

HANGING ROCK



Vision Paper



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INTRODUCTION

Set in the rural land of the Macedon Ranges Shire, the Hanging Rock Precinct provides a popular local and tourist destination that has strong social, cultural and environmental values. A significant place with mythological status – from a place of Indigenous meeting, trade and spirit to major marketing icon for Tourism Victoria. It is a site made famous through book and film, embellishing a myth. It establishes a cultural evolution from racetrack, to picnic ground, recreational destination through to a major events venue.

The Macedon Ranges Shire Council, in partnership with the Victorian Government, has engaged Village Well and Aspect Studios to develop a Master Plan for the Hanging Rock Precinct (refer to site map on page 15). The project offers a unique opportunity to review the range of activities and existing physical context of Hanging Rock. Moreover, the project will set a new Master Plan framework to guide decisions into the future around a shared vision and principles.

Ultimately, the Master Plan will aim to address the following key objectives:

- Acknowledge the environmental, social and economic values
- Engage the key stakeholders and broader community
- Identify planning framework and other strategic directions
- Explore opportunities for financial self-sufficiency
- Articulate precinct vision and values
- Provide the land use direction for activity and built form

This Vision Paper sets out the key findings from the process so far. It includes a review of background reports, a summary of key issues and opportunities and a draft vision and key principles. The main intent of this Vision Paper is to provide a basis for consulting with the broader community to inform the preparation of a draft Master Plan.

Project Process

Stage 1: Understanding the Place

In June and July 2016, the project team commenced analysis of the physical and strategic opportunities of the precinct. This was conducted through a process of research, site visits and workshops with key Council and external stakeholders to create a shared Vision and Principles, captured in this Vision Paper. More than 10 one-to-one conversations with a diverse range of stakeholders who have extensive knowledge of the place was undertaken. Participants shared what they love about Hanging Rock, some key challenges and what they see as opportunities for the future of the precinct. Additionally, a workshop with over 30 stakeholders, including local and state government officers, community groups and on-the-ground staff, was held to discuss community aspirations for the project, identify key opportunities and challenges, and start working towards a shared vision.

Key findings from discussions, research and on-the-ground site visits have informed this Vision Paper.

Future stages in the Master Plan project include:

- Stage 2. Engagement and Consultation
- Stage 3. Developing the draft Master Plan
- Stage 4. Consulting and finalising the Master Plan



UNDERSTANDING HANGING ROCK

Hanging Rock is a well loved place, cherished by the local community and all Victorians as a place to visit and as a gathering space.

This section highlights some of the unique characteristics that make Hanging Rock special.

What makes Hanging Rock Special?

The Natural Environment

First and foremost, the natural elements are what make Hanging Rock special. Nature has an important role to play in restoring and reviving the soul. Locals and tourists alike are drawn to the dramatic natural beauty of Hanging Rock. The bushland context and native wildlife complement the rock formations; together these form a central part of the Hanging Rock experience.

At a distance, Hanging Rock rises as a strong vertical element in the landscape forming a distinctive landmark in the region. The low-lying nature of the surrounding paddocks ensures that it is a very dominant feature in the landscape. This quality of Hanging Rock as a unique backdrop is the key drawcard for events located in the precinct.

Visitors are also strongly drawn to the 'Australian Bush' experience of Hanging Rock. The native vegetation complements the rock formations creating a highly attractive setting for passive recreation. Though small in size, Hanging Rock provides a sense of being immersed in nature. Being able to view native animals at close proximity in their natural habitat provides a genuine nature experience that is a particular drawcard for international tourists.

Hanging Rock is also home to rare and threatened species such as the Black Gum and Powerful Owl.

“Miranda! The strangled cry came out as a whisper. To her horror all three girls were moving out of sight behind the monolith.”

PICNIC AT HANGING ROCK 1967



The Stories

Hanging Rock has a rich history and its stories form part of Victoria's mythology. To this day, Hanging Rock remains a place of significance for the Dja Dja Wurrung, Taungurung and Wurundjeri nations. Prior to European colonisation, it was believed to be a male initiation site and/or ceremonial site at certain times of the year. Additionally, it was thought to be a place where women were taught about medicine and the location of large inter-group gatherings for trade and ceremonies, and is an important spiritual place¹.

Post European colonisation, the site was best known as a favourite recreational place for picnics as captured in William Ford's 1875 painting 'At the Hanging Rock' which resides in the National Gallery of Victoria. The novel 'Picnic at Hanging Rock' by Joan Lindsay published in 1967, has become an Australian classic. The 1975 film adaptation by Peter Weir was internationally successful bringing a new audience of visitors to Hanging Rock. Both the book and film emphasise the mysterious nature of the Rock and its spiritual, otherworldly character.

¹ Heritage Victoria, Database Report, Hanging Rock Reserve, Report generated 26 July 2016.



Local Social Connections

Places where people can meet and connect socially with each other are the glue that holds society together. A diversity of activities and events are held at Hanging Rock each year, from locals attending regular sporting meets, to groups of friends that connect each year at the New Year's Day or Australia Day horse races. As early as the 1860s, picnics and sports days including informal horse racing were held at Hanging Rock². Local recreational groups have used Hanging Rock for tennis, cricket and football for many years. In more recent years, a Petanque Club and Landcare groups call Hanging Rock home.

Gateway to the Region

Hanging Rock is a significant tourist destination in Victoria. Given that tourism is the number one industry in the Macedon Ranges shire³, Hanging Rock provides an important gateway for broader tourism in the region. Many visitors plan their trip to Hanging Rock as a key part of an extended tour of the region. Recently, iconic rock concerts held in the East Paddock have drawn large numbers of tourists to the region, boosting the local economy and showcasing the area to a greater audience.

² Assessment of Cultural Heritage Significance & Executive Director Recommendations to the Heritage Council, 2014-05-23

³ Loddon Mallee has a \$1 billion per annum tourism industry with 7.7million annual visits: 2015-2018 Loddon Mallee Regional Strategic Plan - Regional Development Victoria





HANGING ROCK PRECINCT TIMELINE





1884

Officially becomes a reserve under the Crown Land Act

1936

Cricket pitch constructed, Motorbike and Morris car races

1975

Peter Weir film, 'Picnic at Hanging Rock' released

2010

First large concert



Place Audience

The success of Hanging Rock will rely on balancing the needs of all users including locals and tourists. The aim is to create a harmonious relationship between the diverse place audiences. A key ambition is for all users to see Hanging Rock through both the eyes of a first time visitor and a long-term local. This means retaining the sense of awe and wonder of a tourist while taking on the deeper understanding, in-depth knowledge and custodial approach to caring for the place of a local.

The following pages outline the key place audience groups who visit Hanging Rock. Note: this is a preliminary snapshot and is intended to be part of continuing discussion in the next phase of engagement.

Local groups (sports clubs, landcare, friends group)

The local groups feel a strong sense of connection with Hanging Rock and greatly value their use of the place.

The Friends of Hanging Rock and Landcare groups undertake volunteer planting and have a special interest regarding the future of the Rock. Friends and Landcare groups support visitation by those who respect and contribute to the protection of the natural environment. A key concern is the potential negative impacts to the environment from increased visitor numbers. These groups recognise the unique natural characteristics of Hanging Rock, and want these prioritised in the management and infrastructure planning.

The sporting groups recognise the long history of sporting use of the place and highly value the unique setting of their clubs. They see the iconic setting as a key drawcard for visiting sports clubs and special sports events. They respect the role of Council in balancing priorities of use and the other users of Hanging Rock but also recognise that this sometimes limits the potential sports use. They would like a better booking process for users and improved communication with Council. The greatest challenge for the sporting clubs is the poor standard of existing amenities, facilities and infrastructure.



Day-trippers (local and international visitors)

Drawn to the mystery and natural character of Hanging Rock, day-trippers come from Melbourne, interstate or overseas to walk to the summit, have a picnic and enjoy the informal qualities of the place. Day-trippers primarily come by car as there is no supporting infrastructure for cycling or public transport. The existing visitor centre is the main source of information at Hanging Rock for day-trippers and there is limited information provided on the broader region. Signage focuses on the summit walk with little information on alternative walking trails. Day-trippers primarily visit on the weekends and during school or public holidays.

Event Attendees

A number of events are held at Hanging Rock each year, including the Annual Classic Car Display, New Year's Day and Australia Day Horse Races, Picnic at Hanging Rock film night, large music concerts featuring iconic international artists, and food and craft markets. Event attendees are attracted to the uniqueness of the setting but also want to have a safe, well run and fun event experience. The logistics of large scale events, particularly management of parking and access, is a key challenge for the event attendees as well as local residents living in proximity of Hanging Rock. Events bring financial benefits to Hanging Rock and the region through support of local businesses. These should continue

to be sensitively managed to ensure the focus of the event and its management are in keeping with the environmental, aesthetic, cultural and other qualities of Hanging Rock. The poor mobile phone reception at Hanging Rock is a challenge for events where friends are trying to meet or connect with each other. Basic facility improvements in the East Paddock are currently being implemented to provide better amenities for event patrons and support smaller events.

Organised tours (school groups, tour buses)

School groups are frequent visitors to Hanging Rock during the week. The rangers provide a guided tour of the summit walk for these groups and information on the local flora and fauna. There is no classroom and limited sheltered space where these groups can run an educational activity to extend on the learning.

Management

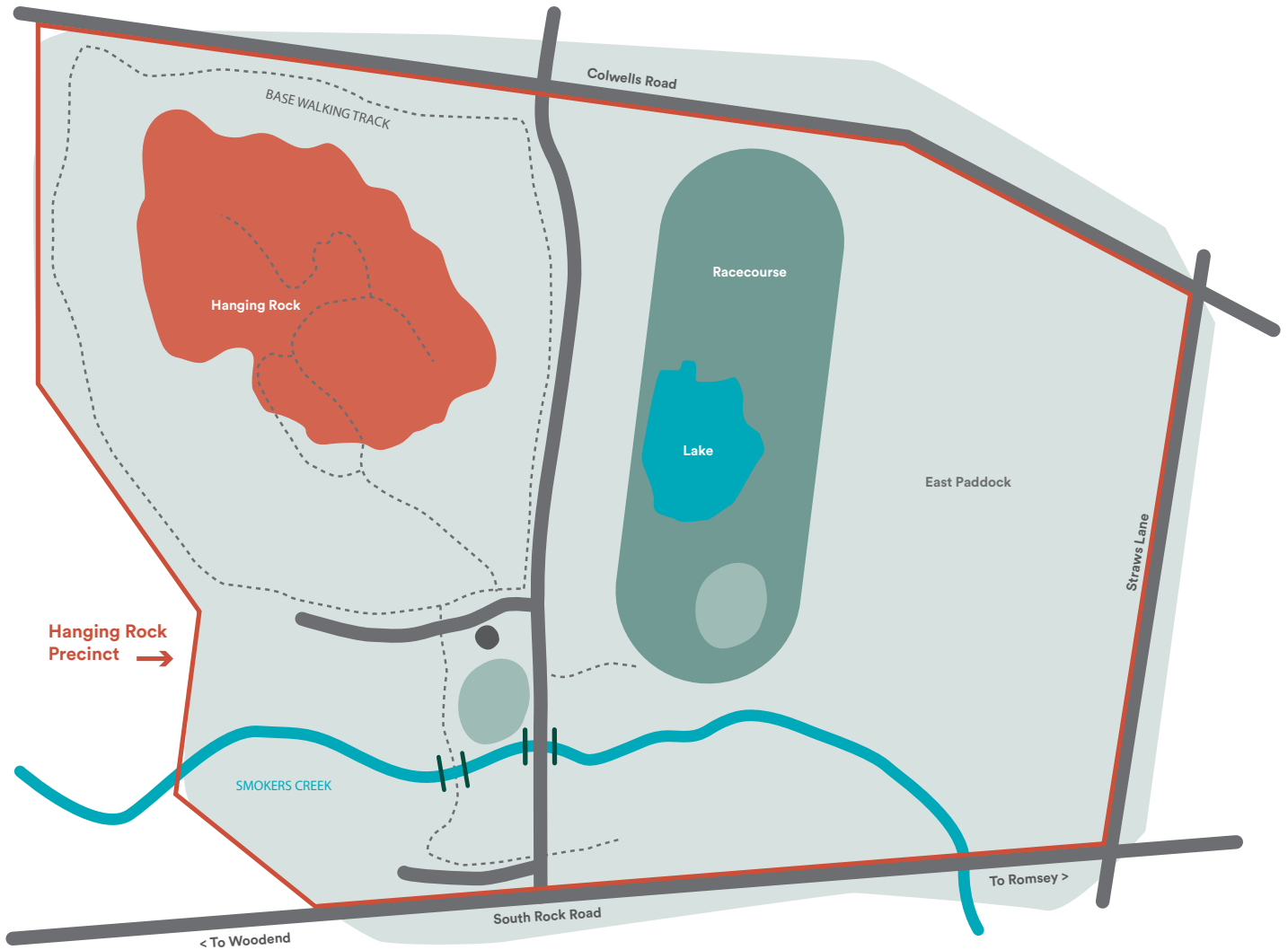
Council

Macedon Ranges Shire is the Committee of Management for the reserve and owns the East Paddock. Rangers experience the place as part of their work. Many Council officers spend much time in the precinct, to monitor the flora and fauna, work with Landcare groups, organise works, operations activities, events and hold meetings and celebrations.



L. QUEEN MARY'S PROFILE

HANGING ROCK PRECINCT



Site Characteristics

The following describes the key qualities, both subtle and obvious, which contribute to the essence of Hanging Rock and will form the basis for greater analysis in the next stage of the project.

Approaching Hanging Rock: Distinctive, iconic landmark

The height and strong vertical forms of Hanging Rock contrasts strongly with the horizontality of the surrounding countryside making it a distinctive landmark for the area. The colours of the rocks when seen from a distance blended with the colours of vegetation are strikingly beautiful against the sky, particularly at sunrise and sunset.



The Entry and Base : Informal and cluttered

The first impression for visitors is the entry gate, where a lack of strong gateway signage and payment information dilutes the quality of entry experience. On entering, the casual array of buildings and car parking does not appear to have a logical layout. Typical of any reserve that has gradually developed over time, buildings reflect different eras. The hexagonal ladies toilet room and horse racing booth are remnants from the early twentieth century, the cafe kiosk and toilet blocks from the 1960s/70s and Discovery Centre built in 1999. This is evidence of an opportunistic pattern of development, as infrastructure has been added over time when funding was available with no significant one-off investment to bring it together. The buildings are in varying condition with most needing some level of upgrading. The dense trees and other vegetation at the base assists with providing some degree of cohesion to the clutter of buildings. In some cases this screens

activity from the main area such as the tennis courts. There is an informality in the planting palette.

The open lawn area to the west of the main access road appears to be a popular area for informal sports such as football (e.g. a casual kick around) or cricket and general picnicking use. It provides an open sunny area in contrast to the shady, heavily treed remainder of the base area of the Rock.

Wayfinding could be improved to assist the visitor experience. Signage throughout the site is a mix of eras and styles with no consistent branding and some lack of legibility. Key amenities such as toilets are difficult to find. The non-summit walking tracks are poorly sign-posted.

The Visitor Discovery Centre is small in scale and blends in well when viewed from above. However, its location across the main entry path to the key destination, the summit walk, is visually obtrusive at ground level.

The Race Track and East Paddock: Open and sport focused

The eastern section of the site has a very different character with the landscape, opening up at the racetrack. The east paddock is essentially an open paddock with shelterbelt planting. The railing and fencing of the race track forms a visual and physical boundary between the main base area of Hanging Rock and the East Paddock. Currently it does not appear to be part of the main base area, discouraging visitor use. The Race Track sheds and other facilities are in poor condition.

The vegetated area along Smokers Creek forms the natural connection between the main base area of the Rock, the race track area and the East Paddock. This area has no obvious formal walking track and appears to be rarely used by visitors.

The summit walk: Wild and exploratory

As the visitor leaves the base and heads towards the summit, the extent of vegetation increases and there is a more 'bush' like feel. This bushland provides a complementary setting for the Rock, a natural visual buffer to the surrounding open farmland and assists with the experience of immersion in nature. Continuing upwards towards the summit, the irregularity and complexity of the rock formations encourage exploration and provide the sense of getting lost.

The spatial complexity of the Hanging Rock formation means that there are many crevices, which creates the illusion of a spacious place. It is possible to have many people on the rock who have little contact or even awareness of the others there.

The signage of the various rock formations distracts from the sense of wildness but adds a level of interest, with some of the names having an historical basis or interesting story behind them. The 1866 'T Scott' engraving in the rock near the summit speaks of the long history of use of the site.

The spectacular views of the surrounding countryside framed through the rock pinnacles, provide an element of awe and reward for reaching the upper regions. Views are primarily rural, with housing and other small buildings scattered throughout and the distant mountains in the background.



SUMMARY OF BACKGROUND REPORTS

Document	Natural Values	Development
Loder & Bayly 1993	Protecting natural values of the reserve; enhancing the conservation values	Racetrack is an established use Maintain and enhance the existing diversity of recreational activities in the reserve
Hanging Rock Reserve EMP- Practical Ecology, 16 December 2015	Balancing Conservation and Recreation. In the conservation areas, conservation values are prioritised over recreational values, and vice versa. Conservation requirements of the remnant eucalypts need to be considered in the recreational areas. Threatened and iconic wildlife protection and enhancement of habitat	Priority given to maintaining visitor access to the Rock
The qualities of Hanging Rock - extract from Spirit and Earth: setting the scene for experiencing Hanging Rock, by Nathan Alexander, November 1985	Vegetation vital to the place experience	
Hanging Rock Economic Impact Assessment - Final Report - Urban Enterprise, August 2013		
Hanging Rock Development and Investment Plan 2013	Protection/enhancing natural values	Explores development options including large capacity tourist accommodation, spa and conference centre facilities in east paddock* Explores options for upgrading infrastructure for events*
Hanging Rock Reserve Business Plan 2011	Preserve and enhance the Hanging Rock Environment Revegetation and additional management actions	Widespread development options including infrastructure upgrades, new tourist and accommodation facilities and connections to other areas of the region
Victorian Heritage Database Report: Hanging Rock Reserve (Heritage Victoria)	Natural beauty	



The table below presents a summary of findings following a desktop review of the documents listed in Appendix B. For sake of brevity, key values and themes have been grouped into categories covering Natural Values, Development, Landscape Character, History and Additional Themes.

Landscape Character	History	Additional Themes
Protecting geomorphology	Protecting historical elements	<p>Role of reserve in local recreation and tourism of the region and State</p> <p>Promote the educational and interpretive role of the reserve</p>
		<p>Racecourse grassland has ecological values</p> <p>EVC 55: Plains Grassy Woodland, Endangered in the CVU bioregion - Woodland on northern side of rock.</p> <p>EVC 83: Swampy Riparian Woodland, Endangered in the CVU bioregion - Along Smokers Creek.</p>
Vistas, boulders and jutting rocks add to the spatial complexity		
Dominant feature in landscape		
		<p>Reduction in the rates of casual visitors, but a marked increase in the rate of events-based visitors.</p> <p>Hanging Rock plays an important role in Victoria's and the Macedon Ranges region's tourism economy</p>
		<p>Explores revenue opportunities through commercial development options in the East Paddock*</p>
Respecting and enhancing landscape character	Perpetuate the unique culture, history and mystery of the reserve	<p>Tourism and website development, promotional strategies.</p> <p>Financial forecasts and actuals summaries</p>
Exhibiting particular aesthetic characteristics	Importance to Victoria's cultural history	<p>Special for cultural and spiritual reasons. This includes the significance of a place to indigenous people as part of their continuing and developing cultural traditions.</p>

*Options not endorsed or progressed by Council



KEY CHALLENGES AND OPPORTUNITIES

This section provides a summary of the most prominent challenges and opportunities arising from stakeholder engagement responses and a desktop review.

The primary recurring challenges in documents reviewed, and participant responses, thus far, relate to human impacts and retaining the intrinsic values of Hanging Rock. Balancing existing and future uses of the site with that of the environmental, physical and natural elements, including the vistas, flora, fauna, vegetation communities, geomorphology, and the overall place experience are the main concerns expressed. Interestingly, these concerns have been much the same for over a century, since the place became a popular destination for hosting large events and races.

A more recent concern, heightened by the release of the Hanging Rock Development and Investment Plan, is the future use and development of Hanging Rock Precinct. It must be noted however, that the initial findings from desktop review and stakeholder engagement point to a cohesive set of values shared by most, if not all, stakeholders. The most important concerns expressed relate to Hanging Rock's environmental values and natural elements.

The opportunity arising from this process is harnessing the community's passion, values, and high level of interest to make Hanging Rock a better place. Taking this into account, a clear narrative and vision based upon these critical attributes can be used to guide the masterplan. Additionally, these shared values will help bring disparate stakeholder groups together, allowing new partnerships to form, benefitting Hanging Rock's future.

Funding and ongoing financial sustainability is another recurring challenge apparent in engagement responses and documents reviewed. A number of factors need to be

considered in viewing this challenge including:

- The day-to-day management costs of Hanging Rock
- The investment required to manage weeds and pest animals and enhance the natural environment
- The investment required to address infrastructure requirements
- The existing direct sources of revenue through entry fees, shelter hire, events and so forth
- And the broader economic benefit that Hanging Rock brings to the tourism economy of the region

Economic forecasting points to a future deficit in revenue and increased expenditure. Additionally, it is difficult to forecast actual incomes without a clear program of upcoming events. This is especially important for the larger events; potentially contributing enough revenue to fill a future income gap. The financial sustainability of the Hanging Rock precinct will be explored in the future stages of this project.

Other emergent challenges include aging buildings and sporting facilities and concerns about overdevelopment in the area surrounding the precinct. Moreover, the car park ticketing system, entry fees for local residents, viability of the sports clubs, and improving the overall visitor experience are additional challenges. Opportunities around showcasing the region's foods and expanding the food diversity available at Hanging Rock were also frequently expressed.

Fig. 1. Income 2014 - 2015 FY

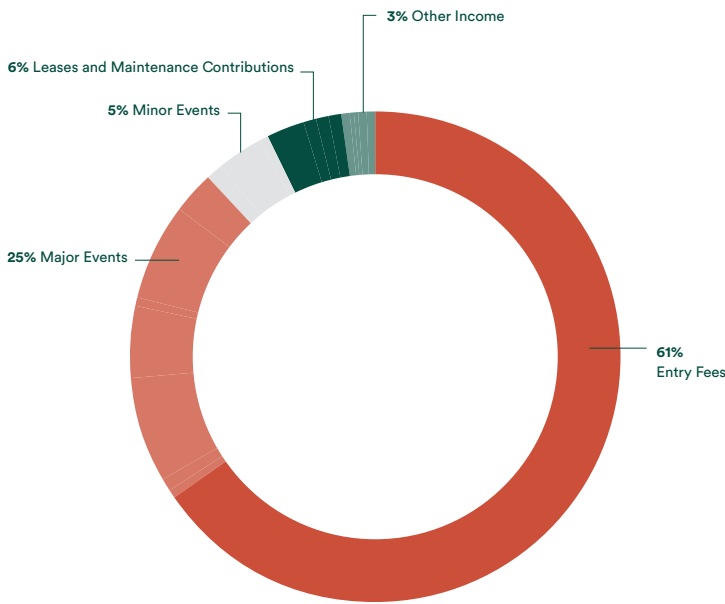
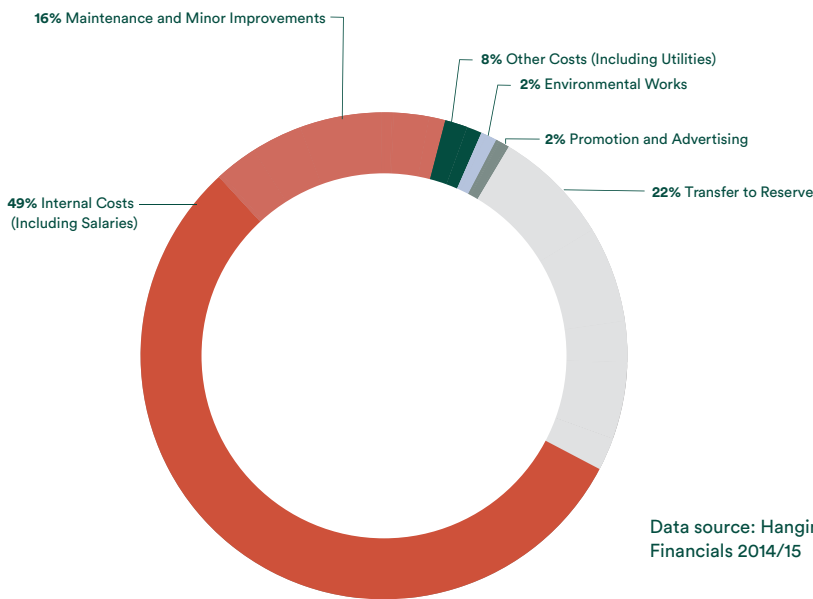


Fig. 2. Expenditure 2014 - 2015 FY



Data source: Hanging Rock Financials 2014/15

In addition to current income streams, DELWP is providing \$250,000 annual funding over four years towards annual maintenance.

To date this has been used to undertake the following improvements:

- Facility upgrades focused on the refurbishment of two of the seven toilet blocks
- Environmental works
- Road and path maintenance

This funding has allowed for these maintenance works and improvements to be expedited.

These improvements will continue, guided by the outcomes of this master plan process.



Turning challenges into opportunities

A useful way to approach challenges is to consider how they can become opportunities. A clear message that emerged from engagement and desktop review is that most of the concerns about the future of Hanging Rock are closely aligned. This provides an avenue for uniting the hitherto divergent stakeholder groups. Viewed through a positive-action lens, a summary of challenges and concomitant opportunities that emerged from stakeholder engagement is provided below.

Balancing user experience and environmental values/needs

Related opportunities:

- Improving biodiversity and environmental values on the Rock and eastern paddock and providing more environmental educational opportunities
- Strengthening Hanging Rock as a tourism destination through improving the natural experience and promoting the rock as an environmental asset
- Reviewing location and logistics of events to minimise environmental impacts
- Reviewing building and infrastructure locations as part of potential upgrade and to investigate whether this could enhance environmental values and use of site
- Providing more information about additional activities in the region so that Hanging Rock becomes part of a broader regional tourism experience
- Managing the reserve to limit erosion and visitor/user impacts on the environment

Divergent parties and stakeholders

Related opportunities:

- Supporting community involvement and interest: By tapping into the wisdom and passion of the community and various stakeholders in development of the Master Plan
- Gaining a clear vision that unites stakeholders

Funding, resourcing and ongoing economic sustainability

Related opportunities:

- Creating self sufficiency, regarding funding and management
- Sourcing funding for larger infrastructure improvements.
- Long term financial planning

Existing, tired infrastructure, food offer and overall visitor experience

Related opportunities:

- Improving buildings and infrastructure
- Better reflecting local region in food offering, extending quality and opening times
- Providing additional activities and things to do in the region and the precinct
- Improving legibility of site through signage, landscaping and site planning

Ticketing and entry costs

Related opportunities

- Reviewing ticketing system
- Exploring discounted events for locals

Providing viability for sports clubs

Related opportunities:

- Encouraging sporting clubs to partner with other stakeholder groups
- Promoting special sports events that celebrate the unique location

DRAFT VISION

Celebrating the spirit of this mysterious, iconic piece of Victoria, Hanging Rock is a key place of gathering, which showcases the best of the Macedon Ranges region.



DRAFT PRINCIPLES

Engaging with nature

The environmental values of the reserve have been enhanced, habitat for wildlife has been extended and the overall experience of the place is improved. There are numerous opportunities to be physically and intellectually engaged through diverse activities and environmental education.

Socially and culturally connected

Indigenous stories are embedded in this place, while culture and history are celebrated. Sports, picnics, markets, events and celebrations continue to make this a special gathering place.

Immersive and experiential

Capturing the spirit of this place, the stories, mystery and untamed nature of Hanging Rock are embellished. The combination of these elements inspires a sense of adventure, exploration and meaning.

Locally and regionally contextual

Embracing the local, a deeper connection to place for the community has been established, allowing visitors to connect with an authentic experience. Promoting the region and providing a taste of what Macedon Shire Ranges area has to offer is part of Hanging Rock's charm.

Legible and coherent

New infrastructure strengthens the identity of Hanging Rock, forming a coherent narrative that adds to the place experience. The diversity of Hanging Rock is retained. Improved signage and wayfinding make it easy to explore and discover what's around the corner.

NEXT STEPS

Next steps in the Hanging Rock Master Plan process involve further community engagement. This will set the direction for the following stages in which the Master Plan is developed, refined and finalised.



The final Master Plan will then be presented to Council for adoption and provided to the State Government for endorsement. The actions in the Master Plan will then be implemented through Council and community actions.



APPENDICES

Appendix A. Kitchen table conversations - Opportunities and Challenges summary

This appendix reflects the opinions of various stakeholders as expressed in initial discussions during stakeholder engagement 05/07/16 - 06/07/16. Challenges and opportunities suggested will be further explored and tested through the remainder of the process.

Environmental	Challenges	Opportunities
Environmental Management Plan	Perimeter fencing needs upgrade & must include predator proof fencing	Provides good management principles
Walking trails	Visitors on the rock can still 'walk anywhere' to an extent, particularly on top of the rock - good for sense of adventure/exploration, bad for environmental/OHS reasons	Improve base & summit walks Boardwalk around dam could be included as part of a walk Interpretive walks
Dog walkers	Unclear info on where dogs can/can't go; use of leashes etc	Explore popularity of dog walking and whether dogs should be allowed in reserve at all.
Kangaroos	Pose threat to racehorses - race area fenced with full height fencing; Kangaroos have to be shepherded out of race area on race days	Major attraction for tourists - particularly foreign Kangaroo safety zone allowed for in EMP adjacent to East Paddock, provides a safe area for kangaroos on big event days
East Paddock	No permanent infrastructure although being constructed at present. No shade.	Area identified for tree planting
Place		Imposing landmark Bush experience close to Melbourne
Weed/pest management	Rabbits still an issue because they come in from local area.	Many weed species now under control
Environmental management	Resourcing to implement Environmental Management Plan	Friends/Landcare groups assist with revegetating, koala counts etc Environmental aspects should be part of the implementation
Environmental education		Nature Play area - kids already like to play with logs, build bridges etc Could be a 'best practise show site' for Landcare/ rehabilitation Junior Ranger Program
Drainage on the rock	Runoff from asphalt paths causing erosion Visually intrusive drains on top of rock	Use of planting to discourage walking in some areas to prevent further erosion
Views		Protect countryside views
Sustainability		Materials could be re-used on site Review Parks Vic management strategy

Facilities	Challenges	Opportunities
Race Club facilities (2 annual events)	Facilities outdated & in poor condition Facilities shouldn't dominate the space Additional infrastructure has to be taken in and out for race days.	New facilities could be cross-located with other sports club/ community facilities Could assist course & facilities being more a part of the precinct not separate
Parking	Parking pressure during big events	Encouraging car pooling Alternative transport to large events such as buses from Woodend
Cricket Oval (Summer weekends)	Pitch is negatively impacted by car parking for events OHS issues with nets & road access Facilities need an upgrade	Extra parking for events/exhibitors Could be used for movie screening Could host exhibition cricket matches Club facilities hidden from view from Visitors centre area
Tennis Club	Facilities & courts run down and would require major investment to upgrade	Could combine facilities with existing club in Woodend
Petanque club (2 annual events)	Complicated booking process to book own facilities; limited to one night a week; has to close off adjacent parking lot to use as piste	Teams up with other community groups to provide events
Heritage		More acknowledgement of existing older buildings - ladies toilets and race club ticket booth for their historic value
Concerts (2 annual events)		Other activities could be shifted here to take pressure off the main part of the site.
Visitors centre/ interpretive centre	Full visitors centre & café needs an update Current cafe layout doesn't work	
Infrastructure	Challenges	Opportunities
Water	Need to get recycled water pipeline out to irrigate more grassed facilities; current dam supplies mainly racecourse with limited capacity to address other area Sports clubs have no hot water - limits catering/showering usability	Water points in place in East Paddock (toilets)
Enabling infrastructure	General lack of this	
Electricity	Limited night lighting due for environmental management purposes Concerns about light pollution affecting wildlife	Sports Clubs have electricity
Toilets	Sports clubs don't have disabled toilets Not enough toilets across the site, toilet facilities inadequate/not suitable	

Facilities	Challenges	Opportunities
Shuttle services	Out of means for Car day - thus thousands of extra cars being parked on the site.	Used for concerts & race days
Parking	Parking encroaches into riparian area that would otherwise be covered by EMP	
Temp infrastructure		Many events could be serviced with temporary infrastructure; food trucks etc already in use.
Access roads	Driveway needs fixing Better roads to HR	
Visitor Info/ Experience/Access	Challenges	Opportunities
Digital experience	Poor mobile reception	Could develop an augmented reality/app for site map & location info
Ticketing	Locals and sporting facilities find entrance fees a deterrent to their enjoyment of the site Unclear strategy on pricing - who gets charged, how much it should cost etc	Regular 'free' community days at the Rock for locals
Access	Sports clubs use of site restricted by visitor access management requirements Site fenced with entry access costs for all including locals as opposed to other local reserves that have free access	Separate gate for sports clubs to use.
History/heritage		History could be celebrated more, woven into visitor experience
Entry	'Institutional' - uninspiring	
Visitor numbers	Very high visitor numbers on certain days ie public holidays, climb up the rock can be congested. Main site won't support huge numbers of people	
Disabled access	Concerns over making entire site wheelchair accessible will impact environment	
Site access		Cycle/walking track link to Woodend
Legibility	Site needs better legibility	Enhance areas at the bottom of the rock for those who don't want to climb and would prefer to enjoy other aspects of the site.

Visitor Info/ Experience/Access	Challenges	Opportunities
Signage	Mix of signs -no strong branding, signage of base walking tracks unclear	Signage should be enough but not too overt Choice - digital info vs regular signage
Profile		Concerts & events have been great to raise profile of HR
Tourism	Challenges	Opportunities
Users		Friends & family
Accommodation	Accommodation lack in the area	
Tourist information	Not much information provided	Locate tourist information at HR
Partnership opportunities		Sell local produce in the gift shop Rotating cellar door for local producers Local producers to supply event food for sale
Local socioeconomic profile	Many locals have come here to escape city hustle & bustle - don't want to see that brought to the area.	
Traditional Owners	Challenges	Opportunities
CHMP in place for East Paddock	Limits development in this area of the site	
Three indigenous owner groups		Generally have shared experience of the site Could be interpretive layer to the site
Communication	Challenges	Opportunities
	Each club manages their own comms but not necessarily through HR website.	Regular update to stakeholders to keep them engaged/informed Local paper ads
Management	Challenges	Opportunities
Council	There are a number of Council departments that have a role in aspects of Hanging Rock.	Ensure cross departmental collaboration in Hanging Rock management and projects
Land		Long term could look to purchase surrounding land.
Planning		Planning decisions in the local area should be considered in relation to HR Rules & boundaries should apply to local neighbours
Drivers		Identify who is driving development at HR - Council/Community/Tourism

Management	Challenges	Opportunities
Revenue	No transparency on what council wants to spend the money on	Tap into wider revenue not rely on gate fees

Zoning	Zoning of the East Paddock needs to be revisited and considered in relation to the rest of the site	Planning provisions review to follow master planning
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Clear Vision	Challenges	Opportunities
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- Make more of history/heritage aspect
- Enhance sense of place
- Enhance race club opportunities
- Enhance everyday community use
- More middle sized events
- Invite more people to know HR as an ecological reserve
- Preserve sense of wildness
- Inclusive place for all
- Restore & preserve natural values
- Comfortable/relaxed
- Peaceful, relaxing place
- Events to have a similar tone ie craft markets, vintage cars
- Quiet side of the rock/ wildlife
- Low key
- Improve what's there
- See HR resourced & well managed

Events (Current)	Challenges	Opportunities
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Weddings	Venue costs	More could be made of the 'picnicing' at HR - better picnic facilities, picnic's for sale at café
Funerals/Wakes		
Racing		
Camp outs		
Concerts		
Hiking		
Movies		
Craft Market		
Trail running		
Vintage car show		
Picnicing		

**Events
(Possible future)**

Challenges

Opportunities

Overnight accom

Annual camp-outs

Cycling club
camp outs

Tree top experience

Lost trades fair

Art experiences

Photography

Appendix B. Background Report Documents

Hanging Rock Recreation Reserve Management Plan - Loder and Bayly September 1993

Hanging Rock Reserve Environmental Management Plan - Practical Ecology, 16 December 2015

The qualities of Hanging Rock - extract from Spirit and Earth:
setting the scene for experiencing Hanging Rock, by Nathan Alexander, November 1985

Hanging rock Economic Impact Assessment - Final Report - Urban Enterprise, August 2013

Victorian Heritage Registration hearing submission:
Hanging Rock Reserve and Eastern Paddock Macedon Ranges Shire Council, September 2014

Hanging Rock Reserve Business Plan, 2011

Hanging Rock Development and Investment Plan 2013

Victorian Heritage Database Report: Hanging Rock Reserve (Heritage Victoria)

Please note: Further documents will be considered over the course of the project.



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