

HEPBURN SHIRE EVENTS STRATEGY



2020-2025



ACKNOWLEDGEMENTS

The development of this strategy was informed through consultation with individual event organisers, tourism operators, Daylesford Macedon Regional Tourism Board, local business operators and community members from across the Shire.

We thank you for taking the time to provide your feedback and sharing your aspirations for Events within our municipality.

Hepburn Shire Council respectfully acknowledges the Jaara people country, of which members and elders of the Dja Dja Wurrung community and their forebears have been custodians for many centuries. On this land, the Jaara people have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique roles in the life of this region.



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We thank you for taking the time to provide your feedback and sharing your aspirations for Events within our municipality.



EXECUTIVE SUMMARY

Tourism is effectively Hepburn Shire's largest employer when associated industries are aggregated and is crucial to the Shire's economy.



The Hepburn Shire Events Strategy 2020 – 2025 presents a clear vision for Hepburn Shire to become a Premier Regional Victoria Events destination.

In an increasingly competitive event and tourism market this strategy delivers a framework and aligned actions that support the attraction, retention and growth of a balanced portfolio of events that delivers strong economic, social and cultural benefit to our community.

The Event Strategy builds on the 'Visit' pillar identified in the Hepburn Shire Economic Development Strategy (EDS 2016-2021). The 'Visit' pillar invites the world to experience Hepburn Shire and all it has to offer. Mineral springs, forests, tracks and trails, food and wine, events, arts and culture; these assets are part of the unique experience that can be found in our Shire.

Events provide an opportunity to better leverage these assets to connect and invigorate our communities, attract visitors, increase business for event related suppliers and performers, reduce seasonality, encourage mid-week stays, increase visitor expenditure and extend length of stay. Supported by a thriving tourism industry and world class natural assets, our Shire is well placed to achieve the vision of becoming the Premier Regional Victoria Events destination.



HEPBURN TOURISM BRAND PILLARS

Indulge (Food & Drink)
Refresh (Escape & Rejuvenate)
Learn (History & Culture)
Make (Art & Artisans)

VISION

Hepburn Shire will be the premier regional Victoria events destination, that features a diverse, vibrant and inclusive calendar of events, that drive visitation, deliver positive social, cultural and economic benefit for our community and enhance community pride.

PURPOSE OF THE STRATEGY

This strategy provides a 5 year plan to attract, retain and grow events that drive a vibrant visitor economy and activate and engage communities across our Shire. It will also guide Council in the development of specific policies and actions to address recommendations and priorities identified for the event categories outlined within the strategy.

STRATEGIC DIRECTION

Tourism Brand Pillars

The event strategy builds onto the existing calendar of events and aligns to the regions tourism brand pillars which include **Indulge** (Food & Drink), **Refresh** (Escape & Rejuvenate), **Learn** (History & Culture) and **Make** (Art & Artisans). Strategically aligning events to these brand pillars with a view to increasing visitation, length of stay and increased expenditure aligns with our vision to position Hepburn Shire as the Premier Regional Victoria Events destination.

INTRODUCTION

Located in Central Victoria and located within easy access from Melbourne, Ballarat, Bendigo and Geelong, the Hepburn Shire is ideally located for the event market, whether it is for a day trip, weekend away or extended regional getaway.



Our Shire is well placed to achieve our vision of being the Premier Regional Victoria Events destination.

This Event Strategy builds on the 'Visit' pillar identified in the Hepburn Shire Economic Development Strategy (EDS 'Fertile Ground' 2016-2021).

The 'Visit' pillar invites the world to experience Hepburn Shire and all it has to offer. Mineral springs, forests, tracks and trails, food and wine, events, arts and culture; these assets are part of the unique experience that can be found in our Shire.

Events provide an opportunity to better leverage these assets to connect and invigorate our communities, attract visitors, increase business for event related

suppliers and performers, reduce seasonality, encourage mid-week stays, increase visitor expenditure and extend length of stay.

We recognise and value the social and economic benefits that events bring to our region and Council currently support in excess of 50 events annually in a range of different ways. This strategy and supporting action plan will enhance our current events and assist with attracting new ones. The strategy focusses on supporting and enabling events, building capacity of the event industry and identifying opportunities for sustainable

tourism outcomes in collaboration with event organisers and our community.

Importantly, the strategy delivers a framework and aligned actions that support the attraction, retention and growth of a balanced portfolio of events that delivers a strong economic and social return on investment.

Supported by a thriving tourism industry, combined with world class natural assets, our Shire is well placed to achieve our vision of being the Premier Regional Victoria Events destination.

STRATEGIC CONTEXT

STRATEGY DEVELOPMENT PROCESS

To inform the development of this strategy a five stage process was undertaken with significant consultation undertaken with event organisers, visitor economy stakeholders, internal stakeholders, local businesses and the broader community.

STAGE ONE: REVIEW

Review, map and incorporate considerations of relevant local, state, regional policies, strategies and plans, priorities and initiatives.

STAGE TWO: CONSULT

Interviews conducted with event organisers, industry and government representatives.

Survey of residents and local businesses undertaken.

Survey of event organisers that currently liaise with Council undertaken.

Consultation with Council internal stakeholders to discuss issues and implications across the broader Shire.

Workshop undertaken with Hepburn Shire Councillors.

STAGE THREE: COLLATE INFORMATION

Develop Event Categories, Framework and Actions based on information provided.

STAGE FOUR: IMPLEMENT

Finalise with Council and implement strategy.

STAGE FIVE: REPORT

Report back to Council on an annual basis on progress of actions.



STRATEGIC CONTEXT

STRATEGIC ALIGNMENT

The Strategy aligns with existing local, state and regional strategies and plans along with relevant sector strategies and plans including;

Hepburn Shire Council Strategies and Plans

- Hepburn Shire Council Plan 2017 – 2021
- Hepburn Shire Council Economic Development Strategy 2016-2021
- Visitor Servicing Strategy
- Walking and Cycling Strategy 2011 Part 1
- Walking and Cycling Strategy 2011 Part 2
- Hepburn Shire Council Youth Strategy 2016-2021
- Hepburn Shire Council Disability Access and Inclusion Plan 2018-2022
- Hepburn Shire Council Municipal Public Health and Wellbeing Plan 2017-2021

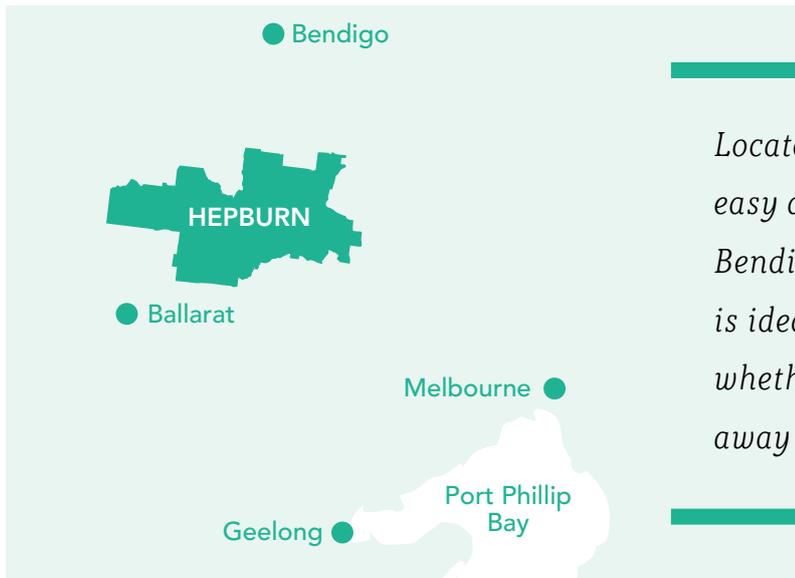
State, Regional and Sector Plans

- Victorian Tourism and Events Industry Strategy 2020
- Victoria Events Industry Development Plan
- Victorian Visitor Economy Strategy
- Central Highlands Regional Growth Plan
- Daylesford Macedon Tourism (DMT) Product Development Plan (AEC Group 2016)



HEPBURN SHIRE AT A GLANCE

OUR STORY



Located in Central Victoria within easy access from Melbourne, Ballarat, Bendigo and Geelong the Hepburn Shire is ideally located for the event market, whether it is for a day trip, weekend away or extended regional getaway.



Hepburn Shire sits on the traditional lands of the Dja Dja Wurrung people, covering 1473km² in the Central Highlands of Victoria.



The municipality encompasses a range of small to medium towns and villages across the region including, but not limited to, Bullarto, Clunes, Creswick, Daylesford, Glenlyon, Hepburn Springs, Lyonville, Newlyn, Smeaton and Trentham.



The Shire of Hepburn is made up of 5 wards being Cameron, Creswick, Birch, Holcombe and Coliban.



The Shire of Hepburn has a resident population of over 15,000 persons & is made up of 5 Wards



“Events do a number of things to support the visitor economy but the primary two functions are to (a) act as a catalyst for visitation by triggering demand, and (b) increase length of stay, which significantly increases visitor spend in region, or ‘yield’.”

Steve Wroe, CEO Daylesford
Macedon Tourism

HEPBURN SHIRE AT A GLANCE

OUR STORY

Tourism is effectively one of Hepburn Shire's largest employer when associated industries are aggregated and is crucial to the Shire's economy. Tourism based events are an economic strength we must continue to develop.

15,330

residents make up our community

848

residents employed in tourism, accommodation & food services

92

businesses in tourism, accommodation & food services

\$106 Mil

annual economic contribution from tourism, accommodation & food services

54

number of events Council currently support annually

85%

of Australia's natural occurring mineral springs are located in Daylesford Macedon Ranges

Mineral springs, forests, tracks and trails, food and wine, events, arts and culture; these assets are all part of the unique experience that can be found in our Shire.

\$15 Mil

annually contributed from Visitor Expenditure due to events in our region

WHAT IS AN EVENT?

An event is an organised activity which is open to the public being held on public or private land, where an open area, facility, venue, road or temporary structure is being used by more people than are usually found in that location.

WHAT IS NOT CONSIDERED AN EVENT

The following activities are not considered an event:

- A regular activity like a weekly or monthly market or park run
- A private party like a wedding, birthday party
- A regular user group activity like a sporting grand final
- Filming

WHAT IS A BUSINESS EVENT?

It is a Meeting, Incentive, Convention/Conference and/ or Exhibition (MICE). MICE visitors are usually on business and not leisure.

WHAT IS A COMMERCIAL EVENT?

An event run by a commercial organisation who are a group with a particular set of skills, resources or priorities, geared towards turning a profit.

WHAT IS A NOT FOR PROFIT EVENT?

An event run by a not for profit organisation who do not operate for the profit or gain of its individual members, whether these gains would have been direct or indirect.

BENEFITS OF EVENTS

COMMUNITY & SOCIAL

- Community connectedness, engaging volunteers, local schools and clubs, social interaction
- Health and wellbeing for the community (mental/physical)
- Encourages residents to participate in activities that reinforce local traditions and pride in their community
- Promote tolerance diversity and inclusion in the community
- Encourages community leadership, develops young people and fosters local artistic talent

ECONOMIC

- Events contribute approximately \$15m to the local economy
- Attract visitors to the Hepburn Shire
- Increases visitor expenditure (day tripper & overnights)
- Improve destination awareness which encourages repeat visitation (both people who attend and marketing exposure)
- Increase business for event related suppliers/performers
- Provide employment opportunities and skills development
- Reducing seasonality
- Increase awareness of region for potential investment and commercial activity



ROLE OF COUNCIL

Council plays a significant role in working directly with Event Organisers in Hepburn Shire. More specifically Council's role is to:

PROVIDE

Venues, open spaces, other event infrastructure

PARTNER

Support event organisers, attract new events

FUND

Sponsor

PROMOTE

Event marketing, further developing regions brand

LEAD

By example hosting civic events

APPROVE

Event plans, permits

EVALUATE

Post event with organisers (return on investment) and encouraging them to continue



“The committee values the support given to us by the Shire and we feel that we have a good working relationship to make this annual day a success.”

Evan Davis, Glenlyon New Year's Day Sports Day

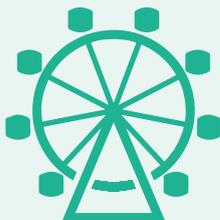
THE OPPORTUNITY

Events play a huge role in supporting the visitor economy and community wellbeing. In Hepburn Shire, events annually deliver:

\$15M
IN VISITOR
EXPENDITURE



OVERNIGHT
STAYS



27
TOURISM
EVENTS



62
EVENT
DAYS

THE CURRENT LANDSCAPE

The event strategy builds onto the existing calendar of events and aligns to the regions tourism brand pillars which include **Indulge** (Food & Drink), **Refresh** (Escape & Rejuvenate), **Learn** (History & Culture) and **Make** (Art & Artisans). Strategically

aligning events to these brand pillars with a view to increasing visitation, length of stay and increased expenditure aligns with our vision to position Hepburn Shire as the Premier Regional Victoria Events destination.

Indulge	Refresh	Learn	Make
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Food & Drink

Escape & Rejuvenate

History & Culture

Art & Artisans

Brand Attributes

- Rich Soil and water
- Beautiful produce (food and drink)
- Farm to table
- Provenance
- Producers and growers

- Nature
- Tracks and Trails
- Healing: Spa, massage and treatments
- Heritage
- Mineral Springs
- Indulgence: eat/drink local produce
- Amazing accommodation

- Charming villages
- Gold era history
- Swiss-Italian influence
- Indigenous culture

- Thriving art scene
- Lost Trades
- Classes & workshops
- Outdoor – Sculptures and installations
- Performing arts and live music
- Literature

ANNUAL TOURISM EVENTS

Indulge	Refresh	Learn	Make
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Food & Drink

Escape & Rejuvenate

History & Culture

Art & Artisans

Annual Events*

- | | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> • Lavandula Harvest Festivals • The Great Trentham Spudfest • Clunes, Daylesford, Kingston Agricultural shows | <ul style="list-style-type: none"> • ChillOut Festival • Daylesford Polo • Brackenbury Mountain Bike Challenge • Creswick Garden Lovers Weekend • Goldrush Trail Run • Paul Bangay's Stonefields Open Garden (bi-annual) | <ul style="list-style-type: none"> • Swiss Italian Festa • Glenlyon New Years Day Sports event • Glenlyon Antique & Collectables Fair • Lyonville Woodchop • Daylesford Motorfest • Bullarto Tractor Pull • Clunes Historic Vehicle Show • Anderson Mill Heritage Festival • Dean Kite Festival • Dean Sheep Trials • Kingston Truck Show • Daylesford Highland Gathering • Daylesford New Years Eve Parade & Gala | <ul style="list-style-type: none"> • Clunes Booktown • Words in Winter • Winter Sounds • Trentham Easter Art & Craft Show • Clunes Ceramic Awards Exhibition (bi-annual) • DMR Open Studios |
|---|--|---|---|

**Annual Events list does not include Civic events or Christmas Events*

THE CURRENT LANDSCAPE

OUR CHALLENGES

- Competing with other regions in Victoria who have large event budgets
- Impacts of Pandemics / Natural Disasters ie: COVID-19
- Limited venues/event spaces to hold large events
- Volunteer Burnout
- Lack of strategic direction/succession planning for events
- Inconsistent reporting on visitor numbers/overnight stays
- Lack of contingency plans for event cancellation
- People are time-poor
- Lack of telecommunication coverage
- Lack of tools and resources to assist events in the shire
- Lack of public transport and connections to major railway stations
- Economic climate of Victoria

OUR OPPORTUNITIES

- Revitalising current events
- Event attraction ie: The Business Events industry
- Elevate current key annual events to 'Signature' events
- Prioritise investment and advocacy related to event infrastructure
- Promote engagement with youth
- Connecting stakeholders to promote collaboration
- Leverage off the product strengths of the region





*An event is an **organised activity** which is open to the public being held on public or private land, where an open area, facility, venue, road or temporary structure is being used by more people than are usually found in that location.*

OUR EVENTS

This strategy outlines a 5 year plan to increase visitation, length of stay and expenditure within the region to ensure the Hepburn Shire is the Premier Regional Victorian Events destination.

The Event Funding Framework is a key pillar of the strategy and has been developed based on consultation and research. The Event Funding Framework identifies specific event categories, criteria and level of council support.

The nominated categories within the event funding framework are tiered and include:

- i) Signature / Iconic Events
- ii) Regional Events, and
- iii) Local Community Events

Table 1

EVENT FUNDING FRAMEWORK

Description	Criteria to be met	Council support provided
Signature/Iconic Events	<p>Established events of significant scale, that:</p> <ul style="list-style-type: none"> • Attract more than 5000 attendees • Have the capacity to attract intrastate and interstate visitation • Have the capacity to drive overnight stays and/or increase visitor spend in the region • Part of the character and culture of the Hepburn Shire • Must be reinvigorating itself and/or continually improving/enhancing the event 	<ul style="list-style-type: none"> • Funding: \$5,000 > \$20,000 • Funding tied to event growth • Up to 5 year funding agreement • Possible sliding funding scale • Maximum in-kind Council support valued at \$10,000 • Not for profit and commercial events can apply • Not available to new or start up events • Memorandum of Understanding

Description	Criteria to be met	Council support provided
Regional Events	<p>New or established event of medium to large scale, that:</p> <ul style="list-style-type: none"> • Attract more than 2500 attendees • Have the capacity to attract intrastate visitation • Have a minimum of one community group participating 	<ul style="list-style-type: none"> • Funding: \$2,500 > \$5,000 • Funding tied to event growth • 1 to 3 year funding agreement • Possible sliding funding scale • Maximum in-kind Council support valued at \$5,000 • Not for profit and commercial events can apply • Available to new or start up events • Memorandum of Understanding
Local Community Events	<p>Community events or days of celebration, that:</p> <ul style="list-style-type: none"> • Be a new or one-off event, or a new initiative for an existing event • Have a local audience • Events that promote culturally or artistically vibrant communities 	<ul style="list-style-type: none"> • Funding: Up to \$2,500 • Maximum in-kind Council support valued at \$3,500 • Applicants can apply for funding through a community event support process, applications will be accessed against the criteria and a decision made • Not for profit events can only apply • 1-year funding agreement • Open year round

STRATEGIC PILLARS

Six strategic pillars have been identified which will play a critical role in the achievement of the vision. The strategic pillars include:

- 1. Support and Enable**
- 2. Enhance and Measure**
- 3. Build Capacity**
- 4. Collaboration**
- 5. Attract New Events**
- 6. Improve Infrastructure**

A number of key actions fall under each of these strategic pillars and are listed in the Action Plan for this strategy. Recommendations and actions detailed within the strategy are short term (1-2 years), medium term (3-4 years) and long term (5 years).



SUPPORT & ENABLE

Council play a role in providing efficient and cost-effective support to a diverse range of events throughout the shire.

Strategy 1	Provide event funding and operational support through Councils framework	Timeline
Action 1.1	Fund events as per the Event Funding Framework (see table 1 on page 20) by developing Memorandum of Understanding funding agreements with eligible events.	Year 1
Action 1.2	Support community events through providing waiver of venue hire fees & charges.	Ongoing
Action 1.3	Offer operational support to Community events (ie: bins etc).	Ongoing
Action 1.4	Offer professional advice and guidance to all events.	Ongoing
Action 1.5	Review and update Council’s Event Policy to reflect the above.	Year 2



“We recognise and value the social and economic benefits that events bring to our region. Currently Council supports over 50 events annually in a range of different ways.”

Cr Licia Kokocinski,
Mayor of Hepburn Shire Council

ENHANCE & MEASURE

For Council to make informed decisions about investment and for event organisers to monitor the performance of their event it is important that event evaluation takes place. This includes assessing economic, social, cultural and environmental impacts.

Strategy 2	Enhancing and measuring the value and impacts of events	Timeline
Action 2.1	Provide templates and tools (as they are developed – ie: Apps) to organisers to ensure consistent reporting (ie: surveys, acquittals, evaluation).	Year 1
Action 2.2	Develop a suite of Council logos for event organisers to include on event collateral.	Year 2
Action 2.3	Facilitate economic profile modelling using Remplan and or ABS data.	Year 1
Action 2.4	Improving environmental sustainability by encouraging best practice in waste management, providing alternative suggestions to single use plastics and use of eco-friendly portable toilets.	Ongoing
Action 2.5	Communicate available grants from other government bodies to the events industry, specifically to leverage growth opportunities.	Ongoing

BUILD CAPACITY

In order for events to grow, enhance and/or have on-going sustainability, Council plays a role in building the capacity of event organisers through the development of different tools and resources.



Strategy 3	Build the capacity of the event industry	Timeline
Action 3.1	Create an Event Planning Guide including information on Risk, Emergency Management and other compliance requirements.	Year 2
Action 3.2	Provide training opportunities and/or tools on practicing good governance (ie: committees, partnerships, volunteers).	Year 1
Action 3.3	Provide training opportunities and/or tools on succession planning and developing strategic/business plans.	Year 2
Action 3.4	Promote cultural awareness by connecting events with Dja Dja Wurrung Clans Aboriginal Corporation and providing 'Acknowledgement' information.	Ongoing
Action 3.5	Encourage events to celebrate excellence and elevate their status through participating in the Hepburn Shire Council Business Awards or The Victorian Tourism Awards.	Year 2
Action 3.6	Facilitate event promotion through Council's social media platforms and visithepburnshire.com.au and keep event industry informed on new marketing opportunities.	Ongoing
Action 3.7	Prepare event organisers to have cancellation and contingency plans in place, for when unexpected circumstances arise.	Year 1
Action 3.8	Encourage and incentivise volunteerism to foster social connections and wellbeing.	Ongoing

COLLABORATION

Council play a role in connecting event organisers with each other and other key industry partners and stakeholders, this will ultimately promote an enhanced experience for both visitors and the community.

Strategy 4	Encourage event industry to collaborate	Timeline
Action 4.1	Maximise region-wide promotional opportunities by encouraging event to partner with key tourism bodies: Daylesford Macedon Tourism, Visit Victoria and Australia Tourism Data Warehouse.	Ongoing
Action 4.2	Promote welcoming, inclusive and accessible events, by promoting the Accessible Events Guide, the portable ramps and working with the Disability Advisory Committee (DAC).	Ongoing
Action 4.3	Connect local community organisations with the event industry, in order for both stakeholders to gain benefit.	Ongoing
Action 4.4	Identify opportunities for Youth to be involved in events.	Ongoing
Action 4.5	Assist with the concept of networking for the local event industry including assisting with scoping the sharing of individual event resources.	Year 2
Action 4.6	Leverage the benefit of events to local businesses, by encouraging 'packaging' local experiences and/or services to enhance the visitor experience.	Year 3
Action 4.7	Identify opportunities to collaborate with Council's Visitor Information Centres, to have mobile visitor servicing and/or roving ambassadors at events.	Year 3
Action 4.8	Connect educational institutes with the event industry to encourage young people to volunteer at events.	Year 5

Did you know?

Listing your event with Australian Tourism Data Warehouse will automatically link your events to national and state tourism organisations' websites.

Tourism Research Australia –
Get Social and Improve
Your Event 2011



ATTRACT

In order to activate the off peak and shoulder seasons and to encourage visitor dispersal across the Shire, Council needs to provide incentives and promotional information to attract new events.

Strategy 5	Attract new major and regional events	Timeline
Action 5.1	Ensure events we bid for align with the values of the community.	Ongoing
Action 5.2	Obtain additional funding of up to \$25,000 to support bidding for new event opportunities.	Year 2
Action 5.3	Develop an event attraction prospectus to promote our event venues, businesses and infrastructure.	Year 1
Action 5.4	Advocate to Business Events Victoria (BEV) to attract the Meetings, Incentives, Conferences/Conventions and Events (MICE) market.	Year 3
Action 5.5	Focus on the product strengths of the region when attracting events ie: Creswick Mountain Bike Trails.	Year 3
Action 5.6	Produce an annual events calendar to promote to the local resident audience.	Year 2



INFRASTRUCTURE

Continuous improvement in event services and facilities across the Shire is required to enable events to keep thriving. Council can also support and assist the event industry to overcome key issues and barriers in relation to infrastructure.

Strategy 6	Event Infrastructure opportunities	Timeline
Action 6.1	Advocate on behalf of the event industry to improve telecommunications and public transport services.	Ongoing
Action 6.2	Audit key event venues, develop information factsheets and event site layout (ie: capacity).	Year 2
Action 6.3	Identify areas within key Council event venues that need improvement and liaise with facility manager to develop a pipeline of projects for funding.	Year 3
Action 6.4	Work with event organisers for a solution for barriers to stop vehicle entry and comply with the Victoria Police public gathering guidelines.	Ongoing

“Events are an opportunity to attract large numbers of visitors in a compressed timeframe and can encourage revisitation. Events can also be timed to boost demand in low demand periods.”

Daylesford Macedon Tourism’s (DMT) Product Development Plan, AEC Group, 2016



CONCLUSION

The Hepburn Shire Council Events Strategy recognises and values the social, cultural and economic benefits that events bring to our region. The strategy and supporting action plan will enhance our current events and assist with attracting new ones.

The strategy focusses on supporting and enabling events, building capacity of the event industry and identifying opportunities for sustainable tourism outcomes in collaboration with event organisers and our community.

Our **'Signature Events'** attract more than 5000 attendees and have the capacity to attract intrastate, interstate and international visitation. They will drive increased overnight stays and/or increase visitor spend in the region. They form part of the character and culture of the Hepburn Shire.

Our **'Regional Events'** attract more than 2500 attendees and have the capacity to attract interstate and intrastate visitation. Importantly they will support the local community with a minimum of one community group participating in event operations.

Our **'Local Community Events'** or days of celebration, target a local audience and are usually categorised as events that promote culturally or artistically vibrant communities.

Importantly, the strategy delivers a framework and aligned actions that support the attraction, retention and growth of a balanced portfolio of events that delivers a strong cultural, social and economic return on investment to our community.

Supported by a thriving tourism industry, combined with world class natural assets, our Shire is well placed to achieve our vision of being the **Premier Regional Victoria Events destination.**

For further information contact events@hepburn.vic.gov.au



REFERENCES

Hepburn Shire Council Plan 2017-2021

Hepburn Shire Council Economic Development Strategy 2016-2021

Daylesford Macedon Tourism's (DMT) Product Development Plan, AEC Group, 2016

Victoria's Tourism and Events Industry Strategy 2020

Hepburn Shire Council's Disability Access and Inclusion Plan 2018-2022

Hepburn Shire Council Youth Strategy 2016-2021

Hepburn Shire Council Municipal Public Health and Wellbeing 2017-2021

Tourism Research Australia – Get Social and Improve Your Event 2011

Australia Bureau of Statistics Data - 2016

Hepburn

SHIRE COUNCIL

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