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Ranges**
Shire Council

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MACEDON RANGES EVENTS STRATEGY 2021-25

MACEDON RANGES SHIRE COUNCIL | FEBRUARY 2021



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FILE

Macedon Ranges Events Strategy 2021-25 - February 2021

VERSION

1

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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:

- Daylesford Macedon Ranges Tourism Board;
- Event Operators;
- Macedon Ranges Accommodation Association; and
- Macedon Ranges Shire Council.

ACRONYMS

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

EXECUTIVE SUMMARY

Vision

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

Introduction

The Macedon Ranges Events Strategy provides a five year plan to support events that deliver social and economic benefits to the community.

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, natural environments and layers of history need to be protected and enhanced. Events provide an opportunity to promote and celebrate the region and its unique brand strengths.

This report includes research and analysis that reflects the situation prior to the impacts of the Covid-19 pandemic. The impacts of Covid-19 on the Macedon Ranges remain uncertain, however events will play an important role through their immediate and longer-term economic benefits for the community.

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

While the primary intent of this strategy is to grow tourism events that benefit the local economy, it also recognises the importance of community scale events and strategic intent to simplify access to support for these events.

Preparation of this Strategy

The following process was undertaken to develop this strategy:

- Literature review;
- Profiling of events and analysis of attendance;
- Events infrastructure audit;
- Consultation with Council and Industry;
- Economic benefit assessment;
- Event funding evaluation framework;
- Challenges and opportunities analysis;
- Strategic directions and action plan; and
- Council Review and Community Feedback.

An annual review of the strategy should be undertaken to assess and report on the delivery of the action plan.

What is an Event?



An event is a planned public occasion for the purposes of leisure and entertainment.

This does not include weddings, conferences, private functions or regular user group activity such as sport.

Macedon Ranges Shire Events Profile 2019

108	44	64
annual events	tourism events	community events

Based on Council records, a total of 108¹ annual events were identified across the Macedon Ranges Shire in 2019, this 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.

¹ 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.

The tourism events profiled attracted approximately 131,500 attendees, of which 63,190 were visitors from outside the shire. This demonstrates that existing events predominately service the local and regional community, or visitors already in the region.

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.

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

The 44 annual² 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.

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

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

No events of this audit met the criteria for a Signature Event, where the event is considered a 'State or Nationally Significant Event'. While the major concerts at Hanging Rock are recognised as signature events, there were no confirmed concerts at the time of the audit.

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

Strategic Tourism Context

The diversity of tourism events within the shire is recognised in the Macedon Ranges Visitor Economy

Strategy 2019-2020 as a key strength, which support the tourism brand pillars of:

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

The strategy identified the following three key opportunities to support events:

- Create an autumn in the Macedon Ranges festival that supports small events and promotes the shire;
- Expand the range of arts and cultural events; and
- Continue concerts and events at Hanging Rock.

The visitor economy in the Macedon Ranges contributes \$456 million in output and 2,354 ongoing jobs³, making it one of the most important industry sectors for the region. It 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.

To encourage increased visitor expenditure, event operators should align to the brand pillars of the region and provide activities which will encourage overnight visitation. There is potential to attract and support events that leverage the City of Bendigo's designation as a UNESCO Creative City of Gastronomy, as well as leveraging high regional Autumn visitation.

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 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.

² 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 Macedon Ranges Visitor Economy Impact Study, 2017.

Economic & Community Benefit Assessment

In 2019, events within the Macedon Ranges provided a total economic benefit of \$20.6 million in output and 98 ongoing jobs⁴ to the state of Victoria. This includes 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.

The greatest economic benefits are received from Markets and Family & Lifestyle event typologies, due to the number of events and significant attendance. Markets also attract 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;
- Contributing to the resilience of local economies.

Event Facilities

A total of 52 facilities and event spaces were identified in the study 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.

Existing indoor spaces are outdated and require work to meet user needs and quality standards.

Outdoor venues hosted the majority of events in the Macedon Ranges; however many of the parks and reserves do not have adequate event supporting

infrastructure and are prioritised for use by sporting clubs.

Event Resourcing

Macedon Ranges Shire Council supports the event sector through funding, training and support services. Current services include: assistance with event approvals, workshops and training, grant funding and in-kind support.

In 2020/21 Council provided a total of \$90,250 funding from its Events & Festivals Grant Program. Funding was provided to 19 events; five local community events and 14 tourism events.

A number of other organisations provide various levels of support to events in the Macedon Ranges, including 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.

⁴ Economic modelling by Urban Enterprise, based on 2020 REMPLAN input-output modelling for Victoria.

OPPORTUNITIES

- Support and promote an autumn festival calendar of events to celebrate the Macedon Ranges' most popular season.
- Leverage City of Bendigo's designation as a UNESCO Creative City of Gastronomy to support and enhance awareness of food, wine, and ferment events.
- Work with Daylesford Macedon Tourism and Visit Victoria to reintroduce Harvest Festival.
- Support development and enhancement of key event venues including Jackson Creeks Reserve, Woodend Community Centre redevelopment, and Kyneton Town Hall.
- Introduce a standardised evaluation tool to measure the performance and economic benefits of events, and provide guidance for the development of events.
- Work with Daylesford Macedon Ranges Tourism and Visit Victoria to identify and support events that have the potential to become signature events for the shire.
- Provide support for events to transition to a COVIDSafe model.
- Enhanced visitor information services at events and support for event operators with marketing materials to ensure all events are promoting the region.
- Improved access to funding and support for small community events.
- Introduction of an expression of interest (EOI) process to attract events of a significant scale.
- Continue to encourage events to run over multiple days and fill gaps in events calendar.

STRATEGIC FRAMEWORK

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, contribute to health and wellbeing and are accessible inclusive.
- **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 from outside the region 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.** Support 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 1: Enhance The Economic Impact of Events

Strategy 1 - Support the development of signature events

Strategy 2 - Support for a diverse calendar of events

Direction 2: Improve Event Venues, Infrastructure and Services

Strategy 3 - Support development and promotion of venues and services

Strategy 4 - Improved data to better understand and improve the social, economic and environmental impact of events

Strategy 5 - Improve visitor information servicing for events

Direction 3: Support Successful Event Delivery

Strategy 6 - Facilitate events recovery post COVID-19

Strategy 7 - Support the event industry through improved information, event processes, and capacity building

Strategy 8 - Improve access to support for community events

Strategy 9 - Increase Council resources and funding allocated to events

1. INTRODUCTION

1.1. BACKGROUND

The Macedon Ranges Events Strategy has been developed to provide strategic direction that will support the 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, Council staff and community.

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 strategy reflects the situation prior to the impacts of the Covid-19 pandemic. This strategy will assist Council in the recovery phase to enhance its support for events to help revitalise the economy.

1.2. PROJECT OBJECTIVES & AIMS

The Macedon Ranges Events Strategy provides 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 provides the following:

- Comprehensive analysis of events across Victoria's inner regions to identify tourism event opportunities to attract key market segments;
- Evaluation of existing events within the region to identify events with the potential to evolve into regionally significant tourism events;
- A desktop audit of the region's event venues and outdoor spaces including recommendations on under-utilised spaces and existing infrastructure shortfalls; and
- 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.

Delivery of the strategy will be supported by the revised objectives 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.
- **Council Review and Community Feedback.** A review process was undertaken internally with Council and Councillors, and the Draft Report was provided to community and industry via Council's website for comment.

1.4. LOCATIONAL CONTEXT

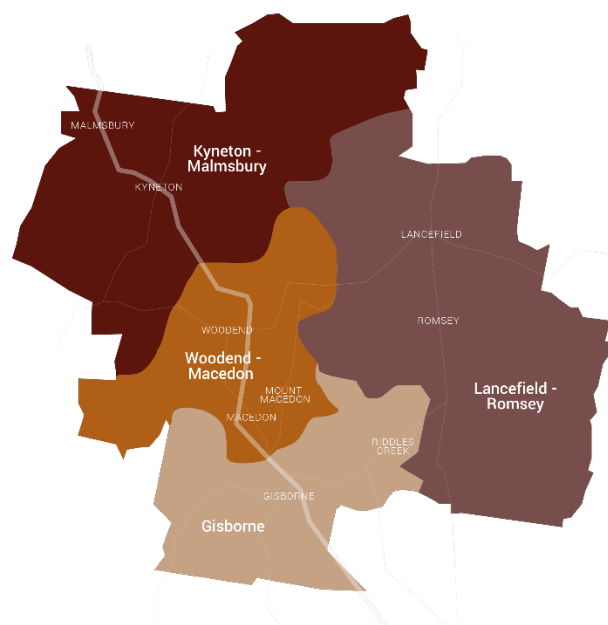
Macedon Ranges Shire is located approximately 50km, or 45 minutes north west from Melbourne via the Calder Freeway, which runs the length of the shire linking it through to the regional city hub of Bendigo to the north.

The shire has a current estimated population of 50,231 residents⁵, 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)⁶:

- 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.

⁵ Profile.id, 2019

⁶ 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, an online survey of event operators with 31 responses, and community feedback on the draft report with nine 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;
- Opportunity to develop an Autumn festival to leverage current high visitation to the region and disperse visitors across the shire.

FACILITIES & INFRASTRUCTURE

- Many existing facilities are outdated and not fit-for purpose. Key sites that should be explored for development and upgrade include:
 - Indoor event venues: Kyneton Town Hall, Kyneton Mechanics Institute, Buffalo Stadium Woodend, and Bluestone Theatre.
 - Outdoor venues: 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;
- Opportunities to develop an indoor events venue in Gisborne.
- 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 and multi-day events.
- Opportunities to explore temporary/pop-up accommodation in strategic locations
- Lack of transport infrastructure to support major events, including limited car parking and lack of public transport options, 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 justify 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 annum⁷. 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%
Total Visitors	1,378,305	100%	58,154,395	100%

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 Hanging Rock.

⁷ Macedon Ranges Visitor Economy Impact Study 2017

More recently, the Macedon Ranges has developed a reputation as a favoured autumn destination due to its vibrant autumn colours. Thousands of visitors flock to Macedon and Mount Macedon during April to enjoy the spectacle of the leaves along Honour Avenue and throughout the open gardens.

The Visitor Economy Strategy includes the opportunity to: *'Create an autumn festival in the Macedon Ranges that supports small events and promotes the shire'.*

This sentiment was reinforced during consultation for this strategy and there exists a real opportunity for Council to oversee a shire-wide promotional campaign to support a wide-range of smaller events and engage with the community to help celebrate this season and drive visitation and economic recovery.

Emerging tourism 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.

Events play an important role in this product development. With the City of Bendigo's recent designation as a UNESCO Creative City of Gastronomy, there is a great opportunity to leverage of this close association and develop events that celebrate the food, wine and produce credentials of the Macedon Ranges.

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 should be a focus 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, immersive experiences, and a quality accommodation offering to support overnight stay.

2.3. STRATEGIC CONTEXT

2.3.1. OVERVIEW OF STRATEGIC POLICY

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 to event development in the shire is provided in Appendix A, including a detailed analysis of a range of Federal, State, Regional and Local strategic documents.

STATE

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 the continual development of events to diversify a destination's tourism strengths. There is also a focus on developing infrastructure that supports the growth and attraction of events in order to provide flow-on benefits to the economy.

LOCAL

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 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.

2010-2013 Macedon Ranges Event Strategy

The 2010-2013 Macedon Ranges Event Strategy identified that Council should develop processes and commit resources to support the delivery of events.

The key achievements of this strategy were: to establish a process for notifying Council of event activities to provide assistance and improve compliance; the creation of a dedicated Events Officer to support event operators; capacity building for event operators by delivering workshops; and development of event planning guidelines.

This strategy supports the ongoing improvement of these services.

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

Source: Regional Events Fund Guidelines, May 2019.

2.3.3. IMPACTS OF COVID-19 TO 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.

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.

3. EVENTS PROFILE

3.1. INTRODUCTION

A profile of annual tourism and community events held across the shire was undertaken to understand the shire's event sector. An overview of significant one-off events; the conference & wedding sector; and other community workshops, programs and events has been provided.

3.2. METHODOLOGY

EVENTS PROFILE

The Events Profile includes events registered with Council in the 2019 calendar year.

As there is no central register at present for all events held in the Shire, there may be some events that have not been included in this study. Although this does not impact the overall findings of this Strategy, it highlights the need for a shire-wide event register.

EVENT ATTENDANCE AND VISITATION

Event attendance and visitation was compiled from information provided by Council, stakeholder workshops and local event operators.

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.

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.

3.3. WHAT IS AN EVENT?



An event is a planned public occasion for the purposes of leisure and entertainment.

This does not include weddings, conferences, private functions or regular user group activity such as sport.

EVENT CLASSIFICATION

Events are classified as tourism or community events based on their primary target audience and their profile as a tourist attraction.

Tourism events are identified by their capacity to attract a high ratio of visitors to the region.

Community events primarily attract local population, regional catchment and visitors already in the region.

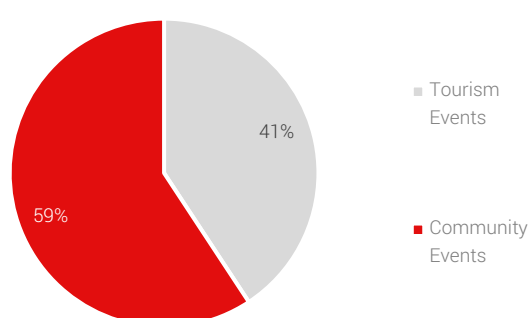
3.4. OVERVIEW OF ANNUAL EVENTS

NUMBER OF TOTAL EVENTS

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

A total of 108 current⁸ annual events were identified across the Macedon Ranges, comprising 44 tourism events and 64 community events. Twelve of the identified tourism events were seasonal or monthly events, primarily markets, and are counted as one event for the purposes of this assessment.

F1. ANNUAL EVENTS - TOURISM VS COMMUNITY



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

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

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.

44	131,500	63,190
Number of Tourism Events	Number of Attendees	Number of Visitors

Based on the methodology outlined above in Section 3.2, there were a total of 131,500 attendees to 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.

These events are:

- **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.

Each of these new events demonstrates a strong alignment with the objectives for events attraction and development in the shire, specifically: brand alignment with arts, culture and makers, multi-day and/or held during the off-peak event months.

⁸ 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.

3.5. ASSESSMENT OF ANNUAL TOURISM EVENTS

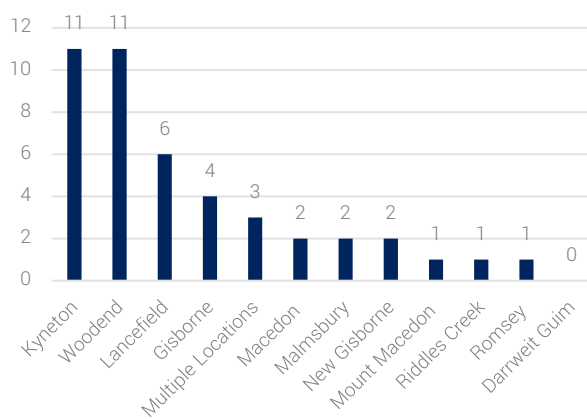
An analysis of tourism and community events by location, typology, seasonality and timing is provided below

3.5.1. 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.

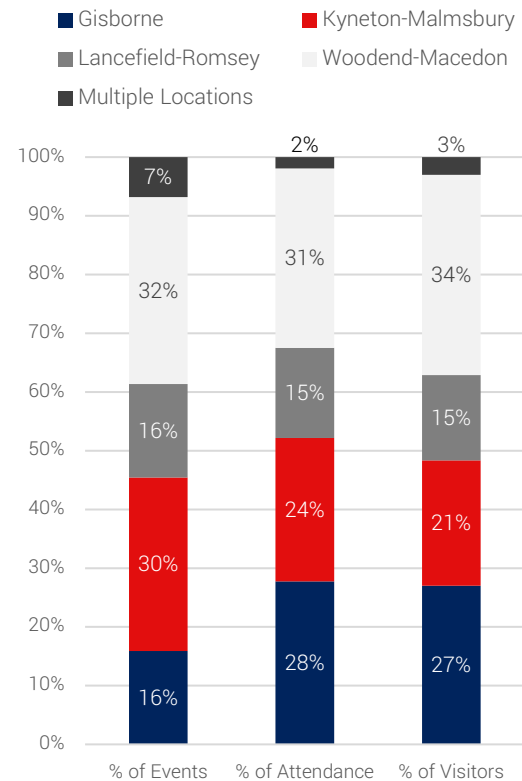
Woodend and Kyneton also capture the largest share of attendance and visitation across the shire, followed by Gisborne and Lancefield.

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, capturing around a third of all events, attendance and visitation. This is influenced by the significant 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. This is likely due to the smaller scale of events when compared to Gisborne.

F3. ANALYSIS OF EVENTS BY SUB-REGION



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

3.5.2. 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 were assigned to the following categories to gain an appreciation of the spread of events across the typologies:

- **Arts, Culture & Music** - Art and cultural festivals, music festivals and concerts across various music genres, and exhibitions;
- **Family & Lifestyle** - Events targeting families, including automotive displays and shows;
- **Food, Wine & Ferments** - Food festivals and wine shows;
- **Gardens & Agriculture** - Open gardens, flower shows and festivals and agricultural shows;
- **Market** - Community, makers and artisans, and farmers markets; and
- **Sport & Outdoor Recreation** - 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.

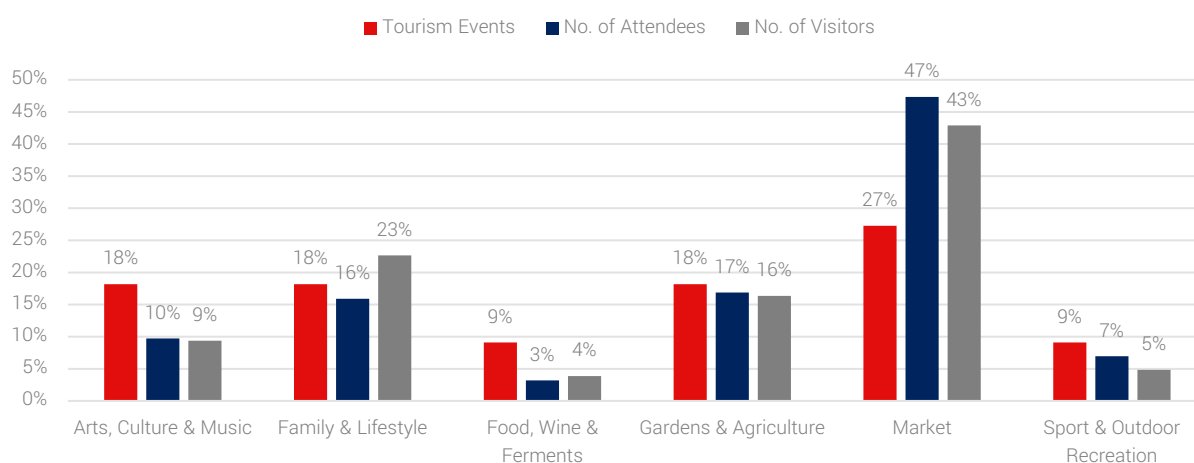
The largest share of tourism events were markets (27%), which accounted for almost half of total annual tourism event attendees (47%) and visitors (43%). This highlights the importance of markets to the shire's event sector, as they drive the greatest visitation from outside the shire and therefore also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

There were eight 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 four tourism events that were Food, Wine & Ferments events (9% of events), with one of these the new Macedon Ranges Spirit Festival (attendance has been estimated based on stakeholder discussions). Despite the regions strengths in agriculture and regional produce, these events were not greatly attended (3% attendees and 4% visitors). This could be due to a lack of event promotion and awareness.

To help develop the underrepresentation of events that support the food, wine and ferments brand pillar, there is a strong opportunity to leverage off the association with the City of Bendigo's designation as a Creative City of Gastronomy. Opportunities to partner with Food and Wine Victoria should also be explored.

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



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

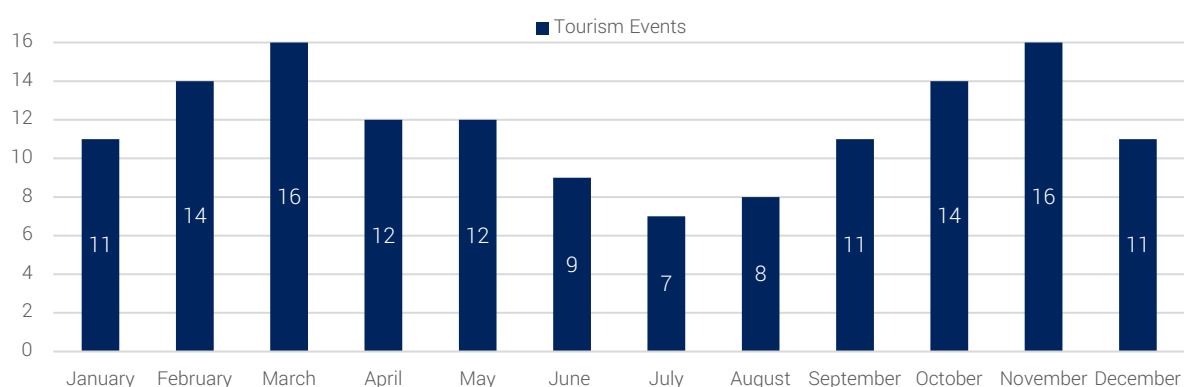
3.5.3. SEASONALITY OF TOURISM EVENTS

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

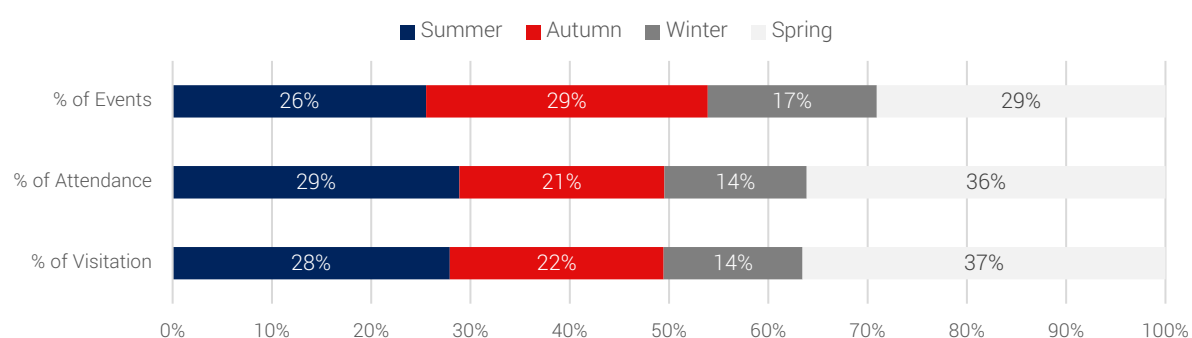


Source: Macedon Ranges Shire, strategy consultation, compiled by Urban Enterprise 2020.

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.

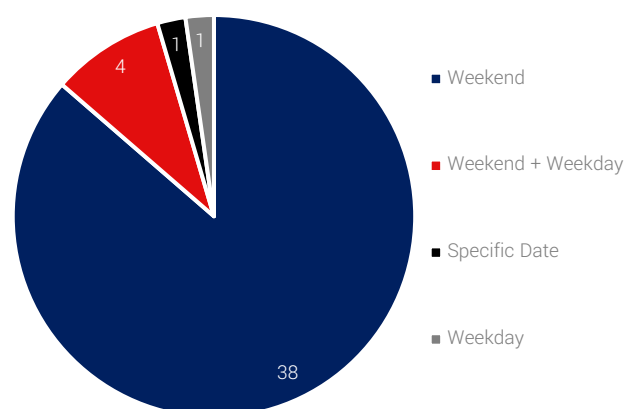
3.5.4. TOURISM EVENT TIMING

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



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

3.6. HANGING ROCK MAJOR CONCERTS

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 event operator Frontline Touring, 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, with the rock formation providing a backdrop to the performance.

3.7. 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. This is benchmarked against three key competing Victorian tourism regions with identified strengths in the events sector and located in similar proximity to Melbourne.

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.

4. EVENTS CATEGORISATION

4.1. INTRODUCTION

The following section categorises the shire's 44 tourism events profiled in 2019, using a set of criteria and assessment matrix tailored by Urban Enterprise for the Macedon Ranges.

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 includes the Regional Events and Marketing Partnership Program (REMPP).

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

Source: Regional Events Fund Guidelines, May 2019.

4.2.2. OVERVIEW OF MACEDON RANGES EVENT CATEGORISATION

To provide a transparent process that details how events are categorised in the Macedon Ranges, Urban Enterprise has prepared set criterion. The assessment tool draws 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.

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. CATEGORISATION OF MACEDON RANGES TOURISM EVENTS

The following criteria 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 Visiting Friends and Relatives (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 attract visitors from the Lifestyle Leader market segment from outside 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. 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. EVENT CATEGORIES FOR MACEDON RANGES EVENTS

Applying the criteria of the previous section, the following provides a summary of categorisation of the annual events in 2019.

Table T7 shows that there were nine Tier 1 events in 2019, which are considered to be Macedon Ranges Signature Events. These have been subsequently profiled.

There were no Signature events in the Macedon Ranges in 2019. Hanging Rock Concerts would be considered a Signature event, however these are not held on an annual basis.

T7. CATEGORISATION RESULTS FOR 2019 EVENTS

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.

The table below identifies the tourism events registered with Council in 2019 which have been classified using the adopted event assessment criteria.

T8. 2019 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 Craft Markets	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	Extinct - Lancefield Megafauna Festival	Carlsruhe Fire Brigade Wine and Food Festival
Mountain Writers Festival	Macedon Ranges Music Festival	Kyneton Farmers Market
Kyneton Contemporary Art Triennial (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. ESTABLISHED 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.

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.

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

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 showcases the 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.

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.

Event Type: Arts, Culture & Music

Event Month: June

Event Attendance: 5,000

Event Visitors: 3,000



Source: Visit Macedon Ranges.

4.5. NEW TOURISM EVENTS SCHEDULED FOR 2020/21

FESTIVAL 23

Festival 23 is an immersive arts, music, and camping festival held over three-days at Lancemore Macedon Ranges near the township of Lancefield. Participants can enjoy the carefully crafted line-up of electronic music acts, interactive art and workshops at this festival which focuses on rejuvenation through art, creativity and escape.

This event was not assessed as a Tier 1 event, but was successful in obtaining 2020/21 Tier 1 funding for their planned 2021 event.

Event Type: Arts, Culture & Music

Event Month: February

Event Attendance: 1,314 (2020)

Event Visitors: 1,248



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 event has not occurred yet

Event Visitors: N/A 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 was scheduled for October 2020, however it has been postponed due to the impacts of Covid-19

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

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.

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.

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.

T9. ECONOMIC IMPACT OF EVENT VISITORS IN MACEDON RANGES SHIRE

	Direct Effect	Indirect Effect	Total Effect
Output	\$8 M	\$12.6 M	\$20.6 M
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.

Markets provide the greatest economic impact of the Shire's tourism event typologies. This is due to the large number of markets held in the shire, and the higher level of visitor spend.

Food, Wine & Ferments events currently provide the smallest economic benefit to the Shire. 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	\$1,180,000	\$2,856,000	\$488,000	\$2,062,000	\$5,405,000	\$609,000	\$12,605,000
Total Output	\$1,931,000	\$4,674,000	\$799,000	\$3,375,000	\$8,846,000	\$997,000	\$20,630,000
Direct Jobs (FTE)	6	14	2	10	26	3	61
Indirect Jobs (FTE)	3	9	2	7	17	2	37
Total Employment	9	23	4	17	43	5	98

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

5.4. ECONOMIC IMPACT OF HANGING ROCK 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**⁹.

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.

⁹ Bruce Springsteen Concert Hanging Rock, Macedon Ranges, Economic Impact Assessment, Macedon Ranges Shire Council, July 2013.

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 favourability¹⁰. 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 communities¹¹; and
- **Increases employment and regional incomes.** Events provide greater employment opportunities for local residents and provide flow-on benefits to local industry.

¹⁰ Tourism and Transport Forum, 2014.

¹¹ 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.

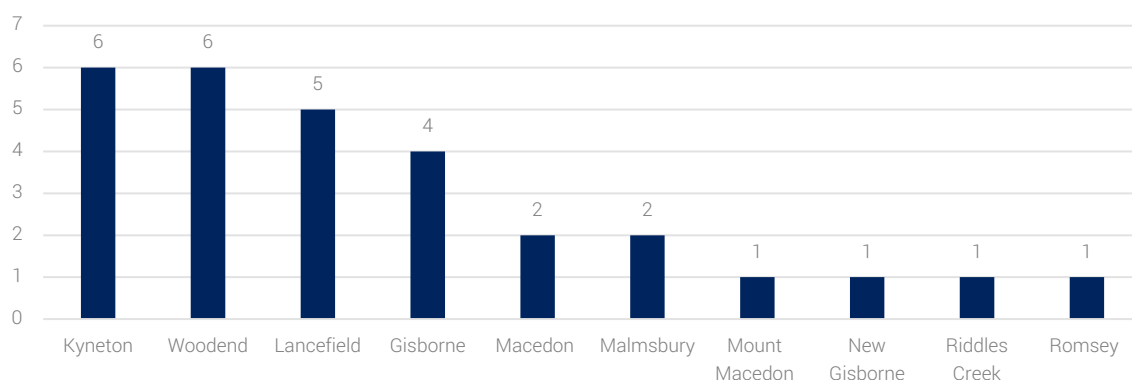
See Appendix B for a detailed assessment of all indoor and outdoor event venues across the shire

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

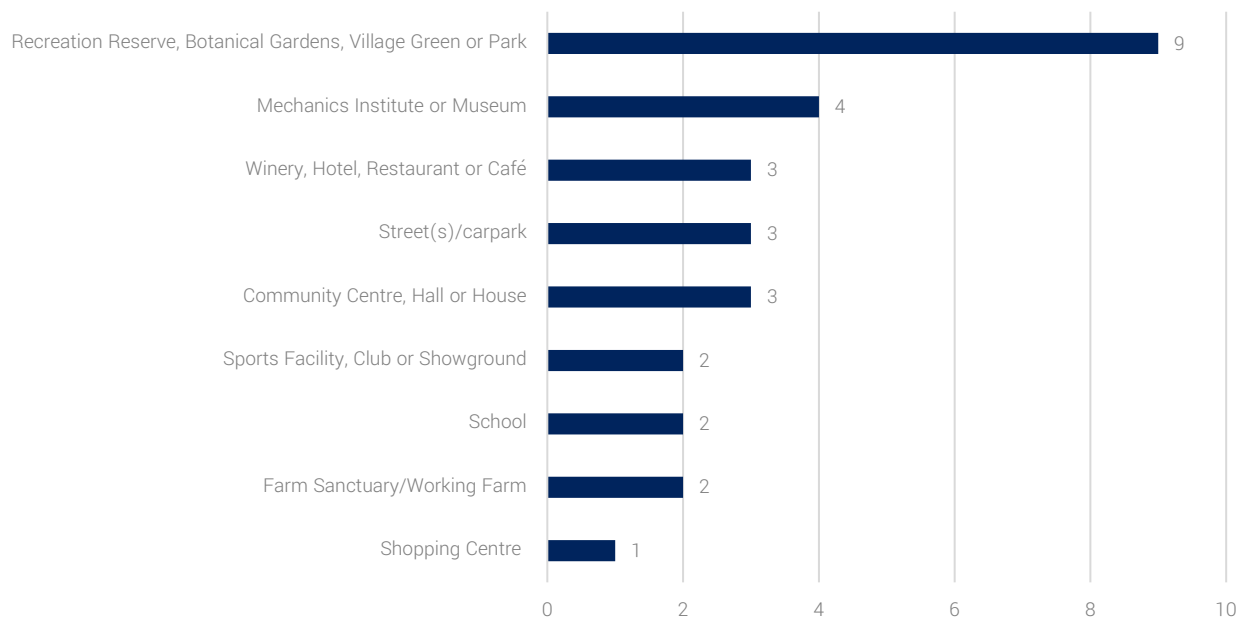
Figure F9 shows the breakdown of indoor and outdoor facilities in the Macedon Ranges Shire by type.

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 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)	3,911
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.	200 seated (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 T12 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, 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 key venues include Bolobek; Gisborne Steam Park; Jacksons Creek Reserve, Kyneton Showgrounds; Lancefield Park Recreation Reserve; Sankey Reserve; Kyneton Botanic Gardens; and Malmsbury Botanical Gardens.

Although there are a range of public parks 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
Bolobek	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.
Buffalo Sports Stadium, Woodend	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.
Gardiner Reserve, Gisborne	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.
Jacksons Creek Reserve	The Reserve is open year-round and there are toilet and picnic facilities and playgrounds.
Gisborne Steam Park	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.
Hanging Rock Reserve, Woodend	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.
Kyneton Botanic Gardens	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.
Kyneton Showgrounds	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.
Kyneton Racecourse	The Racecourse holds a series of racing events across the year and can also be hired for events.
Lancefield Park Recreation Reserve	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.
Malmsbury Botanical Gardens	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.
Romsey Park Recreation Reserve	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.
Sankey Reserve, Gisborne	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.
Woodend Community Centre	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. ROLE OF COUNCIL

Council plays an important role working with event organisers and provides a range of supporting services including:

- **Assistance with event planning.** Council has a dedicated Event Officer to assist event operators plan and deliver events within the shire.
- **Event approvals.** Council's Events Group includes representation from departments within Council. This group works collectively to provide advice to event operators to ensure safe and compliant events.
- **Funding and in-kind support.** Council administers an Events and Festival Grant Program that has a budget of \$75,000 to support the delivery of events as well as a range of in-kind services.
- **Workshops, Training and Resources.** Council delivers workshops and resources for capacity building support within the events community.
- **Venue management.** Council manages the hire of a number of key event venues within the shire including Hanging Rock, Kyneton Town Hall and Mechanic Institute, recreation reserves, and leisure centres.
- **Marketing and promotion.** Council provides a range of promotional support for events including publication on Council's websites and social media channels and poster distribution within the shire.

7.1.1. STAKEHOLDER PARTNERSHIPS

A range of non-Council organisations have various levels of responsibility for attracting and supporting events in Macedon Ranges Shire, including:

Daylesford Macedon Ranges Tourism (DMRT)

DMRT is the shire's regional tourism board that promotes that Daylesford Macedon Ranges Tourism Region. Council should continue to work collaboratively with DMRT to facilitate event development and deliver marketing and promotional initiatives. There is opportunity to coordinate a complementary events calendar across the region to help drive destination awareness and leverage the regional brand.

Visit Victoria and Department of Jobs, Precincts and Regions (DJPR)

The State Government bodies administering 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), GREAT (Gisborne Region Events Activities and Tourism) and the Business and Tourism Associations (BATA's).

7.2. EVENTS AND FESTIVALS GRANT PROGRAM 2020/2021

The Event Festivals & Grants Program 2020/2021 is Councils current program for providing tourism and community events with funding and in-kind support.

Funding support was provided through this program as one-year or triennial agreements.

2020/2021 ONE-YEAR FUNDING RECIPIENTS

Grant amounts are determined by the scope and capacity of the event. This includes the following funding

- Tier 1 – Up-to \$10,000
- Tier 2 – Up-to \$6,000
- Tier 3 – Up-to \$2,000

Table T13 shows that \$90,250 in funding was provided across 19 events. The largest proportion of funding was received by Tier 2 Events.

T13. FUNDING RECIPIENTS 2020-2021

Event	Funding
Tier 1 Events	\$22,000
Garden Lovers' Fair (triennial agreement)	\$8,000
Festival 23, Green with Ivy	\$6,000
Kyneton Contemporary Art Triennial	\$8,000
Tier 2 Events	\$60,750
Kyneton Daffodil and Arts Festival (triennial agreement)	\$6,000
Art in the Vines - The Renaissance	\$6,000
The Gathering of the Goddesses	\$6,000
Macedon Ranges Sustainable Living Festival 2021	\$6,000
Kyneton Show	\$6,000
Lancefield Agricultural Show	\$5,000
Macedon Ranges Music Festival 2021	\$4,950
Christmas in Romsey	\$6,000
Lions Gisborne Festival	\$6,000
Kyneton Twilight Festival	\$4,000
Hanging Rock Handicap 2021	\$800
Riddells Creek Community Festival	\$4,000
Tier 3 Events	\$7,500
Kyneton Long Lunch	\$2,000
Carlsruhe Fire Brigade Wine and Food Festival	\$2,000
International Women's Day Dinner 2021	\$2,000
Gisborne Community Carols by Candlelight	\$1,500
Total Council Event Funding 2020/2021	\$90,250

Source: Macedon Ranges Shire, 2020.

2020/2021 TRIENNIAL FUNDING AGREEMENTS

The 2020/2021 program also included triennial funding, available to Tier 1 and 2 events that demonstrate strategies to increase visitation through event development and tourism marketing.

Funding is available on a sliding scale reduced in increments over a three-year period.

- Tier 1 – Year 1 up-to \$15,000 | Year 2 up-to \$12,000 | Year 3 up-to \$10,000
- Tier 2 – Year 1 up-to \$10,000 | Year 2 up-to \$08,000 | Year 3 up-to \$06,000
- Tier 3 – Triennial funding not available.

Only one triennial agreement can be awarded to each of the tiers. Details of the agreements for the 2020/2021 recipients has been provided below.

T14. DETAILS OF 2020-2021 TRIENNIAL FUNDING AGREEMENTS

Tier 1 Event- The Garden Lovers' Fair		
Year 1	Year 2	Year 3
\$8,000 (or \$7,500)	\$7,500	\$6,000
Tier 2 Event - Kyneton Daffodil Arts Festival:		
Year 1	Year 2	Year 3
\$6,000 and in-kind venue hire up-to \$5,000	\$6,000 and in-kind venue hire up-to \$5,000	\$6,000 and in-kind venue hire up-to \$5,000

Source: Macedon Ranges Shire, 2020.

RECIPIENTS OF IN-KIND SUPPORT

Table T15 shows in-kind support provided through the 2020/2021 Events and Festival Grant Program.

The majority of in-kind support provided by Council is for additional toilet cleans and event bins.

T15. IN-KIND SUPPORT PROVIDED IN 2020/2021

Event	Funding
Additional toilet cleans	12
Event bin provision	14
Event plan assistance	2
Venue provision	5
Waiver of activity on a road permit fees	8
Total Recipients	18

Source: Macedon Ranges Shire, 2020.

7.2.1. 2020/21 EVENTS CRITERIA AND FUNDING

During the course of this strategy development, Council's Event and Festivals Grant Program was reviewed to ensure it effectively supports events that align with the objectives of the strategy. It was identified that the program could function more effectively if it had a clear focus on attracting and supporting tourism events, and that an alternative funding model should be considered for community events, to create a more accessible and simple process for events of this scale.

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. An increase to the program funding pool, from \$75,000 to \$90,000, will also help to attract and develop more events.

The following event tiers were adopted for the 2020/2021 Events and Festivals Grant Program:

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

The criteria for each of these Tiers is outlined in Table T16. 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).

T16. EVENT TIER CRITERIA

Tier	Criteria
Tier 1 Signature Event	New, emerging or established events and festivals of significant scale that: <ul style="list-style-type: none">• Are exclusive to Macedon Ranges Shire Council.• Have the capacity to attract intrastate and interstate visitation.• Are of state or regional significance.• Align with existing Macedon Ranges tourism branding and strengths.• Have the capacity to drive overnight stays and/or increase visitor yield in the region.• Are or have the capacity to become a signature event for the Shire.• Appeal to identified target markets for the region.
Tier 2 Regionally Significant Event	New, emerging or established events and festivals of medium to large scale events that: <ul style="list-style-type: none">• Have the capacity to attract intrastate visitation• Are of regional significance• Have a broader reach and attract high community attendance• Attract visitors outside the township where it's being held

Source: Urban Enterprise 2020.

7.2.2. RECOMMENDED FUNDING FOR EVENT TIERS

It is recommended the funding for each event tier be made available through two streams as shown in Table T17 below which outlines the proposed criteria and 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.

T17. FUNDING STREAM CRITERIA AND SCHEDULE

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

Source: Urban Enterprise 2020.

The Stream A multi-year funding agreements will only be available to new events, or events that demonstrate an obvious plan to expand. It is intended that the tiered funding model will encourage events to become more financially secure over the three-year sponsorship period.

8. CHALLENGES AND OPPORTUNITIES

8.1. INTRODUCTION

The following section draws on outcomes from consultation, an assessment of existing events and facilities, and assessment of Council's resourcing of event support.

The challenges and opportunities have been split into the following key areas of consideration:

- Event Development and Event Calendar;
- Event Infrastructure; and
- Event Resourcing.

A summary of issues and opportunities for each area is provided below.

8.2. EVENTS DEVELOPMENT AND EVENTS CALENDAR

Signature Events

Issue

There are currently no annual Signature Events for the shire or events that could be considered State Significant.

Opportunities

- Develop existing events into Signature Events.
- Prioritise events that are acknowledged and/or supported by Visit Victoria's Regional Events Fund.
- Allocate funding to attract and support the development of new Signature events, prioritising events that are:
 - Multi-day;
 - Attract intrastate, interstate and international markets; and
 - Closely align with the branding and competitive strengths of the region.
- Council should consider allocating funding to support the attraction of signature events. This may include establishing an Expression of Interest (EOI) process for events.

Events Calendar Gaps and Diversification

Issue

There are a range of event types that are currently limited in the events calendar and have opportunity to be further developed. This includes:

- Multi-day events;
- Night time events;
- Winter events; and
- Mid-week events.

The lack of large indoor event venues is a barrier to growing winter events, whilst night time and multi-day events could be limited by lack of visitor accommodation.

Opportunities

Support should be prioritised for events that fill the troughs in the existing events calendar, increase seasonal dispersal, increase mid-week visitation, and generate economic benefit through overnight visitation.

Event Typology

Issue

There is an underrepresentation of events that showcase and develop the Macedon Ranges brand strengths.

Opportunities

There are a range of opportunities to develop the Macedon Ranges brand by increasing the number of events that showcase the brand strengths. This includes:

- **Immersive '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 major food/wine event held in the region. Development of these events could also be linked to City of Bendigo's designation as a UNESCO Creative City of Gastronomy.
- **Aboriginal Cultural Events** – Lancefield Mega Fauna Festival was the only event that promoted an alignment to Aboriginal heritage. Support should continue for the development of the Lancefield Megafauna Centre 'deep time' concept from which to support Aboriginal Cultural awareness and events.
- **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.
- **Boutique events** that provide unique experiences for visitors.
- Opportunity to develop a **shire-wide autumn festival** which could become a signature event for the shire.

Development Of Tier 1 Events

Issue

There has been limited development and enhancement of existing Tier 1 events over time. Three of the identified Tier 1 events were new events; Festival 23, Macedon Ranges Spirit Festival, and Mountain Writers Festival.

Opportunity

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.

Council should continue to support growth of events that score highly in their funding applications and receive high level of attendee satisfaction.

8.3. EVENT INFRASTRUCTURE

Lack Of Contemporary Indoor Events Venues

Issue

There is a lack of contemporary indoor event venues to support the growth of night 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.

Opportunities

There is opportunity to redevelop and modernise existing events venues, as well as support the development of new venues. New indoor events venues should be contemporary and flexible to facilitate use for a range of event types and needs.

A feasibility study for the redevelopment of the Woodend Community Centre is currently underway, with the inclusion of a new indoor event facility being considered.

A redevelopment of the Kyneton Town Hall is in the early stages of planning.

Consultation with industry stakeholders should be undertaken to ensure facility and infrastructure upgrades meet the requirements of contemporary productions. Consideration should also be given to increasing seated capacity to attract large-scale tourism events and meet growing community demand for a large indoor venue.

Outdoor Events Venues With Suitable Infrastructure And Amenity

Issue

There are a number of large scale outdoor event venues however some lack the infrastructure and amenity to effectively support events.

Hanging Rock has the highest capacity, however its use is limited due to the range of uses and significant site values. Recently Kyneton lost a major markers event to Bendigo, in part due to lack

of an appropriate venue to support the growing event.

Opportunities

An infrastructure assessment of the key outdoor event venues should be undertaken to identify and prioritise the required improvements to venues.

Following the audit, a prospectus of outdoor venues should be developed for medium and large scale events.

Transport and Access Barriers for Events

Issue

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

Opportunities

As part of a standardised visitor survey, Council should seek to understand whether transport has an impact on visitor experience or decision to stay longer.

Lack of Visitor Accommodation for Large Events

Issue

As identified in the Visitor Economy Strategy, limited accommodation reduces the economic benefits by reducing the potential number of overnight stays. This is a major barrier to attracting Signature Events.

This is identified as a key challenge for the festivals and events industry in the Macedon Ranges Visitor Economy Strategy 2019-2029.

Opportunities

Council recently completed 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.

Council should continue to support the attraction of contemporary visitor accommodation.

8.4. EVENTS RESOURCING

Events and Festivals Grant Program

Issue

There is a need to ensure Councils Events & Festivals Funding Guidelines effectively target tourism events, particularly those which align with regional events funding criteria.

Opportunities

The event tier classifications and funding streams were modified for the 2020/2021 Events & Festivals Grant Program to target tourism events that attract visitors from outside the shire, thus increasing the benefit to the local economy.

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 and Collaboration

Issue

Industry has identified the need for a toolkit to support event operators, as well as need for further opportunities for collaboration in the sector.

Opportunities

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 include providing assistance with succession planning, supporting new volunteers to assist with running events, and Council provision of events and opportunities that will facilitate collaboration and knowledge sharing between event stakeholders.

Marketing and Promotion Package for Event Operators

Issue

Event operators, both new and existing, lack access to adequate marketing and promotion materials to ensure events actively portray the region consistently with current branding.

Opportunities

Development of a Marketing and Promotion Package for events operators will support and enhance marketing and communication efforts, 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.

Event Evaluation to Categorise Events

Issue

There is currently no standardised process for measuring the value of events in the Macedon Ranges.

Opportunities

Develop a standardised process for gathering and recording event information including:

- A standardised survey questionnaire to measure the social, economic and environmental outcomes of events;
- 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.

Event Permits

Issue

Event operators have identified that the timely and difficult process to obtain planning permits for events is a barrier for events development.

Opportunities

Continue to support the event industry through improved information and assistance with regulatory processes, including planning and building permits. Council should consider an online application form to improve their event approval process.

Visitor Servicing Presence at Events

Issue

There is a lack of visitor information at events to help promote and encourage visitors to explore more of the region.

Opportunities

Establish a mobile visitor information booth or brand ambassadors to be present at tourism events.

Develop visitor information materials (posters or flyers) to use at smaller events and markets to direct event attendees to Council's tourism website, www.visitmacedonranges.com.

Support for COVIDSafe Events

Issue

Events are needing assistance to rethink how they can run their events to ensure they are Covid compliant.

Opportunities

Council should support event operators to deliver COVIDSafe events, including COVIDSafe event planning, modified event delivery and event infrastructure to assist with social distancing.

9. STRATEGIC FRAMEWORK

9.1. INTRODUCTION

This section of the report provides a strategic framework and implementation plan to support events attraction and development.

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.

- **Community benefit.** Support events that foster community development, contribute to health and wellbeing and are accessible inclusive.
- **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 from outside the region 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 Economic Impact of Events
- Direction 2: Improve Event Venues, Infrastructure and Services
- Direction 3: Support Successful Event Delivery

9.5. IMPLEMENTATION PLAN

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

DIRECTION 1: ENHANCE THE ECONOMIC IMPACT OF EVENTS

The Macedon Ranges hosts a strong calendar of events, however there remains opportunity to diversify product across the year to enhance the economic impact and positive social outcomes of events for the community.

T18. ENHANCE THE ECONOMIC IMPACT OF EVENTS– STRATEGIES AND ACTIONS

Strategy and Action		Timeframe
STRATEGY 1	Support the development of signature events	
ACTION 1.1	Develop event prospectus to encourage new events to region.	2021-22
ACTION 1.2	Establish an EOI process with annual budget of up to \$50k to attract signature events.	2021-22
ACTION 1.3	Continue partnership with key stakeholders to attract signature events. This should include: <ul style="list-style-type: none">- DMT to develop concept and business plan for regional 'Harvest' Festival- Melbourne Food and Wine for participation opportunities.	Ongoing
ACTION 1.4	Support existing events to develop into signature events for the region.	Ongoing
ACTION 1.5	Develop a promotional platform and campaign to support a shire-wide autumn festival to capitalise on and disperse the high number of visitors to the shire during autumn	2021-22
STRATEGY 2	Support for a diverse calendar of events.	
ACTION 2.1	Preference support for events that generate activity during off-peak periods.	Ongoing
ACTION 2.2	Increased support for events that have capacity to grow the Macedon Ranges brand and reputation as a vibrant and highly desirable visitor destination.	Ongoing
ACTION 2.3	Encourage events that expand and diversify the events calendar for the Macedon Ranges. Considerations include: <ul style="list-style-type: none">- Events that promote cultural awareness.- Events that provide immersive experiences.- Multiday events that encourage overnight visitation.- Evening events.	Ongoing

DIRECTION 2: IMPROVE EVENT VENUES AND SERVICES

To meet contemporary event requirements there is a need for improved venues, infrastructure and services to ensure events are appropriately supported.

T19. IMPROVE EVENT VENUES AND SERVICES – STRATEGIES AND ACTIONS

Strategy and Action		Timeframe
STRATEGY 3	Support development and promotion of venues and services	
ACTION 3.1	Update and promote the venue register to assist event planning and encourage the use of these facilities.	2021
ACTION 3.2	Develop a prospectus of outdoor event venues for medium and large scale events.	2021-22
ACTION 3.3	Undertake audit of key event venues and develop prioritised schedule of venue enhancements.	2021-22
ACTION 3.4	Continue to maintain support for new event venues, including at the Woodend Community Centre and Kyneton Town Hall.	2021-22
ACTION 3.5	Encourage use of services to reduce environmental impact of events. <ul style="list-style-type: none"> - Promote wash against waste trailer. - Promote suite of event bins (FOGO, glass, recyclable and non-recyclables). 	Ongoing
STRATEGY 4	Improved data to better understand and improve the social, economic and environmental impact of events	
ACTION 4.1	Develop and promote an online event register that will provide a complete list of events in the shire.	2021
ACTION 4.2	Establish a standardised survey format to be used by event operators to survey and understand event visitors. This should include questions to understand: <ul style="list-style-type: none"> - Spend. - Satisfaction. - Length of stay and impact of lack of accommodation on length of stay. - Transport modes and impact of limited transport options on satisfaction and length of stay. 	2021-22
ACTION 4.3	Develop and promote a standardised event assessment to measure the social, economic and environmental outcomes of events.	2021
STRATEGY 5	Improve visitor information servicing for events	
ACTION 5.1	Consider mobile visitor information service presence at major events.	2021-25
ACTION 5.2	Develop visitor information materials that can be utilised by events and markets.	2021-23
ACTION 5.3	Develop events brochure with calendar of major events.	2021

DIRECTION 3: CONTINUE TO SUPPORT EVENTS GROWTH AND DEVELOPMENT

Macedon Ranges Shire Council supports the delivery of events through funding, dedicated support staff, information and workshops for event operators.

T20. CONTINUE TO SUPPORT EVENTS GROWTH AND DEVELOPMENT – STRATEGIES AND ACTIONS

Strategy and Action		Timeframe
STRATEGY 6	Facilitate events recovery post COVID-19	
ACTION 6.1	Undertake an online survey of event operators to understand the following: <ul style="list-style-type: none">- The short and long term impacts of Covid-19 on the event organisation or business.- Whether the event will be able to continue in the future.- What support may be needed in the future	2021
ACTION 6.2	Support event operators deliver COVIDSafe events, including: <ul style="list-style-type: none">- COVIDSafe event planning.- Modified event delivery.- Event infrastructure to assist with social distancing.	2020-21
ACTION 6.3	Consider a Covid-19 Recovery Action Plan for the events sector based on localised industry research.	2021
STRATEGY 7	Support the event industry through improved information, event processes, and capacity building.	
ACTION 7.1	Improve the clarity and ease of use of the 'Planning for Events' website landing page.	2021
ACTION 7.2	Review the Events & Festivals Planning Guide and segment information into a range of online Fact Sheets and Tool Kits.	2021-2023
ACTION 7.3	Develop an online application for event approvals.	2021
ACTION 7.4	Continue to deliver two events industry workshops per annum.	Ongoing
ACTION 7.5	Undertake annual review of Council event grant programs to ensure support is aligned to Council objectives and strategies.	Annual
ACTION 7.6	Support event operators with associated planning and building permit applications.	Ongoing
STRATEGY 8	Improve access to support for community events	
ACTION 8.1	Develop a process for community events to access in-kind support on an as-needs basis.	2022
ACTION 8.2	Explore more accessible funding models such as quick access funding.	
STRATEGY 9	Increase Council resources and funding allocated to events	
ACTION 9.1	Seek an increase to Events and Festivals Officer position from 0.6 EFT to a minimum of 0.8 EFT.	2021
ACTION 9.2	Seek an increase in grant funding from \$75,000 to at least \$90,000.	2021-2022

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.

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.

T21. 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 Kruisers Car Show and Family Day; This Farm Needs and Farmer Field Day; Kyneton Spring Flower Show; Kyneton & District & Kennel Club Dog Show

Kyneton Racecourse	Kyneton	Outdoor	Non-Council	
Lancefield Mechanics Institute	Lancefield	Indoor	Council	Extinct - Lancefield Megafauna 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	Riddells Creek	Indoor/ Outdoor	Non Council	Riddells Creek Farmers Market
Riddells Creek Recreation Reserve	Riddells Creek	Outdoor	Council	Lions Heart - relay for life
Riddells Creek War Memorial Gates	Riddells Creek	Outdoor	Council	Riddells 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

