



Junee Shire Visitor Economy Action Plan

Make Tracks to Junee



Adopted: 16 August 2022
Minute No: 05.08.22



“Visitors are very positive towards Junee.”

EXECUTIVE SUMMARY

Junee is ideally placed with its attractions, geography and climate to further develop and position a strong niche tourism industry that will support a wide range of jobs for residents and strengthen the local economy. It will not only make Junee a desirable visitor destination, but also a great place to live, raise a family and enjoy all the benefits that living in rural Australia has to offer.

Drawing on the State objectives, Junee Shire will be prioritising visitors, providing them with experiences that are both memorable and excellent value for money. To achieve this, obstacles to local businesses must be removed through a coordinated and focused Visitor Economy Action Plan.

Extensive consultations with residents, local business operators and previous visitors have identified that the priorities of any Visitor Economy Action Plan should be the development of new accommodation, the enhancement of the Visitor Information Centre, and product development. This enhancement should rejuvenate and create a greater depth of current offerings while at the same time explore initiatives by thinking ‘outside the square’ and daring to be different.

The vision is that, *“Junee Shire will become well known as a preferred destination for visitors because of its natural beauty, enduring heritage and welcoming community. These factors, together with its unique offerings and attractions, will provide visitors with truly memorable experiences that are both affordable and inclusive.”*

To summarise, this plan will:

1. Strengthen the Shire's existing market base and diversify into new markets to deliver visitation year-round.
2. Address the needs and expectations of visitors by ensuring the required infrastructure, information and services are in place.
3. Attract new operators and investment for the development of tourist attractions, accommodation, and events within the Shire.
4. Set the direction for the marketing and promotion of the Shire's tourism industry.
5. Prioritise actions to ensure the most effective use of limited funds and resources.
6. Maximise the benefits of working with our Regional, State and Federal government partners.

“The most important thing is their experience: that they leave thinking that was awesome!”

CONTENTS

EXECUTIVE SUMMARY

INTRODUCTION

Purpose of the Plan	5
Desired Outcomes	5
Key Stakeholders	5
Council's Role	5

PART 1 - CONSULTATION AND ENGAGEMENT

Interviews with Key Stakeholders	7
Business Roundtable	7

PART 2 - JUNEE'S VISITOR ECONOMY

Local Character and Recreation	9
Events Calendar	11
Accommodation Types	11

PART 3 - MARKET ANALYSIS

Impact of COVID-19	13
Visitor Spending in Junee	14
Junee's Visitor Profile	15

PART 4 - STRATEGIC REVIEW

NSW Government Plans	17
Statewide Destination Management Plan (2019)	17
NSW Visitor Economy Strategy 2030	17
Regional Plans	18
Riverina Murray Destination Management Plan 2018	18
Local Plans	18
Community Strategic Plan (2017): Making Tracks 2035	18
SWOT Analysis	19

PART 5 - VISITOR ECONOMY ACTION PLAN

Strategic Themes	23
Actions and Implementation Plan	24
Evaluation Framework	29
References	29

INTRODUCTION

In June 2021, Junee Shire Council engaged NDP Economic Development to prepare a Visitor Economy Action Plan in consultation with local and regional tourism stakeholders.

Purpose of the Plan

The purpose of the Visitor Economy Action Plan is to provide a clear roadmap for growing the tourism sector over the next three year period. It is intentionally practical and aims to be a strategic framework to guide the actions of both Council and the tourism sector in Junee.

Desired Outcomes

The successful implementation of the Visitor Economy Action Plan will achieve the following outcomes:

1. Attraction of more **visitors** and higher levels of **spending**.
2. Increased number of **overnight stays**.
3. Growth in **jobs** and **businesses** in the visitor economy.
4. Improved participation and **coordination** across Junee's visitor economy.
5. An effective **evaluation framework** to monitor performance.

"It is absolutely Council's role to promote the visitor economy... helping operators to promote themselves."

Key Stakeholders

Junee's visitor economy is comprised of a combination of government, private and not-for-profit associations. Rather than Council acting alone, the responsibility for implementing the actions of the Visitor Economy Action Plan needs to be shared across these groups.

The key stakeholders and delivery partners for the Visitor Economy Action Plan include:

1. Accommodation providers
2. Hospitality businesses
3. Recreational and sporting organisations
4. Industry associations
5. Transport providers
6. Tourism associations and networks
7. Community and volunteer groups
8. Adjacent local councils
9. Destination NSW
10. Education and training providers

Council's Role

Council's role in implementing the actions in the Visitor Economy Action Plan will be categorised according to one of the roles listed below:

1. **Deliverer** – direct responsibility for implementation
2. **Leader** – responsible for coordinating implementation
3. **Partner** – shared responsibilities for implementation
4. **Supporter** – provide material assistance for implementation
5. **Adviser** – provide advice and guidance for implementation

The relevant delivery partner working with Council on each action (where relevant) also will be listed in the implementation plan.

PART 1

CONSULTATION AND ENGAGEMENT

This section outlines a summary of the consultation and engagement process undertaken in preparation of the Visitor Economy Action Plan. It involved site visits to important locations within Junee, interviews with key stakeholders including adjacent council areas, and a workshop with industry representatives to discuss priority actions.



Site Visits

Site visits were conducted on popular sites within Junee LGA such as the Junee Licorice and Chocolate Factory, Athenium Theatre, Junee Railway Roundhouse, Junee town centre, Junee Aquatic and Leisure Centre and a variety of restaurants and pubs. Popular visitor sites were also visited in the surrounding LGAs of Temora, Coolamon and Wagga Wagga. This was done to gain a firsthand experience and observe other people's customer experiences of these venues.

Interviews with Key Stakeholders

Key stakeholders were contacted for one-on-one interviews. Their feedback was recorded and considered in the preparation of the plan. The stakeholder list included:

- Coolamon Shire Council
- Destination NSW
- Junee Bowling Club
- Junee Licorice & Chocolate Factory
- Junee Motor Inn
- Junee Ex-Services Memorial Club
- Junee District Historical Society
- Junee Tourist Park
- Red Cow Hotel
- Regional Development Australia
- Roundhouse Museum
- Temora Shire Council
- The Crossing Motel
- Wagga Wagga City Council

Interview questions:

1. What do you think is the 'target market' for Junee's visitor economy?
2. What do visitors most enjoy doing when they are in Junee?
3. What could be done to improve visitors' experience of Junee?
4. What could be done to better promote Junee to potential visitors?
5. What do you think is Council's role in supporting the visitor economy?

Business Roundtable

On 19th July 2021 key stakeholders from Junee's visitor economy, surrounding councils, regional economic development agencies and government agencies were invited to participate in a business roundtable discussion. The purpose was to report back on emerging issues and to hear their views on how best to grow the visitor economy.

"Tourists like to plan their trip before they arrive. Businesses' online presence is generally poor."

"We need a stronger focus on creating bookable experiences."

PART 2

JUNEE'S VISITOR ECONOMY

The purpose of this section is to provide an overview of Junee's attractions, amenities, character, events, and accommodation options. It also outlines a summary of the consultation and engagement process undertaken in preparation of the Visitor Economy Action Plan.



Key Visitor Attractions

Listed below are magnet attractions that are real generators of visitors from outside of the region:

1. **The Canola Trail** – this is not so much a specific site, but a cooperative tourism campaign between Temora, Coolamon and Junee Councils to promote a trail of visitor experiences including views of canola fields across the three LGAs.
2. **Junee Licorice & Chocolate Factory** – this is located at the restored Junee Flour Mill, a historic landmark in Junee. The facility attracts 160,000 visitors per year and produces a range of organic confectionaries that are distributed across Australia. They offer guided tours every hour from 10am to 3pm. It has become one of the most popular attractions in the Riverina Murray region.
3. **Bethungra Spiral** – This heritage-listed infrastructure was built in the 1940's and one of Australia's most significant rail engineering feats of its time. The spiral itself is the only 360-degree rail spiral of its type in Australia. The spiral viewing platform allows people to watch as the trains pass over and through the tunnel.
4. **Roundhouse Railway Museum** – When officially opened in September 1947, the New South Wales Government Railways claimed it was the "largest roundhouse in the southern hemisphere". The main feature is the unique 100-foot (33 metre) turntable, and 42 bays to house locomotives including the high-roads and machine shop. The Roundhouse is still in use today to maintain and repair rolling stock and locomotives. The associated museum provides an opportunity to explore locomotives and rolling stock from the past and has curated rail related items within a dedicated building.

"Word of mouth is the most critical marketing tool you have."

Local Character and Recreation

The list below contributes to the character and tourism product offering of Junee. While they typically do not attract large numbers of people from outside of the region, they can serve an important role in enticing visitors to extend their stay.

Junee's Visitor Information Centre – Is located within Junee Library. There are a number of other tourism businesses that support and provide visitor information to the public.

Athenium Theatre – Built in 1929, it is one of the most culturally significant buildings within the Junee Shire. The venue is available to be hired for events providing audio visual facilities, commercial kitchen, change rooms, outdoor function area and a huge floor space.

Monte Cristo Homestead – Built in 1884, the historic late Victorian mansion Monte Cristo, is Australia's most famous "haunted" mansion. Today, the mansion, stables and outbuildings double as a museum with an astounding antique collection.

Aquatic Centre – Open 360 days, the Junee Junction Recreation & Aquatic Centre welcomes casual visitors and regional sporting events. It has heated indoor pools (including a fantastic children's pool), a fully equipped gym, with regular yoga, fitness and aquatic classes available.

Junee Golf Course – Junee Golf Course is one of the finest and most challenging courses in rural NSW. It is an 18 hole, 72 par course and is an attractive activity for visitors staying overnight.

Bethungra Dam – Bethungra Dam is a scenic public recreation area for canoeing, sailing, picnics, swimming and fishing. There are also camping and BBQ facilities within easy access.

Junee Railway Precinct - The town's grand Railway Precinct features the railway station and refreshment room built in 1881 in the French Renaissance style. This is where it all began for Junee with the township expanding out from this impressive building. Railway square forms an impressive public space and entrance to the precinct, there's plenty of history to soak up from this location and to plan out other attractions to visitor.

Sandy Beach – Set on the Murrumbidgee River, it is characterised by majestic red gums and home to a wonderful array of native birdlife. It is also a habitat for many aquatic species such as platypus and the endangered trout cod. It has shaded, grassy areas, amenities and a boat ramp making it the perfect picnic spot and **ideal** for camping.

Ray Warren Statue – Unveiled in 2011, the Ray Warren Statue in Dobbins Park honours the legendary Australian sports commentator Ray “Rabbits” Warren who was born in Junee.

Illabo Motorsport Park – This is a speedway licensed venue with a 390m oval dirt track on which Vintage Speedway Vehicle Demonstration events are held. The venue is capable of hosting ‘Motorkhana’ and ‘Autokhana’ events and is affiliated with the Confederation of Australian Motorsport.

Gasworks Garage Museum – This museum has a unique collection of classic Fords, along with other vehicles of interest. You may not see

shiny, perfectly restored vehicles, but all are in their original condition and each one has a special story that brings them to life.

Broadway Museum – Located in the old Heritage Listed Broadway Hotel building, Broadway Museum is the home of the Junee and District Historical Society Inc. It includes exhibits, photographs and documentation dealing with the rich heritage of this rural and railway community.

Parks and Gardens – The parks and gardens in Junee are some of the finest in the Riverina, ranging from formal rose arbours to a regenerated wetland teeming with birds, turtles and frogs. Parks include Memorial Park, Broadway Gardens and Endeavour Park.

Walking Trails – There are a number of self-guided walks around Junee. They provide historic information concerning Junee’s involvement with the gold rush, railways and bushrangers.



“The last Canola Trail guide has been very successful. We go through a box a week.”

Events Calendar

Events are important to the visitor economy as they showcase the town and attract people from outside the area to spend at local businesses. Junee has a calendar of events for a wide range of audiences including music, markets, motorsport, trains, agriculture and sport. Some examples of Junee’s more popular events are listed below.

Junee Poker Run and Blues Night – Held during February, hundreds of bikers visit Junee to attend the annual Junee Poker Run. The event includes an awesome live music program and all proceeds raised go to local causes.

Riverina Schoolboys Football Carnival – Held during August, this regional event attracts Junior Rugby League teams from under 7’s through to under 15’s. It is held across Laurie Daley Oval, Loftus Oval, Burns Park and Junee Showground.

Agricultural Shows The Illabo Show is an agricultural event held during October. It has attractions and competitions such as horse ring events, yard dog trials, Young Auctioneers’ Competition and mini harness racing. The Junee Show is held during October and includes ring events, cattle judging, harness racing, sideshows, arts and crafts, and the Junee Showgirl Competition.

Taste Riverina Festival – held during October Taste Riverina is a collaboration of the region’s food producers and other industry champions. They inspire people in the Riverina and beyond to eat better food by providing opportunities to celebrate, experience, understand and become advocates for locally produced food. This month-long festival takes place throughout the region.

Local Markets – The Junee Rotary Farmers Market is held monthly featuring local produce.

Accommodation Types

Junee has a range of different types of accommodation types such as a caravan park, camping, motels, clubs, pubs and farm stays. The variety of accommodation types will suit different demographics and broaden the appeal of Junee as a sought-after visitor destination.



Camping Grounds



Caravan Park



Motels



Clubs and Pubs



Farm Stays

“Junee is the most popular and well-known town within the Riverina. The missing thing isn’t the attractions... It’s enough accommodation.”

“More caravan parking would be helpful.”

PART 3

MARKET ANALYSIS

This section is concerned with understanding the key trends and factors influencing Junee's visitor economy as part of the broader Riverina Murray region.

Impact of COVID-19

Covid has caused great disruption to the visitor economy across NSW. With the closing of Australia's borders, locations that were typically dependent on international travellers have suffered. Similarly, the closure of state borders has severely impacted domestic tourism.

This situation however has created short-term opportunities for more local travellers. According to figures from Tourism Research Australia, over the period February 2020 to February 2021, Regional NSW overnight spending increased by 45% totalling \$1.1 billion. Visitors over the same period increased 23% and number of nights were up 27%. This upsurge created staff shortages for some regional economies.

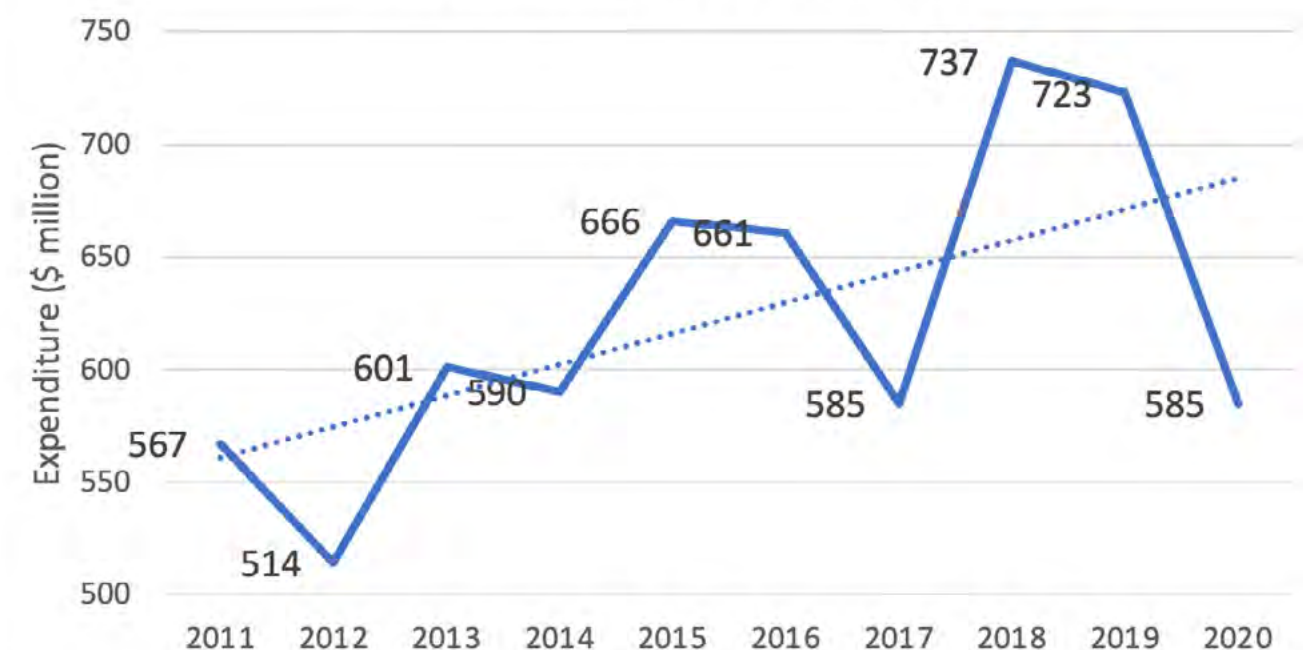
Thus COVID-19 has created a temporary window of opportunity for regional areas to showcase their attributes to domestic travellers that hopefully will create loyal, repeat customers and stimulate increased investment.

Tourism Growth in Riverina Murray

Junee is located on the eastern side of the Riverina Murray region. Figures from Tourism Research Australia suggest that over the last 10 years visitor spending has been trending upward in this region. In 2011 visitor spending was an estimated \$567 million. By 2019 this had grown to \$723 million.

The average spend per 'Domestic Overnight Traveller' is \$367. There is room for growth because the average for regional NSW is \$561. Average length of stay for the Riverina Murray region is three nights.

Riverina Tourism Expenditure



Visitor Spending in Junee

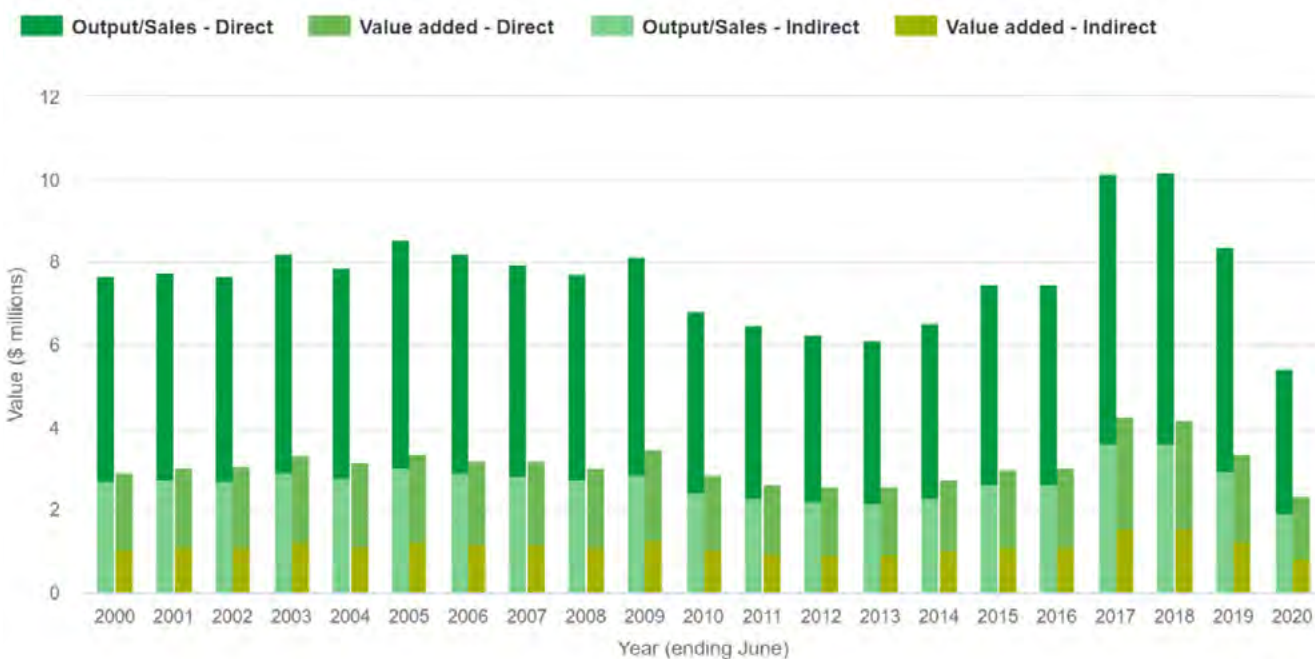
In 2019 Junee’s tourism sector output was approximately \$8.4 million. This dipped in 2020 to a low of \$5.4 million. Hopefully, following the lifting of COVID restrictions, this will return to the long-term average of around \$8 million.

While Junee is well-known for having one of the key attractions in the Riverina, the Junee Licorice & Chocolate Factory, it does not capture a large market share of the Riverina’s tourism spending. Over the period 2016 – 2020, Junee has averaged only 1% of Riverina’s tourism sales. The Junee tourism sector has employed an estimated 30 – 40 people over this same period. It must also be recognised there are many unpaid volunteers who also contribute towards Junee’s visitor economy.

“Junee Licorice & Chocolate Factory is a special place. We’re lucky to have such a well-known attraction in Junee.”

Value of tourism and hospitality

Junee Shire



Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id informed decisions

.id informed decisions


Junee’s Visitor Profile

According to feedback provided by Junee’s tourism operators, visitors to Junee typically fall into one or more of these four categories:

1. **Day trippers** – shire residents and residents from regional shire councils within a 120-kilometre radius of Junee Township.
2. **Regional travellers** – including “grey nomads” and predominantly Australian residents exploring the intrastate/interstate hinterland or undertaking packaged holidays that include, for example, the Riverina and the Canola Trail.
3. **Visiting friends and family (VFF)** – can include local, regional, intrastate, interstate, and overseas visitors.
4. **Itinerant workers** – predominantly in the railway, abattoir and agricultural sectors.

“One of the complaints is you’re unlikely to get a coffee in town after 3pm.”





PART 4

STRATEGIC REVIEW

Every effort has been made to ensure the Visitor Economy Action Plan aligns with the relevant state and local strategic plans. This is essential for the development of mutually beneficial partnerships and maximizing funding opportunities where available.

A brief review of the most relevant strategic documents is outlined below:

NSW Government Plans

Statewide Destination Management Plan (2019)

This plan is intended to provide a high-level framework to achieve alignment across NSW and assist coordinated delivery of the vision and goals for the NSW visitor economy. It identifies local and state strengths and unique points of difference, as well as areas of commonality across the regions. It is intended to be used as a reference tool to further develop the NSW visitor economy and respond to market changes.

Of relevance to the Visitor Economy Action Plan, some of the key future trends identified in the plan that will likely feature in Junee's visitor economy include:

1. **Experiential travel** – Increasing numbers of travellers will search for immersive, authentic, educational, local experiences.
2. **Caravanning and camping** – The desire for authentic experiences will drive demand for exploring destinations on caravanning and camping holidays.
3. **Multigenerational travel** – The trend in multigenerational travel will continue, as families use their holiday time to bond and create memories together. This will influence the type of customer experience they are seeking.
4. **Digital** – Digital technology will continue to advance, facilitating all stages of the customer journey and experience, e.g., search, bookings, payments, augmented reality, real time translations etc.
5. **Social media** – Social media and user-generated content will continue to be key and can present opportunities for destinations that optimise them well.

NSW Visitor Economy Strategy 2030

This strategy was written in the context of COVID-19 when the visitor economy of NSW was in crisis. This update strategy was intended to aid recovery in the near term and turbocharge visitor economy growth when travel patterns resume their normal rhythm.

Of relevance to the Visitor Economy Action Plan, the guiding principles of the strategy are as follows:

1. **Put the visitor first**
2. **Accelerate digital innovation**
3. **Lead with our strengths**
4. **Move fast, be responsive and agile**
5. **Collaborate with industry and government**

These guiding principles have been adopted and applied in the vision, objectives and actions in the Visitor Economy Action Plan.

“We are much stronger when we work with our neighbouring councils and tourist operators than if Junee stands alone.”

Regional Plans

Riverina Murray Destination Management Plan 2018

The Riverina Murray Destination Management Plan was prepared in 2018 to guide and assist growth in the region's visitor economy.

A set of nine strategic development themes were developed to respond to the issues and opportunities for the region:

Theme 1: Major Centre Development – Develop the major regional centres to support a diverse visitor economy and projected visitor growth.

Theme 2: Nature-Based Tourism – Utilise the region's natural assets to develop nature-based and recreational tourism experiences.

Theme 3: Rivers and Waterways – Improve visitor access and experience to major rivers and lakes to increase water-based activities.

Theme 4: Food and Agritourism – Leverage the region's agricultural strengths by encouraging the development of contemporary food experiences.

Theme 5: Major Touring Routes – Harness the region's major transport corridors to develop easy to navigate touring routes.

Theme 6: Sport and Recreation – Unlock the strong sporting culture and infrastructure of the region to develop recreational experiences and attract major sporting events and carnivals.

Theme 7: Festivals and Events – Developing a coordinated approach to festivals and events with a focus on increasing the business event and conference market.

Theme 8: Accommodation – Improve and diversify the range of accommodation in the region to align with contemporary market demands.

Theme 9: Infrastructure and Servicing – Ensure that investment in key infrastructure and visitor servicing keeps pace with visitor growth and expectations, including online marketing.

These strategic themes have been embraced and adapted to suit the needs of the Visitor Economy Action Plan.

Local Plans

Community Strategic Plan (2017): Making Tracks 2035

This is the plan of council that guides all operations and activities.

Vision

"Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity."

"The Bethungra Spiral where the train goes through the mountain is a hidden secret."

"Getting the word out means getting it on Social media."

Community values:

Proud and welcoming – We are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

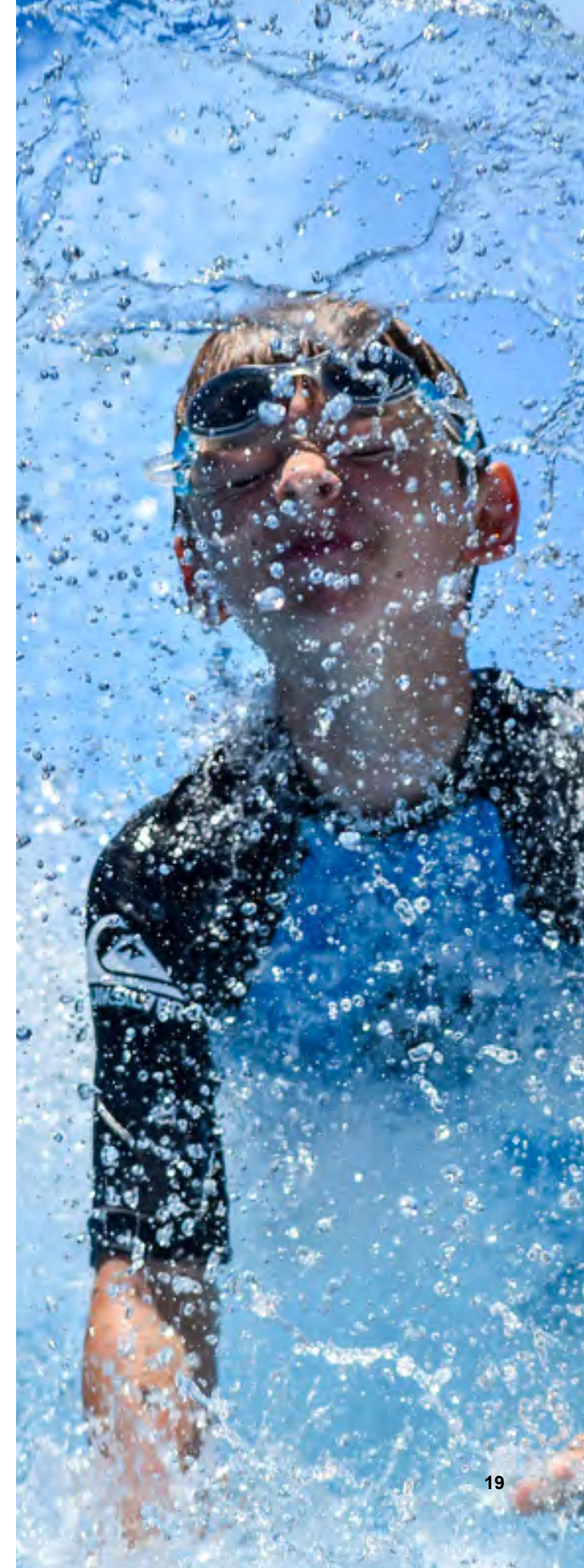
Innovative and progressive - We welcome new ideas, and we seek to make changes that will improve the lifestyle to our community.

Inclusive - We have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

Leadership and wisdom - We listen and act; we are prepared to take tough decisions in the best interest of the future of our people, our place and our economy.

SWOT Analysis

The SWOT is a result of analysis of stakeholder engagement and research. It has been intentionally reversed so Junee's perceived strengths and weaknesses are expressed in response to market opportunities and threats.



Threats	Opportunities
<ul style="list-style-type: none"> • Future lockdowns in Sydney & Melbourne could severely disrupt visitor numbers. The climate of uncertainty makes it a more volatile and riskier climate for investors. • Popularity of nearby attractions drawing away visitors e.g. Temora Aviation Museum (in reality this is less likely as nearby attractions are complementary) • The exposure and reach of social media can damage the reputation of a key venue or destination very quickly. • The visitor economy is becoming increasingly competitive and sophisticated to attract consumer spending. This requires greater coordination, effort and resources to be successful. • Improving Junee's visitor economy requires a high degree of coordination and cooperation by many stakeholders working together on product development and promotion. • Events typically require significant support from local unpaid volunteers. There is a risk of volunteer fatigue and burnout with volunteers required to support too many events. • Junee has a small resource base so it must be very selective in focussing efforts. • There is a 'chicken-and-egg' scenario of venue owners wanting to see the market grow to a size that justifies further capital investment. Limited capital reserves and the need for cashflow may prohibit expansion plans. • Venue operators will become discouraged if they do not see quick return on their investments following capital upgrades and promotion. • Junee has a relatively fixed number of experiences and sites. This is a challenge to repeat customers who crave dynamic, changing product offerings that larger towns / cities can offer. 	<ul style="list-style-type: none"> • Junee has strong capacity for future growth. • People are looking for authentic and historic experiences rather than copy more generic mass-produced offerings. • Interest in caravanning and camping has surged since the COVID-19 pandemic. • There is likely to continue to be strong demand for experiential, family-friendly holidays into the future. • Digital communication platforms including social media have the potential to cost-effectively promote Junee's visitor attraction with greater reach. • Junee has a low proportion of the total Riverina visitor economy spending. This is a growing market, so the growth potential is large. • Junee currently has a low proportion of overnight stays. There is significant growth potential. • Customers can be invited to join in the promotional effort and word-of-mouth efforts to promote Junee, the Canola Trail and the Riverina. • Joining nearby towns / cities in the Riverina region to market an integrated regional experience for typical visitors via the Canola Trail e.g. Coolamon, Temora and Junee. • Junee's proximity to Wagga Wagga creates a range of opportunities e.g. partnering with Wagga Wagga businesses to offer complementary experiences for visitors or conference delegates and their partners. • Create 'bookable products' e.g. experiences / packages that can be viewed, planned for and booked online by prospective visitors before they arrive in town. • Riverina does not have many options for live music venues. This gap in the market can potentially be filled by Junee attracting a new audience / demographic. • Holidaying visitors to Junee can be exposed to the attributes of the town and become future investors / residents. • Junee has smaller complementary visitor experiences (e.g. golf) that could be packaged to entice people to stay for a weekend. • There are new markets in agri-tourism and farm stays that are yet to be explored in Junee (e.g. Hipcamp) • Junee could investigate the potential to market the town for cycling-related tours and events. • Council has invested in the camping grounds at Bethungra that are yet to be effectively promoted.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Junee is a historic town with many stories, heritage items and unique architecture. • The Athenium Theatre has been restored with further renovations planned that will provide an excellent venue for events and productions. • Junee Licorice & Chocolate Factory is one of the most popular venues in Riverina Murray attracting approximately 160,000 people per year. • Junee Roundhouse Railway Museum is an iconic and amazing facility that a whole generation of potential visitors know very little about. • Junee has an abundance of sporting fields, camping grounds and space to accommodate a wide variety of events and festivals. • Junee Lamb (abattoir) – products are shipped interstate and provides many local jobs. • Owners & operators of Junee's visitor attractions are engaged in & committed to initiatives to help the town thrive. • Town centre is aesthetically pleasing and fitting for a small country town. • Local Council is engaged with the business community and open to attracting more visitors to town. • Close to Wagga Wagga (30 min drive) which is a major attractor of people (mainly for business, education and medical purposes). • A midway location between Sydney and Melbourne by road and rail. • Very popular destination for grey nomads with caravans, particularly with an interest in rail history. • Fairly popular with young families, mainly to visit the Licorice & Chocolate Factory. • Train-based events (e.g. steam train) have a long track record of attracting crowds. 	<ul style="list-style-type: none"> • Junee's current visitor economy experiences and venues are poorly coordinated (e.g. open at inconvenient times). • Junee's tourism operators / groups have low-level of competency in digital and social media marketing for the visitor economy. • Many of Junee's visitor economy experiences are run by volunteers. This limits opening hours, training and service provision. • There is a low-level of 'bookable experiences' available online. • Junee has developed a reputation as being a place that you pass through – e.g. buy something from the Junee Licorice Chocolate & Factory and keep going. • Junee is a small town, and it may be hard to convince people there is more to see, learn and experience. • Few genuine visitors travel only to Junee, usually as part of a wider regional trip including the neighbouring towns. • Not enough things to do and see in town to keep visitors engaged for more than a whole day. • Not enough total accommodation and variety (e.g. high-end) particularly during peak periods. • There are limited number of high-end and diverse food offerings in Junee. • Bethungra Rail Spiral is relatively unknown and poorly signposted. • There are few (if any) designated and promoted lookout points for canola fields in Junee. It is difficult to directly commercialise this experience into an outstanding visitor attraction.

PART 5

VISITOR ECONOMY ACTION PLAN

Junee Shire will become well known as a preferred destination for visitors because of its natural beauty, enduring heritage and welcoming community. These factors, together with its unique offerings and attractions, will provide visitors with truly memorable experiences that are both affordable and inclusive.

“We can’t rely on our Visitor Information Centre. Every business needs to promote all that Junee has to offer.”

Strategic Themes

All the actions in the strategy will be grouped according to the following themes. These themes help to organise actions in logical groupings.

Theme 1: *Signage and Customer Service*

This theme is concerned with signage and information at key junctions and touring routes that feed into and through Junee Shire. When people arrive at Junee they need to be greeted by a well-presented town and friendly customer service, particularly at the Visitor Information Centre, that creates good first impressions and encourages weary travelers to stop, relax and discover.

Theme 2: *Product and Place Development*

This theme is concerned with developing Junee’s attractions to provide a compelling reason to visit the area and encourage people to stay overnight. This will involve leveraging the Canola Trail, exploring further activity-based experiences and promoting iconic ‘must see’ locations.

Theme 3: *Events and Festivals*

This theme is concerned with the important role events play in attracting visitors and the level of vibrancy in town. Events create opportunities to bring people together and create memorable experiences. Events are a motivation to visit an area and increase awareness among target audiences.

Theme 4: *Accommodation and Infrastructure*

This theme is concerned with ensuring that infrastructure, accommodation, amenities and services are in place to support the growth of the tourism sector. Junee needs to increase the amount and range of accommodation choices that meet the needs and expectations of visitors including the ability to book online.

Theme 5: *Marketing and Promotion*

This theme is concerned with stimulating Junee’s visitor economy with effective marketing and promotion. The main marketing and promotional activities undertaken by Council include cooperative marketing campaigns, visitor guides and online content.



Actions and Implementation Plan

Signage and Customer Service Program			
#	Action	Council Role	Delivery Partner/s
1.1	In partnership with other LGAs along the route, increase signage and promotion of the Canola Trail and associated attractions.	Partner	Adjacent councils, Transport NSW, landowners, Destination NSW
1.2	Explore opportunities to increase signage at key road junctions outside of Junee, Temora and Coolamon ahead of important turnoffs.	Leader	Other local councils, Transport NSW, Destination NSW
1.3	Conduct an audit of the amenity of entrances to Junee such as signage, general visual aesthetics, tree planting, and main street maintenance.	Deliverer	Council
1.4	Work with property owners to ensure business shopfronts are clean and maintained.	Adviser	Landowners and businesses
1.5	Conduct an audit of signage to ensure there is sufficient direction for key sites such as caravan park, camping groups and key attractions.	Leader	Transport NSW, Destination NSW
1.6	Clearly mark the location of the Visitor Information Centre and review the opening hours.	Deliverer	Transport NSW, Destination NSW
1.7	Provide training for Visitor Information Centre volunteers / staff and consider a full-time paid supervisory position.	Deliverer	Destination NSW
1.8	Update the information resources provided at the Visitor Information Centre.	Partner	Local tourism operators
1.9	Prepare a set of key performance indicators to track the performance of the Visitor Information Centre and conduct visitor surveys.	Adviser	Local tourism operators
1.10	Conduct a feasibility study to determine the best future location of the Visitor Information Centre in terms of reaching new visitors.	Partner	Destination NSW, local tourism operators

Product and Place Development Program			
#	Action	Council Role	Delivery Partner/s
2.1	Encourage a more entrepreneurial use of the Athenium Theatre to expand into untapped markets – e.g. Live Music.	Supporter	Live Music NSW, Destination NSW, Friends of the Athenium
2.2	Investigate what is required to bring Monte Cristo back to an attractive site for visitors.	Adviser	Landowners
2.3	Consider developing a scenic drive route in and around Junee with designated stopping / viewing points.	Adviser	Landowners, Canola Trail members
2.4	Work with local aboriginal groups to investigate if there is a market for Aboriginal guided walking tours.	Supporter	Local Aboriginal groups
2.5	Investigate a package of outdoor / active visitor attractions in Junee such as cycling, fishing, nature walks, parks and canoeing.	Supporter	Local tourism operators, Destination NSW
2.6	Support and create experiences that utilise the historic and heritage buildings in town.	Adviser	Landowners, Destination NSW, Canola Trail members

Events and Festivals Program

#	Action	Council Role	Delivery Partner/s
3.1	Prepare an information sheet that supports people in the community considering starting events to support the visitor economy.	Adviser	Local tourism operators, Destination NSW, Canola Trail members
3.2	Provide an up-to-date database on event venues with contact details on Council's website.	Deliverer	Landowners
3.3	Develop an interactive events calendar with information on selected Junee events that are suitable to promote to visitors.	Supporter	Event organisers
3.4	Review all local events and determine those events that have the potential to become larger regional events.	Supporter	Event organiser, Destination NSW
3.5	Aim to leverage and capitalise on Junee's existing sporting events and encourage attendees to experience the offerings of the town and have an overnight stay.	Partner	Event organisers
3.6	Determine what sort of business events and conferences might be suitable to be held in Junee (e.g. Rail conferences) as a source of business tourism.	Partner	Conference organisers

Accommodation and Infrastructure Program

#	Action	Council Role	Delivery Partner/s
4.1	Conduct an audit and needs analysis of existing accommodation options and capacity in Junee.	Leader	Accommodation providers
4.2	Review the current caravan park and camping ground offerings and determine how to increase appeal (e.g. improved amenities).	Deliverer	Caravan Park lessee and operator
4.3	Explore what agritourism and farm stay options might exist in Junee (e.g. Hipcamping).	Supporter	Landowners
4.4	Ensure local roads, foot paths and cycleways are well maintained.	Deliverer	Transport NSW
4.5	Investigate the feasibility of a designated Canola Viewing Platform in Junee.	Leader	Canola Trail members, landowners

Marketing and Promotion Program			
#	Action	Council Role	Delivery Partner/s
5.1	Junee Shire to continue to promote and be actively involved in the Canola Trail Promotions Group.	Partner	Canola Trail members
5.2	Conduct an online audit of all the available information on Junee's visitor economy to ensure it is up to date and consistent (e.g. Destination NSW website and Canola Trail etc.)	Partner	Canola Trail members, Destination NSW, local tourism operators
5.3	Consider exhibiting a stall about Junee at camping and caravan shows, particularly in capital and major cities around Australia.	Leader	Local tourism operators
5.4	Develop a photo and video library for visitor economy marketing purposes.	Partner	Destination NSW, local tourism operators
5.5	Consider engaging additional skills in social media to manage Junee's online and social media presence for the visitor economy.	Leader	Destination NSW, local tourism operators
5.6	Support training initiatives to upskill tourism operators with their online presence to allow for more bookable experiences.	Supporter	Destination NSW
5.7	Consider opportunities for greater regional collaboration on group marketing efforts.	Adviser	Temora Shire, Coolamon Shire, Wagga Wagga, RDA Riverina, Destination NSW
5.8	Consider refreshing Junee's existing tourism branding and roll out across all platforms.	Leader	Destination NSW, Canola Trail members
5.9	Prepare a concise brochure that outlines a suite of recreational things to do over a weekend (e.g. golf, swimming etc.) to encourage more overnight stays.	Partner	Local tourism operators, Destination NSW

Evaluation Framework

Annual Indicators of Junee's Visitor Economy		
#	Indicators	Source
1	Number of overnight stays	ID Economy
2	Social media	Online metrics
3	Customer satisfaction	Survey
4	Tourism jobs	ID Economy
5	Tourism business	ID Economy
6	Visitor spending	ID Economy
7	Events	Council
8	Accommodation (beds)	Council

REFERENCES

Destination NSW, Riverina Time Series Information, <https://www.destinationnsw.com.au/wp-content/uploads/2021/02/riverina-time-series-ye-sep-2020.pdf>

Destination NSW, Tourism Facts and Figures, <https://www.destinationnsw.com.au/tourism/facts-and-figures>

Destination NSW, Tourism Research Resources, <https://www.destinationnsw.com.au/wp-content/uploads/2020/12/tourism-research-resources.pdf>

Destination NSW, Visitor Economy Strategy 2030, <https://www.destinationnsw.com.au/wp-content/uploads/2020/12/nsw-ves-2030.pdf>

Destination NSW, Wagga Wagga LGA, <https://www.destinationnsw.com.au/wp-content/uploads/2017/02/Wagga-Wagga.pdf>

Destination NSW, Westpac Tourism Expenditure Model, <https://www.destinationnsw.com.au/wp-content/uploads/2021/04/dnsw-westpac-tourism-expenditure-monitor-feb-2021.pdf>

Hipcamp Australia, website, <https://www.hipcamp.com/en-AU>

ID, Junee Economy ID, <https://economy.id.com.au/junee/>

Junee Shire Council, Community Strategic Plan, https://www.junee.nsw.gov.au/f.ashx/CSP_Adopted_22_June_2022.pdf

Tourism Research Australia, Local Government Area Profile, <https://www.tra.gov.au/Regional/local-government-area-profiles>



