CHRISTMAS ISLAND
DESTINATION DEVELOPMENT STRATEGY
2013 – 2018

Christmas Island Tourism Association
Final July 2013
Introduction

Imagine: Christmas Island 2023

A world class tourism destination providing visitors a rewarding and memorable experience based on a unique, rich and healthy environment, culture and way of life

underpinned by a vibrant community, mixed economy, sustainable and effective infrastructure and services with strong governance arrangements

minimising the ecological footprint through local food production, powered by renewable energy, effective waste management systems and strong communication and transport links.

This plan has been developed to provide a pathway for tourism to add value to the economic, social, cultural and ecological fabric of Christmas Island and support future possibilities. This is an ongoing process and involves tourism, industry, government and community leaders in planning for the future and collaboratively developing a vibrant community underpinned by a sustainable diverse economy.

The key goal is to build a strong resilient tourism industry incorporating tourism best practice, embraced by stakeholders, with dynamic and adaptive products and experiences that change with the needs of the visitor and the community as tourism on Christmas Island matures and evolves.

The Christmas Island Tourism Association (CITA) has a key role in destination marketing, providing visitor services and helping facilitate tourism development.
Context

Christmas Island is a small remote Australian Territory approximately 2,650km northwest of Perth Western Australia, 360km southwest of Java and 980km north east of the Cocos (Keeling) Islands. 63% of its 135 km$^2$ landmass is National Park, the remainder is vacant land, mine leases, settled areas and an immigration detention centre.

Christmas Island is internationally significant and recognised for its natural conservation values which include: two Ramsar listed wetlands of international significance; threatened species found nowhere else in the world, including the Abbott’s booby and forest birds; intact coral reefs and other marine environments that support over 600 tropical fish species and threatened marine species, including whale sharks, and the diversity and abundance of land crabs, particularly the estimated 45 million red crabs, which shape and maintain the islands unique rainforests and are famous for their annual breeding migration to the sea.

Christmas Island also supports a rich culture and history. Christmas Islanders celebrate their Chinese, Malay and European heritage through religious and other events, such as Chinese New Year, Hari Raya, Anzac Day, Hungry Ghost Festival and Christmas. The built landscape reflects the cultural diversity and history of the Island. Many of the buildings and built up areas are heritage protected and include mining infrastructure, military sites, temples and buildings of a bygone colonial era. Some of these buildings and sites are in good condition and used, others are in a poor state of repair.

For at least the last 20 years, tourism has been recognised in many reports as a necessary part of the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands economy. Recently the value of tourism to the Christmas Island economy and community has been devalued with the increased immigration activities and the associated pressures on infrastructure, services and people. This view is supported by accommodation and tour operators reporting a reduced number of tourists, the majority of visitors to the Visitor Information Centre are workers, changes in employment opportunities and findings from community meetings in 2011 concerning the impact of the Immigration Detention Centre$^1$.

While tourism is impacted by immigration activities, tourism remains an essential element of the economy. The key nature based tourism attractions are not reliant on immigration activities. Products, services and marketing need to adapt to take into account the ever-changing circumstances presented by the uncertainty and demands of immigration activity and policy. This presents a range of challenges, however, stable flights and quality tourism focussed accommodation are more important long-term drivers for tourism.

$^1$ The findings were discussed at a public meeting in 2011. For further information refer to the Department of Regional Australia, Local Government, Arts and Sport.
The other main economic driver alongside immigration activities, is phosphate mining. The current mining leases were recently extended a further 15 years and are now due to expire in 2034. Mining will remain a key part of the economic contribution for the Christmas Island community. Previous experience shows that mining, within its current footprint, and tourism can co-exist.

In the short term tourism adds to the economic contribution from immigration and mining activities. Tourism has the potential to become a significant contributor to the economy and regain its place in the hearts and mind of the community. Many small islands around the world rely solely on tourism and this is possible with investment and commitment.

**Tourism Today**

Christmas Island is branded as “A Natural Wonder” and together with the Cocos (Keeling) Islands forms “Australia’s Indian Ocean Islands”.

The vision for Christmas Island developed by the community and stakeholders is:

- to be recognised as an eco-friendly, unspoiled and culturally rich island providing a unique, quality tourism experience. This can be achieved by offering a diverse range of natural and cultural experiences, fostering local business opportunities, protecting natural and cultural assets and contributing to a vibrant, sustainable economy.²

The attributes of the ideal visitor for Christmas Island are strongly aligned with those of Tourism Australia’s ‘experience seeker’ target market segment. Experience seekers are well travelled; they value authentic and personal experiences and enjoy interacting with locals. They are long haul travellers who are less affected by the traditional barriers to travel of distance, time and cost and are informed, interested and curious about potential travel destinations. Experience seekers represent around 26-50 per cent of tourists from Australia’s target markets.³

The tourism industry faces many challenges of which CITA has no control and little influence. Locally, immigration activities continue to place pressure on services and people, generate negative press and devalue the input of tourism to the economy and community; it is difficult for investors to access suitable land for development; and there is uncertainty regarding the short and long term futures of the northern and southern air services.

On a broader scale the ongoing global and Australian economic situation, the high Australian dollar and climate change also puts pressure on the tourism sector.

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² The vision was developed at the community and stakeholder workshop for the 2008 Christmas Island Destination Development Report
Although the impacts of immigration activities have been mainly negative for tourism there have been some positive impacts including, increased passenger and freight services, better availability and quality of food, increased patronage of retail and hospitality outlets and potentially positive exposure through word of mouth and social networking by workers. To date, patronage of tours and activities by workers associated with immigration activities has been limited, as people prefer to explore by themselves, relax or attend to chores on their days off. There is scope to increase participation, however, workers do not replace the monetary input of tourists to tourism services. If the infrastructure and services used by the workers were available to tourists, this would generate significant direct return to the Christmas Island economy.

There are a number of challenging areas, which CITA seeks to influence through this plan and can be broadly classified as infrastructure, tourism products and services, marketing and promotion, stakeholder engagement and capacity building.

Despite the challenges a small number of genuine tourists still visit Christmas Island. The number cannot be accurately determined as there is currently no method to collect robust data. However, it is estimated that around 300 – 400 tourists visit per year. This contrasts to estimates of around 800 – 1,000 tourists per year only a few years previously. This does not include around 3,500 cruise ship passengers in 2010 and 2011 who visited Christmas Island for one day.

**Governance Arrangements IOT and tourism**

The governance arrangements for Christmas Island are complex. As a non-self governing territory, the Australian Government provides state-type services either directly, under contract or through service delivery arrangements with the West Australian Government. West Australian laws are applied to Christmas Island. Christmas Island sits in the Northern Territory electorate of Lingiari. Australian Government services such as quarantine, border controls, taxation are provided by the Australian Government. The Shire of Christmas Island provides local government services.

The Christmas Island Tourism Association (CITA) is a small, incorporated, not-for-profit organisation. CITA’s role is to:

- promote and market Christmas Island as a world-class natural and cultural tourism destination to increase visitation;
- help facilitate the development of sustainable tourism;
- represent the interests of the Christmas Island tourism industry;
- promote the interests of the Association and its members;
- provide visitor and member services.

To provide these functions CITA receives funding from the Australian Government, revenue from the Visitor Information Centre (commissions for bookings and sales of souvenirs, gifts and books) and membership fees.
CITA sits outside of the usual tourism framework, due to geographic and legislative constraints. CITA’s functions are usually provided by a range of organisations working together; including local tourism associations, regional tourism organisations and state tourism bodies.

**Destination Development and Management**

“Best practice Destination Management is a holistic process that ensures tourism adds value to the economy, social fabric and ecology of our communities. Tourism can be an economic driver, generating jobs and contributing vibrant lifestyle benefits to our communities. But equally tourism needs to be managed to ensure that it leaves a positive legacy for current and future generations. Importantly the tourism sector needs to ensure that it is considered in the broader context of regional development and that it is recognised for its overall contribution and economic value to the region. To be effective, planning, development and marketing activity must be based on research and the needs of the consumer.”

“Adopting a holistic destination management approach to tourism will ensure that industry objectives are planned and managed to meet the needs and aspirations of the communities of interest and the particular context unique to each destination.

Importantly, one of the key outcomes of holistic destination management is a strong resilient tourism industry with dynamic and adaptive product and experience offerings, that adapt to the needs of the visitor and the community as the destination evolves and matures.”

“Through good destination management you will foster a viable and vibrant tourism business sector which will open up new opportunities across the economy for growth, investment, job creation, cultural and lifestyle outcomes and potential income sources to manage and maintain cultural and natural heritage assets of the destination. Tourism, if well managed, can leverage other sectors of the economy to open up new markets for the products and services on offer.”

“Contemporary tourism planning needs to engage a broad cross section of destination stakeholders. These include community groups, industry associations, all levels of government and the media.”

Development of Christmas Island to be internationally ready for tourism will take significant investment and commitment by the Australian Government, local government, private enterprise and partners. This document is only a step in the process.

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4 Source: The guide to best practice Destination Management developed by the Australian Regional Tourism Network (ARTN)
The Five A’s of Tourism

Tourism West Australia\(^5\) has identified attractions and activities, access, accommodation and amenities as the essential requirements for successful tourism.

Another ‘A’ being Awareness is also included in this plan.

Attractions and Activities
“A tourist attraction is a place of interest that tourists visit, typically for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities.

Attractions are often supported by a range of activities. For example, a beach attraction may have wind surfing, body surfing and surf boarding activities, while a treetop walk attraction may have numerous trails through the surrounding forest area for fauna and bird watching and botany activities.”

Christmas Island is well known for its iconic red crab and unique flora and fauna and offers strong cultural and historical values. Christmas Island has a unique place in Australia’s history and continues to be of national strategic importance. A range of low key, potentially world class activities including water based (scuba diving, snorkeling and fishing), walking and bird watching are offered.

Access
“Transport is needed to physically move tourists from where they live to where they are visiting. Globally, air transport dominates the movement of international visitors. In Australia roads and private motor vehicles serve as significant forms of access. Sealed roads offer greater opportunities for vehicle access. A healthy ground touring sector, either day or extended coach tours, is also required to serve the needs of tourists who prefer not to transport themselves.”

Christmas Island currently has strong airlinks to Perth and the Cocos (Keeling) Islands through Virgin Australia underwritten by the Australian Government. Flights to Asia are on a charter basis. At the time of writing, there are no flights operating to Asia. Many of the roads in the settled area and to key sights are sealed or partially sealed. Other roads are dirt and can only be accessed by 4WD.

Accommodation
“All destinations need accommodation nearby otherwise tourists will have nowhere to sleep. This seems basic enough but investors will only invest in accommodation infrastructure if there is sufficient economic return. Many areas of Australia are blessed with excellent attractions and are readily accessible but (for a whole range of reasons) lack tourist accommodation. In recent years the market has seen a

\(^5\) Source
proliferation of accommodation types from basic camping and backpacking facilities to mega-resorts. Successful accommodation development, more then ever before, depends on building the right type of facility to suit the needs of a profitable segment of the market.”

Christmas Island offers up to 70 tourist beds in a range of accommodation types from small self-contained accommodation and hotels. Other accommodation, including backpackers and lodge style is now fully occupied by fly-in fly-out workers and residents.

Amenities
“Amenities are the services that are required to meet the needs of tourists while they are away from home. They include public toilets, signage, retail shopping, restaurants and cafes, visitor centres, telecommunications and emergency services. Because many of the amenities are government services delivered by local, state and national agencies, a high degree of co-operation is needed, particularly where tourist services may be seen to be competing with the needs of local residents.”

Amenities are provided by private enterprise, community not-for profit sector and governments.

Awareness
Awareness refers to destination marketing, which is one of CITA’s primary purposes as outlined in the constitution and funding arrangements. Destination marketing is “about growing visitor and community awareness and demand for the destination in line with the destination brand. It involves clearly and effectively communicating what’s on offer, the unique proposition both before visitors arrive and once they are at the destination. Marketing and promotion are also about providing a sales opportunity for the destination.

Importantly, marketing should include communication with internal stakeholders and community. This ensures that tourism remains in focus; the destination management process remains a priority; and destination managers can keep abreast of their progress.”

6 Source: The guide to best practice Destination Management developed by the Australian Regional Tourism Network (ARTN)
Swot Analysis based on the five As

A SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project. It involves identifying the internal and external factors that are favourable and unfavourable to achieving an objective. This information is used to develop the Strategic and Action Plans.

This swot analysis is drawn from the 2008 Destination Development Report\(^7\). This report was developed from community workshops and therefore reflects the views of the community at that time. Community consultations to develop the Our Future Christmas Island 2018 Plan and the Regional Development Australia Indian Ocean Territories Regional Plan 2012-2017 have confirmed support for tourism with a focus on a high-yield, low-volume sector of the tourism market which meets community aspirations in protecting the natural environment and celebrating cultures.

Much of the information remains current but has been updated to take into account the changes in the last 5 years. The most significant changes are:

- activities associated with the immigration detention centre and the accompanying media exposure and pressure on people, infrastructure and services;
- Virgin Australia providing air services four days a week between Perth and the Indian Ocean Territories;
- the introduction of a weekly airfreight service;
- increased internet speed and capacity and the development of Wi-Fi hot spots;
- ability for cruise ships to moor at Smith Point;
- improvements to directional signage across Christmas Island; and
- increased population including a fly-in fly-out workforce.

SWOT Analysis of tourism on Christmas Island

*Strengths* - those aspects of the current tourism offer that provide a high quality experience for the visitor (internal factors)

*Weaknesses* – the aspects of tourism that can be improved or that are missing (internal factors)

*Opportunities* – ways in which the tourism opportunities can be enhanced (external factors)

*Threats* – issues that if not addressed will have a negative impact on tourism (external factors)

**Strengths**

*Attractions and Activities*

- The natural environment offers a unique range of endemic species that are easily viewed and accessible on land and under the sea. Christmas Island

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\(^7\) Christmas Island Destination Development Report April 2008 by Planning for People
National Park covers 63% of the landmass, including wetlands of international significance and a small but highly significant marine area that includes much of the islands coral reef systems.

- There is a close alignment of the strategic directions and priorities between CITA and the tourism goals included in the draft Christmas Island National Park Management Plan.
- The social environment is safe, friendly, welcoming and reflective of the Island’s multi cultural society.
- The diverse culture, heritage and lifestyle are reflected in cultural festivals, buildings and sense of community and ‘laid back’ lifestyle.
- The historic and heritage value of many buildings and historical sites have been protected through heritage listing under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC).
- A broad range of activities and unique experiences are on offer including wildlife experiences (e.g. red crab migration, seabirds), diving, forest walks, mine tours, cultural, history.
- Regular visitor activities can be undertaken in a different environment and community reflective of an island and a multi-cultural society such as diving, snorkeling, celebrations and eating out.

Access
- Access to mainland Australia and the Cocos (Keeling) Islands is serviced by Virgin Australia. The service is underwritten by the Australian Government, which provides a level of security for regular flights.
- Local roads are relatively safe with low traffic volume.

Accommodation
- A range of accommodation types, styles and standards are on offer.

Amenities
- The infrastructure includes interesting and unusual buildings that reflect the history and culture of the island.

Awareness
- Strong destination marketing based on Christmas Island Tourism Association Marketing Strategy 2010 – 2015 developed by Icon Tourism. Christmas Island has recently received global and national exposure through Australian Geographic DVD and magazine, National Geographic Great Migrations, Weekend Sunrise, Brian Cox Wonders of Life and the soon to be released BBC Swarm Chasers.

Other
- Through various forums the community has stated its support for tourism.
- The economic, geographic, historic and cultural ties with Cocos (Keeling) Islands and Asia.
- Of national strategic importance.
Weaknesses

Attractions and Activities
- Being a small oceanic island the ecology is fragile. Feral and invasive species and other environmental issues need to be effectively managed to ensure a sustainable environment and tourism industry.
- Many cultural and historical sites are in poor repair.
- Ability to understand and find some attractions is low due to limited signage and interpretation.
- Services do not adequately support tourists’ needs including shopping, entertainment and eating out.
- Limited capacity of, and competition between, current tour providers eg diving, fishing, land based tours.
- Telecommunications do not meet modern day requirements (eg. 2g phone system and slow internet).
- An absence of activities, interpretation and guiding associated with the extensive Chinese and Malay cultures of the island.

Access
- The northern air-service is limited through being operated as a charter. This does not allow for long term scheduling, ability to book on-line or through the global travel agents networks and development of strong inbound tourism arrangements.
- Frequent offloading of passengers and freight on service to and from the mainland due to weather and fuel availability.
- Airport is not equipped to cater for the number of travellers, including residents and the non-resident work force.
- Limited public transport.
- No operating taxi service.
- Limited seaport access in swell season.

Accommodation
- Insufficient beds to meet current demand from tourists and workers.
- Insufficient beds to grow tourism.
- All accommodation needs for various tourism target markets are not catered for e.g. eco-lodge, camping, glamping, backpackers

Amenities
- The appearance of the streetscapes and buildings and perceived lack of pride in the island by the community and major stakeholders.
- Much of the Infrastructure and facilities lack maintenance and are in a poor state of repair including those in the national park, Crown Land, mine and on Shire land sites.
- Limited signage and interpretation on attractions.
**Awareness**

- Global negative publicity from immigration activities ie Christmas Island is no longer known for its natural attributes and some people are scared to visit.
- Lack of awareness amongst many island stakeholders and the community of the attributes and values of Christmas Island as a destination and the potential economic and community benefits tourism could bring.

**Other**

- A lack of a common vision for tourism and the necessary support services for visitors such as coordination of opening hours, hospitality, information, signage, on-line booking services and transport.
- A lack of training and skills development for the workforce focused on the tourism industry.
- Decisions are made by agencies without consideration of impacts on tourism.
- A lack of knowledge within agencies that engage with Christmas Island to develop and promote tourism.
- Inability for Christmas Island to engage in the formal structures for destination development and marketing as set up by Tourism Australia, and other state and regional tourism agencies.

**Opportunities**

**Attractions and Activities**

- National Park and community to generate additional income and knowledge to support the environment, through increased visitation and improved interpretation and signage.
- Potential for increased environmental education activities, for instance through the international school visits over the last few years and the Sarah Shark project of February 2013.
- Innovation in environmental protection, particularly for unique, keystone and vulnerable species.
- Formation of partnerships with key research and educational institutions to increase knowledge and protection of the environment, heritage and culture.
- Evolution of ‘living’ culture to retain authentic experience for tourists and pride by community.
- Development of a historic and cultural precinct based around Tai Jin House and the gun emplacements and extended to the Old European Cemetery (including the former resting place of the Unknown Sailor from the HMAS Sydney).
- Improve, grow and diversify existing tourism services including tours, hospitality technology, retail, entertainment and other services with hours to meet visitor needs.
- Develop a range of new visitor activities and experiences to enhance the overall tourism offer for current and potential markets (including conservation/participation tourism).
- Develop a range of cultural and historical tourism experiences based on the Chinese and Malay cultures and unique history.
**Accommodation**
- Increase, upgrade and diversify accommodation options to match current and potential markets.

**Access**
- Upgrade the airport, improve the processing and comfort of travellers, and provide adequate aviation fuel storage facilities.
- Strengthen the northern air services through regular schedule, ability to access through the travel agency networks and online and wholesale arrangements.
- Ensure ongoing confidence in the southern air service through early negotiations and/or tendering (at least one year prior to expiration of contract) including underwriting a minimum service, online booking arrangements, access through travel agency networks and wholesale arrangements.
- Extend the public transport service to cater for tourists.
- Provide a taxi service.
- Provide alternate sea access in swell season.

**Amenities**
- Improve and maintain island amenity including National Park, Shire and Commonwealth walking trails and supporting infrastructure, streetscapes, buildings, places of worship and cemeteries (including removal of industrial and other waste, containers, sheds, commercial vehicles from the main Gaze Road tourism, retail and residential precinct).
- Support innovation in waste management, renewable energy, and telecommunications (Digital TV 2013, NBN 2015).
- Modernise, upgrade and/or re-use existing facilities and infrastructure including Cocos Padang, Tai Jin House, mine infrastructure (upon expiration of mine leases), CI Club, Skate Park and Tea Gardens (aka Police Padang).
- Develop and maintain new tourism infrastructure and facilities including walking tracks, cycling trails, footpaths, snorkeling trails.
- Rehabilitation and appropriate reuse of minesites.

**Awareness**
- Australia’s Gateway to Asia in the Asia Century; growth of Asian middle class and those seeking nature based experiences.
- Regularly review Marketing Strategy to ensure currency, innovation and value for money.
- Potential new or expanded markets – to explore and evaluate in terms of the experiences and services that would be required to attract them.
- Regularly review internal and stakeholder communication to ensure currency, innovation and value for money.

**Other**
- Training and accreditation – to ensure the high standards of information, service and product sought by target markets is met; the ongoing development of
school based and other training programs to create a sustainable tourism work force and help to retain youth on-island.

- Further develop and strengthen partnerships and collaborative approaches to achieve common goals.

**Threats**

**Attractions and Activities**

- Natural assets – loss of natural assets and the island’s unique point of difference through lack of resources and knowledge for effective management.
- Environment – impacts of climate change and other sustainability and resource use issues.
- Culture – youth and elders moving to the mainland and a general reduction of practicing traditions.
- Lack of documentation and maintenance of cultural and historic sites.
- Failure to attract new investment to provide new and additional activities and experiences (e.g., mountain bike hire and tours, greater capacity for water-based experiences).
- Loss of current activities and experiences.
- Inability to provide the activities and experiences, which meet tourism industry standards.

**Access**

- Lack of tourism growth, restrictions on air services, lack of aviation fuel.
- Loss of northern air service.
- Changes in government policies (including immigration) and funding which support air services, seaports and roads.

**Accommodation**

- Lack of land/land access and investment to support new and diverse accommodation options.
- Lack of clarity for potential developers in relation to the requirements and processes for development assessment and approval processes.
- High costs of construction and maintenance.
- Lack of community support for tourism development.
- Inability to maintain appropriate standards to meet tourism industry needs.

**Amenities**

- Inability to maintain infrastructure to a standard suited to services and tourism industry needs.
- Potential investment - failure to target investment opportunities and lack of clarity for potential developers in relation to the requirements and processes for development assessment and approval processes.
- High costs of construction and maintenance.
Awareness
- Reduction in funding.
- Ongoing negative publicity due to immigration activities.

Other
- Lack of common direction and uncertainty about the future.
- Failure of stakeholders to work together towards a common vision. Stakeholders include government (local and federal), non-government sector, community and private enterprise resulting in disparate vision and commitment to tourism.
- Training and employment – lack of trained personnel and capacity to provide for the necessary skills, employment and business development required for growth. Training is demand driven.
- Community – loss of community values and population through people moving away and additional pressures from immigration activities (eg. less time and willingness to be involved in community activities).
- Business issues – lack of capacity, inability to obtain insurance and finance, attraction and retention of qualified staff and high costs.
PESTEL Analysis

A PESTEL analysis is a tool used to identify and assess the different factors that may affect strategies.

The six factors are: political, economic, social, technological, environmental and legal. These factors should not be seen as independent factors. Factors such as technological advances may affect the social and economic conditions in different markets. Some of these factors have been included in the SWOT Analysis. The information is used to develop the Strategic and Action Plans.

Political factors
- A resident Administrator with direct access to the Australian Government Minister with responsibility for the Indian Ocean Territories.
- Complex governance arrangements, unique to the Indian Ocean Territories.
- Part of the Northern Territory electorate of Lingiari.
- State-type services provided by the Australian Government through Service Delivery Arrangements with the West Australian Government, under contract or directly.
- Uncertainty regarding impact of Australian Government immigration policies.
- A ‘young’ Shire Council.
- Scrutiny through the Joint Standing Committee on the National Capital and External Territories, providing high level political influence.

Economic factors
- Prominent boom and bust cycles, currently dependent on immigration activities, mining and Australian Government funding.
- High employment rate and reliance on ‘imported’ labour including a fly-in fly-out workforce and ‘457’ and working holiday visas.
- High costs of living (many people are subsidised through work based allowances and housing).
- Difficulty to obtain insurance to mitigate risks.
- Small economic base, with low levels of home ownership.
- Reliance on imported goods, with high freight costs partially compensated by GST exemption.
- Difficulties in attracting new investment and permanent residents.
- Uncertainty of immigration activities.
- Phosphate mine leases current until 2034.

Social Factors
- Ageing resident population\textsuperscript{8}.
- Changing cultural mix (impact on cultural tourism).
- Wealth is unevenly distributed.
- Difficult to retain youth.

\textsuperscript{8} Anecdotal evidence as a comparison of the 2006 (median age 38) and 2011 (median age 31) census data does not support this conclusion. The 2011 data is likely to be skewed by the FIFO workforce.
• Segments of the community are highly mobile (e.g. fly-in fly-out workforce, short to medium term contractors).
• Strong volunteer culture.

Technological factors
• Technology does not meet modern standards (internet and telephone systems) which limits innovation, tourism and business services.
• No economies of scale, or competition in service provision.
• Limited capability in technology services.
• Communication reliant on satellites.

Environmental factors
• Climate Change – impacts on land and sea and increase in severity of cyclones.
• Water resource conservation and use.
• Small oceanic island impacted by invasive species and feral pests.
• Reliance on fossil fuels for electricity and transport.
• National Park covers 63% of the island and extends into the ocean.
• Island Wide Recovery Plan under development to manage vulnerable ecosystems and threats across various land tenures.
• Mortality rate of robber and red crabs on roads.
• Lack of innovation in waste management.
• General community support for environmental protection.

Legal factors
• Complex legal regime that applies West Australian Laws as Commonwealth Laws to Christmas Island.
Destination Development Strategic Plan

Purpose of Plan
The overall goal is for tourism, industry, government and community leaders to work together, plan for the future and manage Christmas Island as a tourism destination to build a strong resilient tourism industry incorporating best practice, embraced by stakeholders, with dynamic and adaptive products and experiences that change with the needs of the visitor and the community as tourism on Christmas Island matures and evolves. Strong engagement between stakeholders is required to successfully implement this plan to achieve outcomes. Engaging with stakeholders and implementing the plan are inclusive and continuous processes, which encompass a range of approaches. These approaches depend on the role of CITA in relation to the action and the body responsible for the action. The responsible body/ies has control over the asset, service or product, accordingly CITA is unable to cost many required actions.

In relation to the Strategic Plan, the role of CITA is described as:

**Lead** – CITA is the responsible agency for implementing this action. CITA will engage with stakeholders to achieve desired outcome.

**Collaborate** – CITA works closely with the responsible body/ies to achieve agreed outcomes.

**Influence** - CITA has no control over the action and seeks to influence outcome to benefit tourism.

**Support** – CITA has no control over nor influence over the action but supports the responsible body/ies to achieve the desired outcome.

Developing the Strategic Plan
Consultation with key stakeholders is an essential element in the development of the plan and will particularly inform the actions, priorities and measures. Consultations occurred between February to June 2013. The Plan was finalised upon completion of this process, with a final release in July 2013. Actions continued during this period. It is anticipated that stakeholders will use this plan to develop their priorities, budgets and work programs.

Reviewing and Reporting
This Strategic Plan is a dynamic document and will be monitored on an ongoing basis. An annual formal review will be undertaken by CITA in consultation with relevant stakeholders. Following this review a formal report for stakeholders will be provided by CITA. The report will provide information on any significant changes in the previous 12 months, progress on strategic actions and include the latest CITA Action Plan.
## Glossary

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<th>Abbreviation</th>
<th>Description</th>
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<td>ADM</td>
<td>Administrator of the Territories of Christmas Island and the Cocos (Keeling) Islands</td>
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<td>CIDHS</td>
<td>Christmas Island District High School</td>
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<td>CIMS</td>
<td>Christmas Island Tourism Association Marketing Strategy 2010 – 2015</td>
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<td>CIGC</td>
<td>Christmas Island Golf Club</td>
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<td>CINP</td>
<td>Christmas Island National Park</td>
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<td>CINPMP</td>
<td>Christmas Island National Park Draft Management Plan 2012-2022</td>
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<td>CITA</td>
<td>Christmas Island Tourism Association Inc</td>
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<td>CKITA</td>
<td>Cocos (Keeling) Islands Tourism Association Inc</td>
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<td>Com</td>
<td>Community including community groups such as Arts and Culture Christmas Island, Chinese Literary Association, Malay Club, Hash House Harrier (HHH), Cricket Club</td>
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<tr>
<td>DAFF</td>
<td>DAFF Biosecurity (includes quarantine)</td>
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<td>DEC</td>
<td>Department of Environment and Conservation (WA Government)</td>
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<td>DRA</td>
<td>Department of Regional Australia, Local Government, Arts and Sport</td>
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<td>ED</td>
<td>Economic Development Bodies (currently this includes a Regional Development Organisation and Regional Development Australia – Mid West Gascoyne,)</td>
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<td>IOGTA</td>
<td>Indian Ocean Group Training Association</td>
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<td>IOTMS</td>
<td>Australia’s Indian Ocean Territories Marketing Strategy 2012-2015</td>
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<td>IOTRP</td>
<td>Indian Ocean Territories Regional Plan 2012-2017, Regional Development Australia October 2012</td>
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<td>PE</td>
<td>Private Enterprise</td>
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<td>Phosphate Resources Ltd</td>
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<td>SERCO</td>
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<td>SRSP</td>
<td>CI Sport and Recreation Strategic Plan 2013-2018</td>
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<tr>
<td>SOCI</td>
<td>Shire of Christmas Island</td>
</tr>
<tr>
<td>TCA</td>
<td>Tourism Council of Western Australia</td>
</tr>
<tr>
<td>VIC</td>
<td>Visitor Information Centre</td>
</tr>
</tbody>
</table>
### Attractions and Activities

**Goal:** To provide a range of quality attractions and reliable activities and services, which meet aspirations and needs of the target market and reflect the natural, cultural and historical values of Christmas Island.

<table>
<thead>
<tr>
<th>1.</th>
<th>Action</th>
<th>Responsible Body/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
</table>
| 1.1 | Natural assets (land and sea)  
  1.1a protection  
  1.1b signage and interpretation  
  1.1c increase knowledge (publications, apps, research and education) | CINP, DRA, SOCI, Com, DAFF, DEC | Influence  
  Collaboration | High - refer to other plans | CINPMP, CI 2018 Plan I, NE, IOTRP 4 CIWTS | -refer measures in plans  
  - Visitors Guide released |
| 1.2 | Cultural Assets  
  1.2a living culture – retains the authentic experience  
  1.2b youth retention  
  1.2c infrastructure – maintenance  
  1.2d infrastructure – signage and interpretation  
  1.2e increase knowledge (publications, apps, research and education) | Com, ED, IOGTA, DRA, SOCI, CIDHS | Influence  
  Influence  
  Influence | High - refer to other plans | IOTRP 4,5 CINPMP | -refer measures in plans |
| 1.3 | Heritage and historical assets (including buildings, cemeteries, ‘ruins’, oral histories, collections)  
  1.3a infrastructure improve and maintain  
  1.3b signage, interpretation, archive  
  1.3c increase knowledge (publications, apps, research and education) | PE, DRA, SOCI, PRL, CINP, Com | Influence  
  Collaboration | High - refer to other plans | CI 2018 Plan LU, I, HW, IOTRP 4,5 CINPMP | -refer measures in plans |
| 1.4 | 1.4a | National Park  
- Improvements to and maintenance of soft and hard infrastructure and development of new nature based visitor experiences, in accordance with the CINP Management Plan 2012-2022. | CINP | Influence | High - refer to other plans | CINPMP | - refer to other plans |
|-----|------|---------------------------------------------------------------------------------|------|------------|-----------------------------|-------|-----------------------|
| 1.5 | 1.5a | Improve service culture  
- IOT Tourism Awards  
- Training and accreditation  
- Increase standards through competition | PE, ED, IOT Tourism Awards | Lead (with CKITA) | Medium Tourism Awards May 2014 | IOTRP 1 | IOT Tourism awards generate interest and pride |
| 1.6 | Improve, diversify, increase shopping, entertainment and eating out options | PE, ED | Influence | Medium ongoing | | | |
| 1.7 | 1.7a | Improve variety and increase capacity to deliver guided activities (eg diving, fishing, walking, cycling, mine, historical and cultural)  
- accreditation (project of TCA, subject to grant application)  
- industry recognition (IOT tourism awards)  
- online booking system  
- annual calendar of festival and events  
- feasibility study for volunteer tourism and eco-lodge development Subject to current grant application  
- use feedback from social media for | PE, ED, DRA, SOCI, CINP, CITA, Com, CKITA | Lead (with CKITA) | Medium | CI 2018 Plan CB, IOTRP 3, 4, CIWTS, CINPMP, SRSP | Increased skills and activities to support tourism - refer to plans |
| 1.7b | | | | | | |
| 1.7c | | | | | | |
| 1.7d | | | | | | |
| 1.7e | | | | | | |
| 1.7f | | | | | | |
| 1.7g | | | | | | |
| 1.7h | continual improvement  
• Permit requirements for commercial tours in the national park in place | Influence |  |  |
| 1.8 | Cultural Activities  
• training guides  
• improve capacity of organisations to deliver activities eg Malay Club, Chinese heritage museum, CLA, Poon Saan Club  
• encourage local arts sales and workshops  
• develop and implement relevant and sustainable tourism businesses | IOGTA, CINP, ED, Com | Influence | Medium | CI 2018 Plan CB, IOTRP 1, 3, 5, CINPMP | Increased skills and activities to support tourism - refer to plans |
| 1.9 | Golf Tournament – regular event | CIGC, PE | Support | Medium | CI Golf Open held. Strategies in place for regular event |
| 1.10 | Marathon – this is currently a community event, which can be supported by runners from elsewhere.  
• suitable responsible agency agrees to run marathon on a regular basis | SOCI, Com (eg. HHH, Cricket Club) | Support | Medium | Marathon held and strategies in place for regular event |
| 1.11 | Cruise Ships and Yachts  
• improve landing facilities  
• improve/maintain port facilities (including public toilets)  
• manage cruise ship visits (capacity building and economic opportunity)  
• ARC World Yacht Rally | DRA, SOCI, CITA, PE, SOCI, Com | Influence | Lead | Medium | cruise ship due June 2014 -ARC due September 2014, 2015, 2016 |
| 1.11a |  |  |  |  |
| 1.11b |  |  |  |  |
| 1.11c |  |  |  |  |
| 1.11d |  |  |  |  |
Accommodation

Goal: To provide a diverse range of tourism accommodation which meets the needs and aspirations of the target market.

<table>
<thead>
<tr>
<th></th>
<th>Action</th>
<th>Responsible Bodies/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>(a) Develop land release policies and processes (e.g. EOI and lease approval processes). (b) Release land for new investment</td>
<td>DRA, SOCI, PE, CINP</td>
<td>Influence</td>
<td>High</td>
<td>CI 2018 Plan LU, IOTRP 1, CINPMP</td>
<td>New investments</td>
</tr>
<tr>
<td>2.2</td>
<td>Develop information pack for investors to help them understand development assessment and approval processes and provide support during the process</td>
<td>ED, SOCI, DRA, CINP</td>
<td>Influence</td>
<td>High</td>
<td>CI 2018 Plan ED</td>
<td>New investments</td>
</tr>
<tr>
<td>2.3</td>
<td>Cocos Padang Tourism Development</td>
<td>PE, DRA, SOCI</td>
<td>Support, if necessary influence to enable commencement</td>
<td>High Mid 2013</td>
<td>CI 2018 Plan LU, IOTRP 5</td>
<td>Tourism Development commenced Mid 2013</td>
</tr>
<tr>
<td>2.4</td>
<td>Attract Investors</td>
<td>ED, DRA, SOCI, CINP</td>
<td>Influence</td>
<td>High 2013 2013</td>
<td>CI 2018 Plan ED, IOTRP 1,4 CINPMP, IOTMS</td>
<td>New investments</td>
</tr>
<tr>
<td>2.5</td>
<td>Increase standards and range of accommodation to meet consumer needs</td>
<td>PE, CITA, CKITA</td>
<td>Collaborate</td>
<td>Medium 2013</td>
<td></td>
<td>IOT Tourism awards generate interest and pride, increased use of social media</td>
</tr>
</tbody>
</table>
| 2.5b | • tourism industry recognition (IOT tourism awards)  
| 2.5c | • use feedback through social media for continual improvement  
| 2.5d | • introduce a rating system  |

| 2.6 | Increase business capacity/skills through training |
| 2.7 | Aim for occupancy rates which are higher than those in regional West Australia\(^9\)  
| 2.7a | • online booking system  
| 2.7b | • advertising in conjunction with Destination Marketing |

| 2.8 | If the market changes reuse accommodation currently used by immigration activities  
| | • Christmas Island Resort could be used for small events and corporate conferences, with or without a casino  
| | • Poon Saan units could be used as short term accommodation for group tours such as educational or research groups |

| 2.5b | Lead (with CKITA) |
| 2.5c | Influence |
| 2.5d | Lead |
| 2.6 | ED |
| 2.7 | PE, CITA |
| 2.7a | Lead |
| 2.7b | Collaborate |
| 2.8 | PE, DRA |

| 2014 | CI 2018 Plan CC, IOTRP 1 |
| 2014 | Increased skills and capacity |
| 2014 | Increased skills and capacity |
| 2013 | CIMS |
| 2013 | Occupancy rates meet target |
| Low | Accommodation is used |

---

\(^9\) As at September 2012, the average occupancy rate was 62%. ABS Survey of Tourist Accommodation.
## Access

**Goal:** To provide an efficient and safe transport network for travel to and within Christmas Island.

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Body/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
</table>
| 3.1 Northern Flight  
  - secure scheduled air service between a strong Asian hub (e.g. Kuala Lumpur, Singapore) with online and travel agents booking facilities and wholesale fares and packages. Requires significant investment and may need an initial subsidy or seed funding from the Australian Government | PE, DRA | Influence - issues Lead - destination marketing | High (flights only scheduled to end March 2013) | CI 2018 Plan I, IOTRP 1, CIMS | Appropriate operator in place from 1 April 2013 with minimal loss of confidence from industry and travellers |
| 3.2 Southern Flight:  
  - ensure best possible service/s to the Australian mainland.  
  - Ensure a seamless transition for the contract extension or to a new operator upon expiration (of at least one year’s notice) from the existing Virgin contract between IOT and Perth to 31 July 2014. | PE, DRA | Influence - issues Lead - destination marketing | High (long lead time required for appropriate arrangements) | CI 2018 Plan I, IOTRP 1, CIMS | Appropriate operator in place from 1 August 2014 with minimal loss of confidence from industry and travellers |
| 3.3 Improve Airport facilities  
  - Terminal upgrade to service increased passenger numbers for arrivals and departures and security and control requirements. Opportunity to provide for renewable energy, green wastewater | DRA | Influence | Medium | Project planned and funded |
<p>| | | | | |</p>
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>3.4</td>
<td><strong>Improve and maintain roads</strong></td>
<td>SOCI, CINP, DRA</td>
<td>Influence</td>
<td>Medium-ongoing</td>
</tr>
</tbody>
</table>
| 3.5 | **Improve Public Transport** –  
• currently a community bus and a bus for workers associated with immigration activities operate. Explore opportunities to integrate service or provide a regular shuttle bus to better provide for community, workers and tourist needs including to airport, Tai Jin House and all accommodation | SOCI, PE, Serco | Influence | Medium | Service meets tourist’s needs and best practice |
| 3.6 | **Taxis**  
• encourage current taxi licencee(s) to operate | PE, DRA | Influence | Medium December 2013 | Taxi operating |
| 3.7 | **Increase Aviation Fuel Storage**  
• current project of DRA to ensure sufficient fuel capacity to cater for island needs | DRA (tender to be released Feb 2013) | Influence | High October 2013 | No refueling enroute and no fuel related disruptions to services |
| 3.8 | **Improve access by sea**  
• install mooring buoys to enable Ma Choi Nui Nui port facility to operate  
• extend jetty and provide better landing facilities for cruise ships and small commercial boat operators at the Cove | DRA (Patrick Ports) | Influence | High May 2013  
Cruise Ship scheduled 14 June 2013 | Ma Choi Nui Nui operational  
Improved access for all craft in all sea conditions |
### Amenities

**Goal:** To ensure the visitor sites, landscapes and general amenity support a vibrant tourism industry.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Action</th>
<th>Responsible Body/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Gaze Rd tourism, retail and residential precinct (including Tea Gardens)</td>
<td>DRA, SOCI, PE</td>
<td>Collaborate</td>
<td>Medium - refer to other plans</td>
<td>CI 2018 Plan LU, HW</td>
<td>refer to other plans - public toilet at Tea Gardens working for cruise ship passengers (14 June 2013)</td>
</tr>
<tr>
<td>4.2</td>
<td>Use/reuse Buildings – Tai Jin House, places of worship, mine infrastructure, CI Club, Skate Park,</td>
<td>DRA, SOCI, PE, PRL, Com, ED</td>
<td>Influence</td>
<td>Medium - refer to other plans</td>
<td>CI 2018 Plan LU, I, SRSP</td>
<td>All buildings used - refer to other plans</td>
</tr>
<tr>
<td>4.3</td>
<td>Effective Waste Management</td>
<td>SOCI</td>
<td>Support</td>
<td>Medium - refer to other plans</td>
<td>CI 2018 Plan I CINPMP</td>
<td>- refer to other plans</td>
</tr>
<tr>
<td>4.4</td>
<td>Effective Water Management, particularly determining ground water capacity, flows and interactions</td>
<td>DRA, CINP</td>
<td>Support</td>
<td>Medium - refer to other plans</td>
<td>CI 2018 Plan I, IOTRP 4</td>
<td>refer to other plans</td>
</tr>
</tbody>
</table>
| 4.5     | Increase use of Renewable Energy  
• options include Visitor Information Centre, | DRA, Com | Support | Medium | CI 2018 Plan I | refer to other plans |
| 4.6 | Improve Telecommunications  (internet NBN, telephone) | DRA, PE | Support | Medium - refer to other plans | CI 2018 Plan I, IOTRP 1 | refer to other plans |
| 4.7 | Increase capacity of local food production | PE, ED | Support | Medium - refer to other plans | CI 2018 Plan Ed, IOTRP 2 | refer to other plans |
| 4.8 | Maintain existing tourism infrastructure including walking tracks, boardwalks, parks, footpaths, shelters, BBQ's, Public Toilets, rubbish bins to the required Australian standards | PE, SOCI, DRA, CINP | Influence | High – refer to other plans | CI 2018 Plan I, CINPMP CIWTS, CINPMP, SRSP | Amenities safe, and used and enjoyed by tourists |
| 4.9 | Develop and maintain new tourism infrastructure including walking tracks, cycling trails, footpaths, snorkeling trails, shelters, BBQ’s, Public Toilets, rubbish bins to the required Australian standards | PE, SOCI, DRA, CINP | Collaborate | High - refer to other plans | CI 2018 Plan I, CIWTS, CINPMP, SRSP | Tea Gardens operational by 14 June 2013. Sufficient and appropriate amenities for tourists. Attraction of new investment |
| 4.10 | Effective rehabilitation and appropriate use of minesites | CINP, PRL, DRA | Support | Low - refer to other plans | CINPMP CI 2018 Plan LU | refer to other plans |
| 4.11 | Engender pride in place | ADM, Com, DRA, SOCI, CITA, PE | Collaborate | High | | Improvement to streetscape, no litter, tidy gardens, painted buildings |
## Awareness

**Goal:** To grow awareness and demand for Christmas Island as a destination.

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Body/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Destination Marketing – promote destination to target markets through media releases, visiting journalist programs, brochure, website and social networking sites, liaison with wholesalers, attendance at trade shows, editorials etc - Release Visitors Guide</td>
<td>CITA, CKITA, CINP</td>
<td>Lead (with CKITA)</td>
<td>High</td>
<td>CIMS</td>
</tr>
<tr>
<td>5.2</td>
<td>Increase Recognition of National Significance of environment (natural and man-made), culture and history through • working with museums, archives, cultural scientific and educational bodies etc and producing books, archives, documentaries to preserve, interpret, educate and raise profile to attract funding • Destination marketing (5.1)</td>
<td>ADM, DRA, CINP, SOCI, CITA, PRL</td>
<td>Collaboration</td>
<td>Medium</td>
<td>IOTRP 5</td>
</tr>
<tr>
<td>5.3</td>
<td>Increase advertising and social media by operators</td>
<td>PE</td>
<td>Collaboration</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Marketing to Investors</td>
<td>ED</td>
<td>Collaboration</td>
<td>Medium</td>
<td>Marketing to Investors Plan CI 2018 Plan ED</td>
</tr>
</tbody>
</table>
**Other**

Goal: To increase the capacity and ability of the tourism industry to grow and adapt to external shocks and changes in a dynamic and competitive market.

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Agency/ies</th>
<th>CITA’s Role</th>
<th>Priority/Timing</th>
<th>Links to Other Plans</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1a</td>
<td>CITA</td>
<td>Lead</td>
<td>High Ongoing</td>
<td>IOTRP 2</td>
<td>Organisation solvent and meets performance objectives of funding agreement and objects</td>
</tr>
<tr>
<td>6.1b</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6.1c</td>
<td></td>
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</tr>
<tr>
<td>6.1d</td>
<td>CIDHS, IOGTA, CITA</td>
<td>Collaborate</td>
<td>Medium</td>
<td>CI 2018 Plan CC, IOTRP 2</td>
<td>Individual performance goals met</td>
</tr>
<tr>
<td>6.1e</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>6.1f</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>6.1g</td>
<td></td>
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</tr>
<tr>
<td>6.2a</td>
<td>CIDHS, IOGTA, CITA</td>
<td>Collaborate</td>
<td>Medium</td>
<td>CI 2018 Plan CC, IOTRP 2</td>
<td>Individual performance goals met</td>
</tr>
<tr>
<td>6.2b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.3</td>
<td>CITA, CKITA, CINP</td>
<td>Collaboration</td>
<td>High</td>
<td>CINPMP</td>
<td>Data gathered and used</td>
</tr>
<tr>
<td>6.3</td>
<td></td>
<td></td>
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</tbody>
</table>
CITA Action Plan 2013

The CITA Action Plan is based on the Strategic Plan and will guide the work of CITA for 2013. A new Action Plan will be developed for each calendar year. It is a dynamic document and may be amended if priorities, resources or circumstances change.

The actions in the plan seek to be realistic, achievable and measurable and are in addition to the Business As Usual (BAU) tasks of CITA. These include:

- operating the Visitor Information Centre which is a central point for visitor information and provides income through, tour and accommodation bookings, internet and business services and sales of souvenirs and gifts;
- supporting and assisting CITA members and other tourism operators through a range of activities and projects such as Bird Week, information and networking opportunities, joint advertising;
- destination marketing including attending trade shows, managing social media content, assisting journalists and hosting media famils;
- administration and secretariat services to ensure the effective running of the organisation; and
- influencing, supporting and assisting responsible bodies to meet desired tourism outcomes.

The CITA Management Committee has overall responsibility for the implementation of the actions under this plan, although many actions are delegated to staff. The Management Committee will receive monthly progress reports and other information to enable the plan to be reviewed and updated as necessary.

CITA members and stakeholders will receive information about the actions through the normal reporting mechanisms, that is CITA News published in the Islander and distributed by email, member emails or through the CITA website and social media. Outcomes will be formally reported under the arrangements for the Strategic Plan.
<table>
<thead>
<tr>
<th>Action</th>
<th>When</th>
<th>Lead</th>
<th>$</th>
<th>Measure</th>
<th>Priority</th>
<th>Ref to Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attraction and Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1</td>
<td>Signage and interpretation – with stakeholders, develop an integrated approach to improve signage and interpretation across Christmas Island. Dependant on securing funding Refer A16.</td>
<td>Seek funding March 2013</td>
<td>M</td>
<td>To be developed with stakeholders</td>
<td>Greater access to attractions and more information available to tourists</td>
<td>High</td>
</tr>
<tr>
<td>A2</td>
<td>Participation in various forums; including 2018 Planning Forum, Gaze Rd Tourism Precinct, Community Reference Group</td>
<td>December 2013</td>
<td>Chair, M, CM</td>
<td>Nil</td>
<td>Cultural and heritage values and tourism needs are included in developments</td>
<td>Medium</td>
</tr>
</tbody>
</table>

*Glossary*
- Chair: Chair CITA Management Committee
- CM: Committee Members
- M: CITA Manager
- VICM: Visitor Information Centre Manager
- MM: Marketing Manager
- TO: Tourism Officer

#If nil recorded costs are incurred through Business as Usual budgets eg staff and office costs
<table>
<thead>
<tr>
<th></th>
<th>Action</th>
<th>Date</th>
<th>Responsible Party</th>
<th>Target/Numbers</th>
<th>Description</th>
<th>Priority</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>Cruise ship – facilitate visit. Opportunity to involve tourism, business and community sectors and improve amenities such as public toilets</td>
<td>14 June 2013</td>
<td>TO</td>
<td>4,000</td>
<td>Participation across the community ($s) Satisfied customers (feedback from cruise ship). Involvement by PE and Com</td>
<td>Medium</td>
<td>1.11, 3.8b</td>
</tr>
<tr>
<td>A4</td>
<td>Implement online booking system for accommodation and tours</td>
<td>March 2013</td>
<td>VICM</td>
<td></td>
<td>50% of operators use bookeasy by end December 2013</td>
<td>High</td>
<td>1.7e</td>
</tr>
<tr>
<td>A5</td>
<td>CVA + Eco Lodge – if grant successful, collaborate on feasibility study</td>
<td>Funding outcome known 2013</td>
<td>M</td>
<td>Nil&quot;</td>
<td>Feasibility study is released</td>
<td>Medium</td>
<td>1.7f, 2.4b, 2.5b</td>
</tr>
<tr>
<td>A6</td>
<td>IOT Tourism Awards</td>
<td>May 2014</td>
<td>MM, TO +CKITA</td>
<td>5,000</td>
<td>Project plan developed and required actions completed</td>
<td>Medium</td>
<td>1.5 2.5b</td>
</tr>
<tr>
<td>A7</td>
<td>Release Calendar of Festival and Events</td>
<td>February 2013</td>
<td>TO</td>
<td>Nil&quot;</td>
<td>Available on CITA website</td>
<td>Medium</td>
<td>1.7e</td>
</tr>
<tr>
<td>A8</td>
<td>Golf Tournament – assist with 2013 event</td>
<td>May 2013</td>
<td>M</td>
<td>Nil&quot;</td>
<td>Successful tournament with at least 15 visitors and a strategy for future events, including availability of packages through wholesalers</td>
<td>Medium</td>
<td>1.9</td>
</tr>
<tr>
<td>A9</td>
<td>Use Emden November 2014 celebrations to highlight the historical links and to develop historical and heritage tourism activities with private enterprise to deliver</td>
<td>December 2013</td>
<td>TO</td>
<td>To be determined</td>
<td>Package developed</td>
<td>Medium</td>
<td>1.3, 1.7</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>A10</td>
<td>Marathon – hand over to appropriate body to run with assistance as needed by CITA</td>
<td>March 2013</td>
<td>TO</td>
<td>Nil#</td>
<td>Handover complete, strategy for future marathons in place including availability of packages through wholesalers</td>
<td>Medium</td>
<td>1.10</td>
</tr>
</tbody>
</table>

### Accommodation

<p>| A11 | Developments – Chicken Farm and Cocos Padang – liaise with stakeholders to assist the information flow and timely decision making | February 2013 | M | Nil# | Stakeholders have sufficient information to determine an appropriate course of action to enable commencement | High | 2.3 |
| A5 | CVA + Eco Lodge – if grant successful, collaborate on feasibility study | Funding outcome known 2013 | M | Nil# | Feasibility study is released | Medium | 1.7f, 2.4b, 2.5b |
| A6 | IOT Tourism Awards | Ongoing | MM+ TO/CKITA | 5,000 | Project plan developed and required actions completed for awards in May 2014 | Medium | 1.5, 2.5b |</p>
<table>
<thead>
<tr>
<th>Access</th>
<th>When</th>
<th>Lead*</th>
<th>$</th>
<th>Measure</th>
<th>Priority</th>
<th>Ref to Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>A12</td>
<td>July 2013</td>
<td>M</td>
<td>Nil''</td>
<td>Regular, scheduled air service between CI and Asia operating</td>
<td>High</td>
<td>3.1</td>
</tr>
<tr>
<td>A13</td>
<td>July 2013</td>
<td>M</td>
<td>Nil''</td>
<td>Seamless transfer to new contract or new operator</td>
<td>High</td>
<td>3.2</td>
</tr>
<tr>
<td>Amenities</td>
<td>When</td>
<td>Lead*</td>
<td>$</td>
<td>Measure</td>
<td>Priority</td>
<td>Ref to Strategic Plan</td>
</tr>
<tr>
<td>A2</td>
<td>December 2013</td>
<td>Chair, M, CM</td>
<td>Nil''</td>
<td>Cultural and heritage values and tourism needs are included in the Development</td>
<td>Medium</td>
<td>1.1, 1.2, 1.3, 1.4, 1.8, 4.1, 4.2, 4.8, 4.9</td>
</tr>
<tr>
<td>Awareness</td>
<td>When</td>
<td>Lead</td>
<td>$</td>
<td>Measure</td>
<td>Priority</td>
<td>Ref to Strategic Plan</td>
</tr>
<tr>
<td>A14</td>
<td>April 2013</td>
<td>MM</td>
<td>1,000</td>
<td>Available to visitors, increase in business for advertisers</td>
<td>Medium</td>
<td>1.2c</td>
</tr>
<tr>
<td>A15</td>
<td>December 2013</td>
<td>M</td>
<td>Nil''</td>
<td>Greater awareness and interest in Christmas Island, display in National Institution</td>
<td>Medium</td>
<td>5.2</td>
</tr>
<tr>
<td>A16</td>
<td>Increase knowledge of tourism and opportunities in students, through the Sarah Shark Project in conjunction with CIDHS</td>
<td>February 2013</td>
<td>MM</td>
<td>2,500</td>
<td>Discussions with students and release of footage.</td>
<td>Medium</td>
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</tr>
<tr>
<td>A17</td>
<td>Release Calendar of Festival and Events</td>
<td>February 2013</td>
<td>PO</td>
<td>Nil&quot;</td>
<td>Available on website</td>
<td>Medium</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Governance/Other</strong></th>
<th><strong>When</strong></th>
<th><strong>Lead</strong></th>
<th><strong>$</strong></th>
<th><strong>Measure</strong></th>
<th><strong>Priority</strong></th>
<th><strong>Ref to Strategic Plan</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>A18</td>
<td>Seek grant and other funding to implement projects. A potential next step is a tourism destination audit to ensure destination develops to become internationally ready. (Strategic Tourism Investment Grant (STIG), In-kind, Economic Development Funding Program, State –Type Grants)</td>
<td>December 2013</td>
<td>M</td>
<td>$2m</td>
<td>STIG – suggestion form lodged March 2013</td>
<td>High</td>
</tr>
<tr>
<td>A19</td>
<td>Secure long term Australian Government Funding for CITA operations and Marketing</td>
<td>September 2013</td>
<td>VICM</td>
<td>Nil&quot;</td>
<td>Long term funding agreement in place</td>
<td>High</td>
</tr>
<tr>
<td>A20</td>
<td>Protect VIC revenue stream through online sales and ensuring currency of stock</td>
<td>December 2013</td>
<td>VICM</td>
<td>6,000</td>
<td>Online sales system in place Revenue from sales high</td>
<td>High</td>
</tr>
<tr>
<td>A21</td>
<td>VIC Accreditation- Under National Tourism Process Organisational documents are in place and up to date such as Organisational Chart, delegations, Code of Conduct, duty statements, employment</td>
<td>July 2013</td>
<td>VICM</td>
<td>5,000</td>
<td>Accreditation</td>
<td>High</td>
</tr>
</tbody>
</table>
agreements, information for committee members, risk management strategies are in place.

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Start Date</th>
<th>Responsible</th>
<th>Notes</th>
<th>Status</th>
<th>Priority</th>
<th>Priority Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>A22</td>
<td>Finalise constitution update</td>
<td>February 2013</td>
<td>TO</td>
<td>Nil&quot;</td>
<td>Constitution in place</td>
<td>Medium</td>
<td>6.1</td>
</tr>
<tr>
<td>A23</td>
<td>Review and, if needed, implement staffing structure to ensure effective use of resources and to meet organisational objectives and strategic priorities.</td>
<td>June 2013</td>
<td>M</td>
<td>Review nil&quot;</td>
<td>Staffing structure agreed and implemented. Employment contracts in place</td>
<td>High</td>
<td>6.1</td>
</tr>
<tr>
<td>A24</td>
<td>Review and, if needed, implement Membership structure to ensure effective use of resources and to meet organisational objectives and strategic priorities.</td>
<td>September 2013</td>
<td>PO</td>
<td>Review nil&quot;</td>
<td>Membership structure agreed and implemented. Increase in membership</td>
<td>Medium</td>
<td>6.1</td>
</tr>
<tr>
<td>A25</td>
<td>Increase VIC capacity through volunteers</td>
<td>April 2013</td>
<td>VICM</td>
<td>Nil&quot;</td>
<td>2 new volunteers to assist in VIC on weekends and other jobs.</td>
<td>Medium</td>
<td>6.1</td>
</tr>
<tr>
<td>A26</td>
<td>Formalise existing arrangements with CKITA including joint marketing, visitor services, information sharing, joint advocacy/lobbying concerning matters of mutual interest</td>
<td>January 2013</td>
<td>Chair</td>
<td>Nil&quot;</td>
<td>MOU/Letter signed</td>
<td>Medium</td>
<td>6.1</td>
</tr>
<tr>
<td>A27</td>
<td>Form an umbrella organisation for tourism in the Indian Ocean Territories (the vision is a staged project – agreement with CKITA of need,</td>
<td>December 2013</td>
<td>M</td>
<td></td>
<td>Agreement of strategy with CKITA</td>
<td>Medium</td>
<td>6.1</td>
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<tr>
<td></td>
<td>develop and implement strategy). IOT Regional Tourism Organisation Discussion Paper July 2012. (Once set up needs substantial budget)</td>
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<tr>
<td>A28</td>
<td>Develop stronger relationships with WA Government, particularly Tourism WA and development authorities and Tourism experts</td>
<td>December 2013</td>
<td>Com</td>
<td>Nil#</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Pathway for greater engagement agreed, potentially SDA with Tourism WA</td>
<td></td>
<td></td>
<td>1,2,3,4,5,6</td>
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<tr>
<td>A29</td>
<td>Evidence Based approach • develop and implement a robust method to collect statistical data re visitors in collaboration with CINP (eg numbers, $s, length of stay, activities, feedback, motivation to visit)</td>
<td>September 2013</td>
<td>M</td>
<td>CITA contribution $10,000</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Method agreed and implementation planned (consultancy required)</td>
<td></td>
<td></td>
<td>High</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>6.3</td>
<td></td>
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</tbody>
</table>
Consultations with key findings

This document was produced by CITA based on existing reports and knowledge. Stakeholders, including CITA members were consulted during February to June 2013 to ensure currency and correctness of information and most importantly to confirm the common vision and engage with stakeholders to achieve common goals.

Some amendments were made to the document to provide accuracy and currency. Stakeholders supported the broad approach and statements. It is believed the document reflects the current state of tourism and the steps required to develop and grow.

Stakeholders indicated support for the activities and a willingness to collaborate where possible. No commitments were made to implement specific actions. Agencies will use the document to inform actions and priorities but specific action is dependent on agency priorities and funding. They were unable to provide specific information regarding costs and timing.

However, some of the activities and actions are already underway and progress will be monitored and reported.

This document is available in full or in part to stakeholders and other interested parties who seek to develop a more successful tourism industry for Christmas Island. If published please acknowledge the Christmas Island Tourism Association.

Images supplied by CITA: Photographers Des Hill, Alex Cearns, Karena Singer, Jane Pittock.

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Final July 2013
Approved for release by the CITA Management Committee July 2013