SUPPORT EVENTS GROWTH AND DEVELOPMENT – STRATEGIES AND ACTIONS

Strategy and Action	Timeframe	Cost
<b>STRATEGY 7</b> <b>Assist industry recover from the impacts of Covid-19 Pandemic</b>		
ACTION 7.1      Undertake an online survey of event operators to understand the following: <ul style="list-style-type: none"> <li>• The short and long term impacts of Covid-19 on the event organisation or business</li> <li>• Whether the event will be able to continue in the future.</li> <li>• What support may be needed in the future</li> </ul>	2020	
ACTION 7.2      Investigate opportunities for supporting online events.	2020	
ACTION 7.3      Consider a Covid-19 Recovery Action Plan for the events sector based on localised industry research.	2020	\$10K
<b>STRATEGY 8</b> <b>Continue to attract and support events that grow the visitor economy</b>		
ACTION 8.1      Implement changes to the Macedon Ranges Funding Guidelines, including: <ul style="list-style-type: none"> <li>• Modify grant funding objectives to align with the events strategy</li> <li>• Modify assessment criteria and event tiering to increase support of tourism events</li> </ul>	2020	
ACTION 8.2      Seek an increase in grant funding from \$75,000 to at least \$90,000.	2021-2022	\$90K per annum
<b>STRATEGY 9</b> <b>Continue support for community events</b>		
ACTION 9.1      Develop a process for community events to access in-kind support on an as-needs basis.	2021	
ACTION 9.2      Explore alternative and more accessible funding models for community events, such as quick access funding.	2021	
<b>STRATEGY 10</b> <b>Improve information available to event operators</b>		
ACTION 10.1      Improvements to the clarity and ease of use of the 'Planning for Events' website landing page.	2021	
ACTION 10.2      Undertake annual review of event processes.	2021	
ACTION 10.3      Review the Events & Festivals Planning Guide and segment information into a range of Fact Sheets. This should provide information on a range of key topics, event planning stages, and information relating to Frequently Asked Questions.	2021	
ACTION 10.4      Develop an online application for event approvals.	2021	
<b>STRATEGY 11</b> <b>Continue to build events industry capacity and sustainability</b>		

ACTION 11.1	Continue to deliver two events industry workshops per annum.	2021-2023	\$5K per annum
ACTION 11.2	Explore the opportunity to establish an event sector mentoring program, where by experienced event operators can share information to less experienced event operators.	2021-23	
ACTION 11.3	Establish an online toolkit for event operators. This should consider: <ul style="list-style-type: none"> <li>• Video tutorials</li> <li>• FAQs; workshops</li> <li>• Securing event sponsorship</li> <li>• Permits and red tape</li> <li>• Recorded event management workshops</li> <li>• Risk assessment and emergency management templates</li> </ul>	2021-2022	\$5K
ACTION 11.4	Preparation of a grant recipient information pack. This will consider the following: <ul style="list-style-type: none"> <li>• Macedon Ranges brand guidelines</li> <li>• Information on the tourism industry and key markets</li> <li>• Key local contacts and event supplies</li> <li>• Local organisations that can support events</li> <li>• Stakeholder contacts</li> </ul>	2021-2022	\$5K
<b>STRATEGY 12</b>	<b>Improve visitor services for events</b>		
ACTION 12.1	Consider having a mobile visitor information service presence at major events.	ongoing	
<b>STRATEGY 13</b>	<b>Ensure a standardised process for event registration, reporting and data collection</b>		
ACTION 13.1	Develop and promote an online event register that will provide a complete list of events in the shire.	2021	
ACTION 13.2	Develop and promote a standardised event assessment approach including: <ul style="list-style-type: none"> <li>• Development of standardised survey questionnaire to measure the social, economic and environmental outcomes of events.</li> <li>• Development of a standardised methodology for calculating the economic benefits of events</li> <li>• Development of a portal to record all events and associated impacts across the region</li> </ul>	2021	
<b>STRATEGY 14</b>	<b>Increase Council resources allocated to events</b>		
ACTION 14.1	Seek an increase to Events staff resources from 0.6 FTE to at least 1 FTE.	2020-2021	TBD

# APPENDICES

## APPENDIX A STRATEGIC DOCUMENTS ANALYSED

### STATE

#### **Victorian Visitor Economy Strategy, 2016-2020**

This Strategy was prepared by the Victorian State Government in 2016 and highlights the diversity of product in the state, which has been growing strongly since 2010. This strategy provides state-wide direction for the growth of the tourism industry and aims to increase visitor spending to \$36.5 billion by 2025 through the following nine priority goals:

- More private sector investment;
- Build on the potential of regional and rural Victoria;
- Improve branding and marketing;
- Maximise the benefits of events;
- Improve experiences for visitors from Asia;
- Better tourism infrastructure;
- Improve access into and around Victoria;
- Skilled and capable sector; and
- More effective coordination.

#### **Tourism Victoria, 2020**

Victoria's 2020 Tourism Strategy is a whole-of-government document providing a clear vision for how the tourism industry can increase its economic and social contributions to the State.

Tourism events are a significant part of tourism in Victoria and will receive continual support from the State Government. Tourism Events help promote and affirm local tourism strengths and help increase visitation. The main strategy for events in Victoria is to build on Victoria's position as a leading event state.

Medium – long term actions that relate to events in urban areas include:

- Focus on enhancing the current Victorian events calendar through funding of strategic major events; and
- Advocate for the implementation of nature-based experiences that meet the needs of key visitor markets.

#### **Victoria's Tourism and Events Industry Strategy, 2020**

This strategy, developed in 2010 by the Victorian Tourism Industry Council and the Victorian Events Industry Council focuses on Victoria's events industry including review and reassessment of the priority areas developed in the Tourism and Events Strategy 2016 (developed in 2008).

The strategy highlights the strength of Victoria's tourism and events industry, indicating that by 2020 the industry could be worth \$25.8 billion and employ 259,321 Victorians. As at 2010 the strategy identified that the major events sector was estimated to be worth \$1.2 billion to Victoria.

In particular, this strategy identifies the range of industry benefits that can be gained from improved event calendar management, including:

- Enhanced coordination to identify and address gaps;
- Shared expertise across the industry, including enhanced collaboration between the events and tourism sectors including greater linkages with tourism product offerings (for example accommodation and attractions);
- Enhanced skills and labour sharing between events to overcome current challenges; and

- The possible integration of second tier events.

### **Victoria's Events Industry Development Plan**

The Victoria's Events Industry Development Plan was included as an appendix within the Victoria's Tourism and Events Industry Strategy 2020.

The Plan sets out a mission to provide leadership, representation and focus for Victoria's event industry through the following mechanisms:

- Identify and Promote the Value of Events;
- Development of the Business Event Portfolio;
- Product Development and Packaging;
- Integrated Calendar Management;
- Integrated Visitor Transport;
- Ongoing Competitive Analysis and Event Product Innovation;
- Coordinating and Broadening Participation in the Event Industry;
- Workforce Development; and
- Sustainability in Event Delivery.

### **A Culturally Ambitious Nation Strategic Plan, Australia Council for the Arts, 2014 - 2019**

Produced by Australia Council for the Arts to articulate their leadership role in building a vibrant arts ecology by fostering excellence and increasing national and international engagement with Australian art and artists.

Of relevance to events development in Macedon Ranges Shire, this Strategic Plan outlines a focus on bringing art into everyday lives, through actioning the following:

- We will infuse everyday life with the arts by helping the arts to reach new audiences in unexpected places, events and communities;
- We will ensure more Australians have access to the arts by partnering with states, territories and local Governments on targeted arts development in regional and urban areas; and
- We will strengthen artistic experiences by, with and for children and young people by facilitating collaboration between young people and more established artists to create new work.

### **A Culturally Ambitious Nation Strategic Plan, Australia Council for the Arts, Discussion Paper, 2020 – 2024**

The discussion paper produced by Australia Council for the Arts is a prelude to 'A Culturally Ambitious Nation Strategic Plan 2020 – 2024'. There is a focus on building a vibrant and meaningful arts sector that contributes to our education, our health and advancement of our global reputation. The document identifies a number of issues and opportunities that will form the Strategy. These include:

- Australia's increasing diversity, increasing appetite for art from diverse perspectives, and the persistent lack of diversity in the arts;
- The growing value of social cohesion as a global policy consideration, and the increasingly powerful role of the arts in generating empathy, understanding and human connection;
- Growing global recognition of the value of arts and culture in our international and diplomatic relationships; and
- The increasingly high demand for First Nations arts and culture nationally and internationally.

## REGIONAL AND LOCAL

### Macedon Ranges Visitor Economy Strategy 2019-2029

The Macedon Ranges Visitor Economy Strategy 2019-2029, prepared by Urban Enterprise, intends to set the long-term vision and strategic direction to support the sustainable growth of the future visitor economy.

The Strategy identifies key strengths of the region including festivals and events, and areas for future growth including weddings and conferences. Key challenges identified in relation to festivals and events include limited accommodation particularly low cost accommodation, no database of upcoming events, a lack of an online booking platform for accommodation, limited large event venues in the shire and no prospectus or strategy to attract new events.

A variety of opportunities were identified to develop the events market in the Macedon Ranges including establish a temporary campground during major events, promote the shire's small halls, develop a new Events Strategy and continue concerts and events at Hanging Rock, create an autumn in the Macedon Ranges festival that supports small events and promotes the shire and look to expand the range of arts and cultural events.

The Strategy also identified a number of challenges and opportunities to develop weddings and conferences in the shire. Challenges identified include a limited promotion of the region as option for the Melbourne wedding market and that the growth of the sector is limited by a lack of venues and accommodation. Opportunities identified include the identification and promotion of all wedding venues, incorporate the wedding offer into the market strategy, and promote the region as a destination for the Melbourne weddings market.

The Strategy outlined 3 strategic directions as identified below. Relevant strategies are also identified:

- Direction A: Promotion and Brand Awareness;
- Direction B: Development of Product Strengths and Investment in Emerging Opportunities;
  - Strategy 6: Develop and grow the positive impact of events;
  - Strategy 7: Support development of the emerging tourism products and experiences (weddings, Aboriginal cultural heritage experiences, wellness, mineral springs, agritourism and accommodation); and
- Direction C: Advocacy, Industry Collaboration and Best Practice Delivery.

#### **Target markets**

The key target markets that were identified for the Macedon Ranges within the Visitor Economy Strategy (based on the existing product and experience offer and visitors to the region) included:

- Lifestyle leaders
  - Creative Opinion Leaders
  - Food & Wine Lifestylers
  - Enriched Wellbeing
  - Inspired by Nature
- Visible Achievement
- Traditional Family Life
- Socially Aware
- International experience Seekers

The strengths of the region which were identified as matching well to these segments included nature based tourism, artisan villages, and food, wine and ferments, and family attractions.

Some of the areas for growth or emerging product that were identified as having potential to support these markets through further development included:

- Accommodation.
- Aboriginal cultural heritage experiences.

- Wellness and mineral springs.
- Weddings and conferences.
- Agritourism.

### **Macedon Ranges Visitor Economy Strategy 2019-2029 Action Plan Years 1-2**

The Macedon Ranges Visitor Economy Strategy Action Plan Years 1 to 2 identifies actions to be undertaken over a two year period in line with the Macedon Ranges Visitor Economy Strategy 2019 to 2029. Key actions relating to events are:

- 4.5 Woodend Community and Tourist Precinct – concept and feasibility planning for the Woodend Community and Tourist Precinct including developing options that include a visitor ‘inspiration’ hub and public event spaces;
- 5.1 Macedon Range Wines – increase brand awareness of Macedon Ranges Wines, foods and ferments including.....work with event organisers on promotional opportunities for Macedon Ranges Wines at regional events;
- 5.2 Events and Festivals Strategy – development strategy to guide future direction for events and festivals and review of events and festivals grants program; and
- 7.5 Weddings – Support growth of wedding market.

### **Macedon Ranges Events Strategy 2010- 2013**

The Macedon Ranges Events Strategy 2010-2013 identifies that over 200 events of all types take place in the shire varying in size, duration and professionalism. Weaknesses identified in the strategy include:

- Very few major events;
- Many community events promote themselves as tourism events, which can be misleading to visitors;
- Limited large indoor event space for major exhibitions;
- Limited promotion of events;
- Unprofessionally managed events impacting on return attendance (both local visitation and that outside of the shire);
- Limited event infrastructure available locally for events;
- Lack of large conference facilities particularly for business events; and
- Some event organisers have limited understanding of Risk management practices.

The Strategy provides Council with a clear action plan to address the above weaknesses and outlines the following commitment to events.

Council will:

- Continue to provide an annual Community Funding Scheme for community-based events run by incorporated groups;
- Encourage events that are diverse and stimulating, inclusive, interesting and engaging;
- Provide advice to schedule events across the calendar year avoiding conflicts of similar events (both within and outside the region) to achieve a balanced annual calendar;
- Support events that encourage visitation to the Macedon Ranges;
- Support events that recognise and protect social and natural heritage and the environment;
- Support events that work towards becoming financially sustainable;
- Provide advice, leadership and support for event organisers;
- Develop and distribute a handbook and guidelines to assist with events management;
- Support events that bring the community together and follow the vision of the shire; and
- Support events that promote health and wellbeing.

Council will not:

- Coordinate or support any event that Council does not have the capacity to adequately resource from either a financial or human resource basis; and
- Support events with no regard for the environment and sustainability practices.

### **Macedon Ranges Arts and Culture Strategy 2018-2028**

The Macedon Ranges Arts and Culture Strategy provides a guide for how the shire will promote, support and invest in arts and culture within the municipality over the next decade.

The vision of the Strategy is as follows:

*"Macedon Ranges has a thriving arts economy, fosters local talent and offers cultural experiences that delight, engage and challenge locals and visitors."*

The Strategy identifies 6 goals:

1. Opportunities for all local people and visitors to participate in artistic and cultural appreciation and expression.
2. Connect our community by interpreting and celebrating our region's stories.
3. Partnerships that inspire and support innovative arts and culture projects and activities.
4. Enhance the local economy by providing opportunities for local talent and arts-related businesses to thrive.
5. Cultural planning integrated with other planning disciplines and placemaking.
6. Our community has access to a range of diverse, viable and vibrant cultural assets across the shire.

The Strategy suggests that if arts and cultural programs and events are to generate greater income from the tourism dollar they must be conceived as having user pays elements to maximise the economic impact of a program or event.

This would mean developing events that run for more than one day, thereby requiring visitors to access accommodation and spend more on food, alcohol and other goods and services provided by the shire.

### **Macedon Ranges Economic Development Strategy, 2009 to 2019**

The Macedon Ranges Economic Development Strategy recognises the important role that tourism plays in the sustainability of the shire. Tourism is highlighted as a major industry and employer in the shire that benefits local communities, business and townships, building on the region's strength in wine, food, arts and culture and the natural environment. The core focus of the Strategy lies in consolidating and building on the following relevant economic areas:

- An attractive environment in which to live, work and do businesses;
- Village life with unique vibrant and creative cultures;
- Viticulture and complimentary purposes;
- Sustainable tourism development;
- Encouraging more of a buy local culture;
- Proactive business development and attraction activities;
- Better maximise the strengths of economic activities i.e. tourism, environmental and cultural strengths; and
- Encourage higher levels of new business investment to compliment community cultures.

### **Macedon Ranges Council Plan 2017-2027**

The Council Plan 2017-2027 outlines the key priorities for the next 4 to 10 years and sets out how the shire will invest in services and facilities.

Relevant priorities include:

- Improve the built environment – Council will protect the natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity, enhance water catchment quality, and manage waste as a resource.
- Protect the natural environment – Council will maintain the built environment—including roads, paths, buildings, open space and other assets—in a fiscally, environmentally and socially sustainable way. This includes effective land use planning, which has a direct impact on the liveability of our shire,; and
- Enhance the social and economic environment – Council will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity; housing, transport and employment options. Investment attracted to the shire will be consistent with Council’s vision.

### ***Macedon Ranges Council Plan 2017 – 2020 Year 3***

In response to the priorities identified in the Council Plan, the Year Three action plan identifies a series of actions to be undertaken in the 2019 / 2020 financial year. Relevant strategies and actions include encourage economic vitality including through tourism.

### **Macedon Ranges Walking and Cycling Strategy, 2014**

This strategy aims to promote healthy lifestyles in the shire by providing access to shared trails.

Priority actions in the strategy include feasibility studies for a Hanging Rock to Woodend shared trail and a Gisborne to Riddells Creek off road shared trail.

The Campaspe River trail in Kyneton is also targeted for progressive upgrades.

### **Macedon Ranges Sport and Active Recreation Strategy, 2018 to 2028**

The Macedon Ranges Sport and Active Recreation Strategy provides a framework to enhance the health and wellbeing of residents. The Strategy identifies 4 themes and corresponding actions to guide Council’s decision making in regards to sport and active recreation in the municipality.

The Strategy identifies the need for additional sporting facilities and also identifies that quality facilities can also be used for a variety of purposes including events, tourism and community use. Relevant strategies and actions identified in the Strategy include:

- 1.2 Facilitate opportunities to activate existing open spaces:
  - 1.2.1 Support community-led initiatives for events, festivals and activities that promote physical activity, social gathering and community strengthening;
  - 1.2.2 Support the attraction of major sport/recreation participation events in the shire eg. Great Victorian Bike Ride, Jayco Cycle Tour, Mother’s Day Classic Fun Run etc.
- 2.1 Facilitate appropriate partnerships to provide a range of programs and services that support the sustainability of existing clubs and / or facilitate physical activity participation opportunities for residents;
  - 2.1.6 Council to support Golf Victoria to explore club development needs, priorities and opportunities for collaboration, cross-promotion and increasing participation between golf clubs (including possible shire-wide golf events/functions).

### **Macedon Ranges Youth Strategy 2018 to 2028**

The Macedon Ranges Youth Strategy or *Elevate* is a strategic plan developed by Council in conjunction with 12 young people living in the municipality. The Strategy identifies 8 priority areas, with a number of corresponding actions. The Strategy identifies young people would like a greater number of events to occur in the Macedon Ranges including live bands, art, sporting, comedy and theatre.

Relevant actions identified in the Plan to be undertaken by Council include connect student mental health advocates with community events and promote active living among young people including through ensuring 3 of Council’s Youth Development Unit events promote physical activity.



### **Macedon Ranges Environment Strategy, 2018**

The Macedon Ranges Environment Strategy is a dynamic strategy with the vision for the Macedon Ranges to be a place where Council leads by example and works with the community to maximise improved environmental outcomes in all aspects of life.

The actions from strategic directions and principles recognise the need to identify scope for enhancing environmental outcomes through Council policy, guidelines and processes and review them accordingly. Further, decision-making within Council should be in the context of a long term “planning horizon”, accounting for the cumulative environmental impact of individual decisions and actions.

### **Macedon Ranges Climate Action Plan, 2017**

The Macedon Ranges Climate Action Plan, 2017 provides a strategic plan for Council to respond to climate change. The plan outlines Council’s goal to reduce the shire’s emissions by 25% (on 2014 / 15 levels) by 2020-2021 and to have zero net emissions by 2030-2031. To achieve this goal, the Plan outlines a number of actions to reduce emissions in Council buildings, public lighting and Council’s fleet. Other actions relate to amending Council processes, including integrating climate change into decision making, and monitoring and evaluation of emissions and Council’s progress.

### **Macedon Ranges Statement of Planning Policy**

The Macedon Ranges Statement of Planning Policy provides a framework to ensure the landscapes, history and natural environment of the Macedon Ranges are protected and conserved.

Relevant objectives within the document include:

- To provide for a diverse and sustainable visitor economy compatible with the natural and cultural values of the area; and
- To plan and manage growth of settlements in the declared area consistent with protection of the area’s significant landscapes, protection of catchments, biodiversity, ecological and environmental values, and consistent with the unique character, role and function of each settlement.

These objectives would need to be considered for any future tourism accommodation developments in the municipality.

Relevant strategies identified in the document include:

- Support and facilitate sustainable and responsible tourism and recreation-related land uses and development (such as agri-tourism) in keeping with the declared area’s significant landscaped, environmental and cultural values;
- Facilitate tourism-related land use and development that encourages people to recognise and understand Aboriginal and post-contact cultural heritage; and
- Protect the unique rural character of towns in the declared area

### **Hanging Rock Strategic Plan, 2018**

This plan recognises the importance of tourism and recreation objectives to reflect the broader role and significance of the precinct as achieved through key strategies:

- Manage sporting and recreational activities to reflect the role and significance of the Precinct.
- Support the continuing association of Hanging Rock as a place of gathering accessible to all visitors.
- Foster the tourism role of the Precinct in the region and state.

### **Kyneton Botanic Gardens Masterplan, 2011**

The Kyneton Botanic Gardens Masterplan, 2011 provides a plan for the development of the Kyneton Botanic Gardens. Key outcomes identified in the Plan identifies that the gardens will be active, retain its heritage and botanic value, be a public park and provide a range of improved facilities and landscape features.

A key opportunity to generate income identified in the Plan is the use and the marketing of the Kyneton Botanic Gardens as an event location. Types of events identified which could be held in the Gardens are weddings, markets and concerts.

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## APPENDIX B CURRENT ANNUAL EVENT FACILITIES

Below is a summary of the existing event facilities for Macedon Ranges Shire that were identified as hosting either tourism or community events during the events audit and consultation process. Events were held across a total of 52 facilities, with the most used facility being Hanging Rock Reserve which hosts 8 tourism and community events annually.

### T22.SUMMARY OF EXISTING ANNUAL EVENT FACILITIES

Venue	Location	Indoor/ Outdoor	Owner/ Manager	Current Events
Ash Wednesday Park	Macedon	Outdoor	Council	Macedon Family Christmas Party
Bolobek	Mount Macedon	Outdoor	Non Council	Garden Lovers' Fair
Campaspe Drive	Kyneton	Outdoor	Non Council	Kyneton Christmas Concert; Family Fun Day on Riverside
Carlsruhe Campus, Woodend Primary School	Woodend	Indoor/Out door	Non Council	Carlsruhe Country Fair
Dixon Field	Gisborne	Outdoor	Council	Gisborne Carols by Candlelight; Running Group 5km
Duck Duck Goose & Larder	Kyneton	Indoor	Non Council	Kyneton - Community Market
Edgars Mission	Lancefield	Indoor	Non Council	Foundation Day at Edgar's Mission
Emporer Tang Chinese Restaurant	Gisborne	Indoor	Non Council	Chinese New Year
Farmer Darryl's	Kyneton	Outdoor	Non Council	Carlsruhe Fire Brigade Wine and Food Festival
Forest Street	Woodend	Outdoor	N/A	Woodend Village Market
Gardiner Reserve	Gisborne	Outdoor	Council	Gisborne Christmas Festival
Gisborne Botanic Gardens	Gisborne	Outdoor	Council	Paws in the Park
Gisborne Miniature Railway	Gisborne	Outdoor	Council	Gisborne Miniature Trains & Model Railway Run Day
Gisborne Shopping Centre	Gisborne	Indoor	Non Council	Gisborne Oaks Market
Gisborne Steam Park	New Gisborne	Outdoor	Non Council	Macedon Ranges Music Festival; GVMS Steam Rally
Hanging Rock Racecourse	Woodend	Indoor/ Outdoor	Council	Hanging Rock Races (Australia Day and New Year's Day)
Hanging Rock Reserve	Woodend	Indoor/ Outdoor	Council	Hanging Rock Makers Market; Run the Rock; Picnic at Hanging Rock Classic Car Show and Display Day; Picnic at Hanging Rock - Film Night; Woodend Hanging Rock Petanque (inc. Rootes Petanque Competition) Club Annual Ian Castle Day; Hanging Rock Women's Handicap
Hanging Rock Winery	Woodend	Indoor/ Outdoor	Non Council	Art in the Vines
John Aiken Reserve	Gisborne	Outdoor	Council	Australia Day Event; GREAT - Gisborne Arts and Family Fun Festival
Jubilee Hall	Macedon	Indoor	Council	Mountain Writers Festival
Kyneton Aero Club	Kyneton	Indoor	Non Council	Cancer Council "Australia's Biggest Morning Tea" Fly-in
Kyneton Airfield	Kyneton	Outdoor	Council	Australian Women Pilots' Association Fly-in and Branch Meeting
Kyneton Mechanics Institute	Kyneton	Indoor/ Outdoor	Council	Macedon Ranges Spirit Fest, Winter Solstice 2020; Kyneton Festival & Artisan Market; Australia Day Event - Kyneton Lions Club; Kyneton Long Lunch
Kyneton Museum	Kyneton	Indoor	Council	Meet the Wine Maker
Kyneton Showgrounds	Kyneton	Indoor/ Outdoor	Council	Autumn Flower Show; Kyneton Agricultural Show; Kyneton Cruisers Car Show and Family Day; This Farm Needs and Farmer Field Day; Kyneton Spring Flower Show; Kyneton & District & Kennel Club Dog Show

Lancefield Mechanics Institute	Lancefield	Indoor	Council	Lancefield Mega Fauna Festival
Lancefield Park Recreation Reserve	Lancefield	Outdoor	Non Council	Lancefield Ag Show; American Truck Historical Society
Lancemore Macedon Ranges	Lancefield	Indoor/ Outdoor	Non Council	Festival 23
Macedon Primary School	Macedon	Indoor/ Outdoor	Non Council	Macedon Village Market; Macedon Village Farmers' Market
Macedon Ranges wineries (various)	Shire Wide	Indoor/ Outdoor	Non Council	Macedon Ranges Wine and Food Festival BUDBURST
Malmsbury Botanical Gardens	Malmsbury	Outdoor	Council	Malmsbury Village Fayre; Malmsbury Easter egg hunt
McGregor Road	South Gisborne	Outdoor	Non Council	Northern Veterans Cycling Association Handicap
Riddells Creek Primary School	Riddles Creek	Indoor/ Outdoor	Non Council	Riddells Creek Farmers Market
Riddells Creek Recreation Reserve	Riddles Creek	Outdoor	Council	Lions Heart - relay for life
Riddells Creek War Memorial Gates	Riddles Creek	Outdoor	Council	Riddles Creek ANZAC Day Dawn Service
Romsey Ecotherapy Park	Romsey	Outdoor	Council	No events currently held – currently securing funds for a purpose built events space
Romsey Mechanics Institute	Romsey	Indoor	Council	Romsey Institute Mechanics Community Market; Bigger Better Bank Big Night Out
Romsey Recreation Reserve	Romsey	Outdoor	Council	Romsey Swap Meet
Sankey Reserve	Gisborne	Outdoor	Council	Gisborne Olde Time Market; Riddells Creek Community Christmas Carols; Australia Day Fun Run - Macedon Ranges Running Club; The Saint Nicholas Family Picnic Day; Australia Day Celebrations
St Ambrose Parish Primary School	Woodend	Indoor/ Outdoor	Non Council	St Ambrose Parish Carnival
St Paul's Park	Kyneton	Outdoor	Non Council	Kyneton Farmers Market
Tony Clarke Reserve	Macedon	Outdoor	Council	Laps for Lachy Mental Health Awareness Day
Tylden Primary School	Tylden	Indoor/ Outdoor	Non Council	Tylden Annual Fair
Village Green	Malmsbury	Outdoor	Non Council	Malmsbury Village Farmers Market
Wombat State Forest	Woodend	Outdoor	Council	Wombat Classic 2019
Woodend Children's Park	Woodend	Outdoor	Council	Woodend Community Halloween Party; Macedon Suicide Prevention Walk
Woodend Community Centre	Woodend	Indoor	Council	Woodend Community Farmers Market
Woodend Neighbourhood House	Woodend	Indoor	Non Council	Macedon Ranges Sustainable Living Festival
Woodend RSL	Woodend	Indoor	Council	Remembrance Day; Australia Day International Flag March & Family BBQ
Woodend Swimming Pool and Playground Reserve	Woodend	Outdoor	Council	Pop-up Pizza and Petanque

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