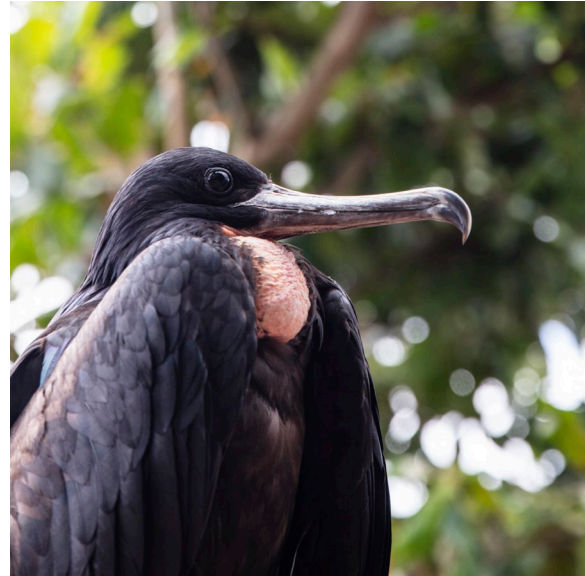


CITA TOURISM STRATEGY PLAN 2023-2026



 **CHRISTMAS ISLAND**
A NATURAL WONDER

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Disclaimer

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EXECUTIVE SUMMARY



A FUTURE-FOCUSED TOURISM VISION



The future for CHRISTMAS ISLAND's visitor economy will capitalise on the island's rich heritage both built and told; 'one and only' visitor attractions, and unexpected, nature experiences. We aim to connect visitors, inspired by nature and adventure.

Over the next 3 years, visitors will be attracted to CHRISTMAS ISLAND through inspiring imagery, intriguing stories and new visitor experiences. Visitor servicing commitments will ensure that CHRISTMAS ISLAND is open for business and visitors are welcome.

WE WILL

- Value our CULTURAL HERITAGE and its preservation
- Create a collaborative TOURISM COMMUNITY where PARTNERSHIPS can thrive
- Immerse ourselves in NATURE and wellbeing
- Embrace new opportunities to establish an NATURE & ADVENTURE TOURISM future

“Build Community Prosperity Through Sustainable Tourism On Christmas Island”

AIM

CHALLENGES



We need skilled leadership to support our stakeholders



CI needs to reach soft-adventure audiences to grow awareness



CI tourism experiences are unknown in trade and difficult to book online



Our visitor amenities need upgrading to meet visitor demand & tourism standards

OBJECTIVES

1

Elevate CITA’s role with key partnerships

2

Invest in digital destination marketing

3

Invest in capacity & capability building

4

Secure funding for tourism projects

STRATEGIC ACTIONS

Our core commitments

1. Leadership, advocacy & collaboration

- i. Review and make recommendations on committee structure including opportunities to second skills
- ii. Develop an MoU to share regular tourism information with CIBA’s members
- iii. Partner with IOGTA to develop a multi-skilled part-time internship for Years 10-12 students
- iv. Develop prospectus for new membership structure 24-25
- v. Lead the establishment of a CI Event sub-committee

- ✓ Achieve an 80% completion of implementation tasks identified in each strategic plan.
- ✓ Be actively leading macro tourism planning & development on behalf of our members.

2. Grow destination awareness

- i. Develop the CI brand story with a summary of CI’s history, CITA’s mission, purpose, and values, with a narrative structure
- ii. Connect with Shire of CI to partner in Oral History project to share content
- iii. Collaborate with RDO to prepare a Photography Shot List to aid content plan.
- iv. Prepare Seasonal campaigns to influence arrivals FEB-APR, MAY-JUN, and potentially AUG
- v. Develop multiple-day themed itineraries based on Perth-CI return flight schedules incl. Cocos Keeling.

- ✓ Shift perception of CI to be recognized for diversity of experience beyond the crab migration.
- ✓ Generate 30% growth in visitor arrivals, digital reach and seasonal dispersal.

3. Invest in capability, capacity and services

- i. Commission a Product Audit & Gap Analysis for niche group touring
- ii. Seek assistance to support CITA’s capability in developing leisure route marketing with Virgin Implement Capability Building Mentor Program to improve tourism operator and CITA skill levels
- iii. Seek funding to develop an Events Strategy
- iv. Collaborate with Shire and RDO to fund wayfinding and visitor amenities upgrades
- v. Work with CIBA and RDO to instigate IOT Tourism Awards

- ✓ Increased flight capacity to cater for leisure visitor growth.
- ✓ Develop services to fill gaps for groups, events, and master-planning to develop a cultural & natural history attraction.

KPIs

We will..

INTRODUCTION



ABOUT THIS PLAN

This Tourism Strategy Plan 2023-2026 presents a high-level strategic framework which is intended to guide destination development and marketing activity for the Christmas Island Tourism Association (CITA) over a period of three (3) years, supported by a 12-month implementation action plan for 2023-24, to be reviewed annually.

This document acknowledges that the challenges of access, funding, environment management, and supply chain pressures are beyond CITA's direct responsibility. CITA's role is to ensure that the local industry is ready and destination awareness is maximised, to leverage the delivery of major tourism projects which will ultimately be led by appropriate Government agencies with support of CITA.

STRATEGIC CONTEXT

There are multiple plans in existence which include tourism recommendations for Christmas Island (CI) and the wider Indian Ocean Territories (IOT) region. Most plans have been overly complex with multiple recommendations that have not been enacted. While Covid-19 has certainly impacted the implementation of recommendations, staff turnover at CITA and communication gaps with priority stakeholders are likely to have contributed to confusion in roles and responsibilities.

The 'Department' (Department of Infrastructure, Transport, Regional Development, Communications and the Arts) has advised that their Regional Investment Framework planning is currently on pause. This means that the most recent strategic plan is the Regional Development Organisation's (RDO) **IOT Strategic Regional Plan 2030** provides the most clarity in an overarching strategic direction for CI. The RDO's strategy is also supported by an **IOT Annual Business Plan**, which will guide CITA on potential for project funding on an annual basis.



Figure 1: CHRISTMAS ISLAND Assessment Area

INTERPRETTING THE PLAN

DEVELOPING CITA'S 3 YEAR STRATEGIC PLAN

The CITA strategic plan is underpinned by the objectives of the Association identified as:

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

For the purpose of planning, CITA's association objects have been defined as **Strategic Planning Values**:

- INDUSTRY DEVELOPMENT & SUSTAINABILITY
- DESTINATION MARKETING
- ADVOCACY & MEMBERSHIP
- VISITOR SERVICES
- VISITOR EXPERIENCES & EVENTS

A Destination Development Model for Christmas Island which defines **Focus Areas** and corresponding, **Enabling Actions** has been used to identify short-term projects for CITA which reside within the organisation's values and strategically align to regional plans.

From time to time, identified projects will have impact under multiple strategic values.

GOALS TO MEASURE SUCCESS

To measure success, each focus area has an overarching goal for CITA to achieve and a number of objectives to deliver. To ensure sustainability, the approach to implementing the 3-year life of the strategy will be supported by a 12-month action plan underpinned by the following themes:

- 2023-24 Establish Foundations
- 2024-25 Building Momentum
- 2025-26 Maximising Growth



Figure 3: Christmas Island Destination Development Model

STRATEGIC ALIGNMENT

The key priorities of the RDO's 2030 Strategic Regional Plan, are to:

1. **Support sustainable growth and development, and improve livability, for our communities;**
2. Achieve reliable, competitive, and cost-effective supply chains (freight and flights);
3. **Develop regional capability;**
4. Support environmental and sustainability initiatives; and
5. **Maximise sustainable tourism growth potential for long-term business viability.**

Tourism priorities for the region are articulated through **the IOT Destination Management Plan (DMP)**, commissioned by the RDO.

The primary aims of the DMP are as follows:

1. Establish and articulate **common objectives** and directions for the tourism sector, community and government.
2. Develop strategies designed to achieve common objectives and to determine **organisational roles**.
3. Provide an agreed framework for the long- term **sustainable development** of tourism.
4. Provide a blueprint to determine strategic priorities and **monitor progress**.

The DMP does not list in micro detail all the actions that need to be addressed to implement the main strategies. The Christmas Island Tourism Association Strategic Plan therefore takes a combination of 'short-term' recommendations from both plans to set a course of action for the committee to follow.

PRIORITY MARKETS FOR 2023-26

The DMP defines the 'short-term' as 1-5 years. The priority origin market is Domestic and priority target audiences are defined as 'Adventurous Travellers'.

When	Who	Age	Form	Origin
Short term 1-5 years	Adventurous Travellers	30-55 years	Couples, solo, groups	Australia

Figure 2: DMP Priority Target Market

Strategic priorities for visitor experience and industry development in the Christmas Island Tourism Association Strategic Plan are aligned to this profile.

STRATEGIC CONTEXT - RDO

Of the RDO's key strategic focus areas, three are directly related to strategic values that CITA can build actions around and therefore potentially leverage funding for projects.

RDO 2030 Strategic Priority Ref.	Focus Area	Regional Benefit	CI Strategic Value
1. Support sustainable growth and development, and improve livability for our communities	Develop and implement a feedback and communications framework for the various levels of stakeholders in the region to enable two-way communication regarding macro-level issues	Stakeholder groups in the region have two-way channels for communication , and all communication and engagement occur in ways that will suit and benefit each stakeholder group	ADVOCACY
3. Develop regional capability	Support the development of local business capability and capacity	Local businesses have the capability and capacity to realise their potential , and to obtain maximum benefits from emerging opportunities	INDUSTRY DEVELOPMENT
	Support local and regional employment, and workforce development	Local and regional employment and workforce development initiatives are supported, and prepare the workforce for the jobs of the future	INDUSTRY DEVELOPMENT
5. Maximise sustainable tourism growth potential for long-term business viability	Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders	Initiatives that improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy in a sustainable way are implemented	DESTINATION MARKETING
	Improve tourism assets, infrastructure, and services	A coordinated approach to upgrading existing or developing new tourism assets, infrastructure and services is undertaken to maximise benefits to the wider community and visitors	VISITOR EXPERIENCE

STRATEGIC CONTEXT - DMP

Of the DMP's key recommendations, the following are directly related to short-term activities that CITA can build actions around and therefore potentially leverage funding for projects.

DMP PRIORITY	REPORT REF	RECOMMENDATIONS	CI Strategic Value
Infrastructure Development	5.1.5	<ul style="list-style-type: none"> An infrastructure gap strategy is needed to identify priority projects for the short to medium term. 5.1 - The development and promotion of product that is consistent with core community values and the key attributes of the destination needs to be prioritised. 	VISITOR EXPERIENCE
Resource Management	5.2.1 6.4	<ul style="list-style-type: none"> The destination needs to prepare a comprehensive sustainability plan which covers not only environment but also cultural, heritage, business viability and lifestyle aspects Recommendations to implement the marketing strategy 	INDUSTRY DEVELOPMENT
Access & Capacity	5.3.2	<ul style="list-style-type: none"> Off-season capacity needs to be targeted through initiatives, including targeting of special interest groups in the off season 	DESTINATION MARKETING
Tourism Capacity Building, Workforce Development	5.5	<ul style="list-style-type: none"> Investment is needed in human capital development programs and customer service capacity building to improve skill levels. A community program could be conducted to recognise the contribution and value of tourism to the local economy and the role that each local can play. 	INDUSTRY DEVELOPMENT & ADVOCACY
Research Planning	5.6	<ul style="list-style-type: none"> A comprehensive research strategy should be instituted, enabling perpetual collection, analysis and dissemination of tourism information and intelligence. 	DESTINATION MARKETING
Industry Structure And Coordination	5.7	<ul style="list-style-type: none"> Promotional body roles and linkage needs to be reviewed. There needs to be an increased strategic alignment and investment by stakeholders in marketing activity. 	INDUSTRY DEVELOPMENT
Marketing Strategy - Redefined Brand And Positioning	6.4	<ul style="list-style-type: none"> With the Master Brand cornerstone, it is recommended that the other components of the brand architecture model should be CKI and CI as the lead consumer brands, and Australia's Indian Ocean Islands as the B2B brand. 	DESTINATION MARKETING
Events	Addendum C	<ul style="list-style-type: none"> The preparation of a comprehensive events strategy is recommended 	VISITOR EXPERIENCE & EVENTS

STRATEGIC PILLARS



1. TOURISM STRATEGY PLANS

The first stage in developing a sustainable Tourism Strategy for CITA involves consistency in administrative processes and governance, resulting in competent Local Leaders. Developing and implementing the CITA strategic plan is a shared responsibility. Resourcing the CITA Management Committee with a diverse skillset is required to provide an optimum opportunity to leverage partnerships across all focus areas. Knowledge of the wider tourism industry, local and regional government processes and business administration are considered priority skills for CITA committee members.

FOCUS AREA:

1. TOURISM STRATEGY

Goal:

By 2027, CITA has achieved an 80% completion of implementation tasks identified in each strategic plan

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM 2024-25	GROWTH 2025-26
1.1	Develop 3yr Tourism Strategic Plan	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 - Support the development of local business capability and capacity	5.2.1 - The destination needs to prepare a comprehensive sustainability plan which covers not only environment but also cultural, heritage, business viability and lifestyle aspects			
1.2	Develop CI Marketing Strategy	INDUSTRY DEVELOPMENT & SUSTAINABILITY		6.4 - Recommendations to implement the marketing strategy			
1.3	Annual 12 Month Action Plan and Budget	INDUSTRY DEVELOPMENT & SUSTAINABILITY		5.2.1 - Funding strategies to maximise leverage of scarce promotional resources			
1.4	Conduct Governance Review of CITA	INDUSTRY DEVELOPMENT & SUSTAINABILITY		5.7 - Promotional body roles and linkage needs to be reviewed			
1.5	Review, Assess & Renew all plans	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 - Maximise sustainable tourism growth potential for long-term business viability				

2. STORYTELLING & PLACE BRAND

Storytelling is owned by the community at a granular level, where authentic content needs to be developed. Currently, the quality of content is a major gap for CHRISTMAS ISLAND’s community and inadequate to share with Destination Marketing Organisations (DMO). Establishing a programme of support for CHRISTMAS ISLAND’s tourism stakeholders and community groups to understand CHRISTMAS ISLAND’s Destination Story, whilst providing guidance on how to engage with the narrative in their own communications, will create a critical mass of awareness for CHRISTMAS ISLAND’s visitor experience promise.

FOCUS AREA: 2. STORYTELLING
Goal: By 2027, the perception of Christmas Island is recognised for diversity of experience beyond the crab migration and Detention Centre

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM M 2024-25	GROWTH 2025-26
2.1	Refresh CI Brand	DESTINATION MARKETING	5.1 - Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders	6.4 - CI as the lead consumer brands			
2.2	Research Cultural Narrative	DESTINATION MARKETING	1.1 - Develop and implement a feedback and communications framework				
2.3	Asset Development	DESTINATION MARKETING	5.2 - Improve tourism assets, infrastructure, and services				
2.4	IOT Dual Destination Brand Migration / MoU with CKITA	DESTINATION MARKETING		6.4 - With the Master Brand cornerstone, it is recommended that the other components of the brand architecture model should be CKI and CI as the lead consumer brands, and Australia’s Indian Ocean Islands as the B2B brand.			
2.5	Destination Perception Study	DESTINATION MARKETING	3.2 - Maximise sustainable tourism growth potential for long-term business viability				

3. COMMUNITY BUY-IN

The success of the CITSP relies on the local business community and residents alike to understand that tourism is an economic driver which will either directly or indirectly affect their prosperity. The message needs to be relatable for residents. Ultimately, visitors want to experience a destination 'like a local'. We want all CHRISTMAS ISLAND residents to value their island and welcome visitors with open arms. Equally, the community needs to see that CITA is visibly acting in their best interests, achieved through advocacy partnerships and communication planning.

FOCUS AREA:

3. COMMUNITY BUY-IN

Goal:

By 2027, CITA has achieved growth in membership and is actively leading tourism planning & development at a macro level on behalf of its members

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM M 2024-25	GROWTH 2025-26
3.1	Refresh Key Stakeholder Partnerships	ADVOCACY & MEMBERSHIPS	2.2 - Co-design and implement a communications and feedback framework to enable two-way communication				
3.2	Review CITA Membership Value	ADVOCACY & MEMBERSHIPS		5.7 - There needs to be an increased strategic alignment and investment by stakeholders in marketing activity.			
3.3	Lead Tourism Delegations	ADVOCACY & MEMBERSHIPS	5.1 - Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders				
3.4	Support Tourism Internships & Training	INDUSTRY DEVELOPMENT & SUSTAINABILITY		5.5 - Investment is needed in human capital development programs and customer service capacity building to improve skill levels.			
3.5	Lead Diversity, Accessibility & Inclusion	INDUSTRY DEVELOPMENT & SUSTAINABILITY	5.1 - Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders	5.5 - A community program could be conducted to recognise the contribution and value of tourism to the local economy and the role that each local can play.			

4. AMENITIES & SERVICES

FOCUS AREA: 4. AMENITIES & SERVICES

Goal: By 2027, CITA has developed services to support visitor growth in niche group touring and advocated for new visitor amenities

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM M 2024-25	GROWTH 2025-26
4.1	Commission a Product Audit & Gap Analysis for niche group touring	INDUSTRY DEVELOPMENT & SUSTAINABILITY	5.2 - Improve tourism assets, infrastructure, and services	5.1.5 - An infrastructure gap strategy is needed to identify priority projects for the short to medium term.			
4.2	Advocate for growth in leisure flight access	ADVOCACY & MEMBERSHIPS	5.2 - Improve tourism assets, infrastructure, and services	5.7 - Promotional body roles and linkage needs to be reviewed.			
4.3	Develop outdoor venue space at CI Visitor Centre	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.3.2 - Off-season capacity needs to be targeted through initiatives, including targeting of special interest groups in the off season			
4.4	Partner with CI Shire to provide Visitor Services at Flying Fish Cove	VISITOR SERVICES	5.2 - Improve tourism assets, infrastructure, and services				
4.5	Advocate for Cultural Interpretation & Wayfinding Signage Masterplan	VISITOR SERVICES	5.1 - Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders	5.5 - A community program could be conducted to recognise the contribution and value of tourism to the local economy and the role that each local can play.			
4.6	Reliable Industry Data Reporting	INDUSTRY DEVELOPMENT & SUSTAINABILITY		5.6 - A comprehensive research strategy should be instituted, enabling perpetual collection, analysis and dissemination of tourism information and intelligence.			
4.7	Partner with CIBA to grow consistency in retail and food & beverage services	INDUSTRY DEVELOPMENT & SUSTAINABILITY	5.2 - Improve tourism assets, infrastructure, and services				

5. COMPELLING EXPERIENCES

Developing compelling visitor experiences in CHRISTMAS ISLAND starts with understanding the core themes of experience identified in the place brand strategy, assessing the needs of target audiences and identifying gaps. The DMP has recommended Mountain Biking & Road Cycling, Mine Tours, Cultural Tours and Hiking as short-term development opportunities. This plan focusses on potential roles for the CI Visitor Centre (CIVC) to develop owned-product to fill gaps in current visitor experience. Concurrently, there is an opportunity for the CIVC to be transitioned to a major attraction.

FOCUS AREA: 5. COMPELLING EXPERIENCES

Goal: By 2027, CITA has developed owned-product to support events, experience gaps and master-planning to develop a cultural & natural history attraction.

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM 2024-25	GROWTH 2025-26
5.1	Kayak & SUP Hire at Flying Fish Cove	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.1 - The development and promotion of product that is consistent with attributes of the destination needs to be prioritised.			
5.2	Niche Group Catering	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.3.2 - Off-season capacity needs to be targeted through initiatives, including targeting of special interest groups in the off season.			
5.3	Cultural & Natural History Interpretive Display in VC	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.1 - The development and promotion of product that is consistent with core community values needs to be prioritised.			
5.4	Cultural & Natural History Walking Trail	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.5 - A community program could be conducted to recognise the contribution and value of tourism to the local economy and the role that each local can play.			
5.5	Major Project VC Attraction Development	VISITOR EXPERIENCE & EVENTS	5.2 - Improve tourism assets, infrastructure, and services	5.1 - The focus must be on product which: embraces the richness and uniqueness of the people and cultures			

6. CAPABLE TOURISM OPERATORS

Capability Building is about taking a tailored approach to tourism industry training to guide businesses to develop refreshed visitor experiences, aligned to the Christmas Island Tourism Association Strategy. The most effective way to build capability is to undertake one-on-one business mentoring to enhance tourism operations and marketing skills which will establish strong foundations to encourage entrepreneurship and grow reach through new partnerships in the wider tourism sector.

WHY DOES CHRISTMAS ISLAND NEED IT?

Demonstrating that there is plenty to do through distributing purchasable product online, directly increases visitor volume, creating jobs, increasing regional gross product and driving economic transformation by encouraging visitors to stay longer and do more. It contributes to attracting High Yield Visitors, identified in the DMP & RDO Strategic Plans.

FOCUS AREA: 6. CAPABLE TOURISM OPERATORS

Goal: By 2027, CITA has facilitated the development of tourism operators to grow distribution partnerships and online bookings.

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM 2024-25	GROWTH 2025-26
6.1	Implement Capability Building Mentor Program	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 - Support the development of local business capability and capacity	5.5 - Investment is needed in human capital development programs and customer service capacity building to improve skill levels.			
6.2	Tourism Business Start Up Support	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 - Support the development of local business capability and capacity	5.5 - Investment is needed in human capital development programs and customer service capacity building to improve skill levels.			
6.3	Segment Specific Workshops & Masterclasses	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 - Support the development of local business capability and capacity	5.5 - Investment is needed in human capital development programs and customer service capacity building to improve skill levels.			
6.4	Grant Funding Support	INDUSTRY DEVELOPMENT & SUSTAINABILITY		5.2.1 - Funding strategies to maximise leverage of scarce promotional resources			
6.5	Tourism Industry Communications	INDUSTRY DEVELOPMENT & SUSTAINABILITY	2.2 - Co-design and implement a communications and feedback framework to enable two-way communication				

7. VISITOR SERVICING

A foundation of visitor servicing is to be where customers are. This requires the development of new customer engagement points at key nodes throughout CI. Visitors don't see boundaries in the way that residents or local governments do. The most successful visitor centres are co-located with a major attraction. Re-developing the current VC would be considered a catalyst project to create a CI attraction development celebrating community heritage (similar to Bombing of Darwin, VR experience).

FOCUS AREA: 7. VISITOR SERVICES

Goal: By 2027, CITA will have generated 20% growth in revenue through commissionable partnerships and increased merchandise sales.

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTUM M 2024-25	GROWTH 2025-26
7.1	CI Airport Services	VISITOR SERVICES	5.2 - Improve tourism assets, infrastructure, and services				
7.2	Booking Capability	VISITOR SERVICES	3.2 - Support the development of local business capability and capacity	6.4 - Recommendations to implement the marketing strategy			
7.3	CI Package Development	DESTINATION MARKETING	3.2 - Support the development of local business capability and capacity				
7.4	Merchandise Improvements	VISITOR SERVICES	3.2 - Maximise sustainable tourism growth potential for long-term business viability				
7.5	Member Engagement & Networking	VISITOR SERVICES		5.5 - A community program could be conducted to recognise the contribution and value of tourism to the local economy and the role that each local can play.			
7.6	Quality Visitor Data	VISITOR SERVICES					

8. EVENTS & NICHE GROUPS

Events serve the purpose of showcasing a destination experience and spiking visitation at a given moment in time, but with the intent to encourage repeat visitation. Development of tourism events need to align with destination experience themes. Timing should be considered to encourage visitation where accommodation capacity is achievable and/or to leverage awareness of events in neighbouring areas. The same principle needs to be considered for procurement of niche interest groups. This is CI's best opportunity to grow seasonality in addition to peak months of over crab migration & the peak July holiday period.

FOCUS AREA: 8. EVENTS

Goal: By 2027, CITA will have collaborated with key stakeholders to deliver a sustainable, funded signature event for CI.

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF	DMP STRATEGY REF	FOUNDATIONS 2023-24	MOMENTU M 2024-25	GROWTH 2025-26
8.1	Consultation for Event Concepts	ADVOCACY & MEMBERSHIPS		5.7 There needs to be an increased strategic alignment and investment by stakeholders in marketing activity.			
8.2	Event Strategy Development	INDUSTRY DEVELOPMENT & SUSTAINABILITY	3.2 – Support the development of local business capability and capacity	The preparation of a comprehensive events strategy is recommended			
8.3	Funding Partnerships	VISITOR EXPERIENCE & EVENTS		5.2.1 - Funding strategies to maximise leverage of scarce promotional resources			
8.4	Infrastructure Audit	VISITOR EXPERIENCE & EVENTS	5.2 – Improve tourism assets, infrastructure, and services	5.7 - Promotional body roles and linkage needs to be reviewed			
8.5	Logistics Planning	VISITOR SERVICES	3.2 - Maximise sustainable tourism growth potential for long-term business viability				
8.6	Package Development	DESTINATION MARKETING		6.4 - Recommendations to implement the marketing strategy			

9. DESTINATION MARKETING

CHRISTMAS ISLAND’s visitor experiences have a low digital footprint, leading to a perception that there is nothing to do. Working with operators in a capability building program will correct these gaps and enable CI’s destination marketing strategy to be implemented holistically, including niche group development and trade partnerships.

FOCUS AREA: 9. DESTINATION MARKETING

Goal: By 2027, CITA will have generated 30% growth in visitor arrivals, digital reach and seasonal dispersal

REF	OBJECTIVE	CITA VALUE	RDO STRATEGY REF		FOUNDATIONS 2023-24	MOMENTUM M 2024-25	GROWTH 2025-26
9.1	12 Month Annual Budget Review	DESTINATION MARKETING		5.2.1 - Funding strategies to maximise leverage of scarce promotional resources			
9.2	Website Content Development Plan	DESTINATION MARKETING	5.2 – Improve tourism assets, infrastructure, and services				
9.3	IOT Dual Destination MoU	INDUSTRY DEVELOPMENT & SUSTAINABILITY	5.1 – Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders				
9.4	Niche Group Development	DESTINATION MARKETING	3.2 – Support the development of local business capability and capacity	5.7 - Promotional body roles and linkage needs to be reviewed			
9.5	Annual Tourism Trade Operations Plan	DESTINATION MARKETING	3.2 - Maximise sustainable tourism growth potential for long-term business viability	6.4 – Recommendations to implement the marketing strategy			
9.6	Tourism Awards	DESTINATION MARKETING		6.4 – Recommendations to implement the marketing strategy			

CITA ACTION PLAN 2023-24



PRIORITY PROJECTS



YEAR 1 – ESTABLISH FOUNDATIONS

Key functions for the CITA Committee during 2023-24 to include:

- Strengthening relationships with key regional stakeholders
- Joining in partnership with the Christmas Island Business Association (CIBA)
- Collaborate in co-developing of a commissionable packages/ itineraries with the Cocos (Keeling) Islands
- Providing the Australian Government, Parliament and key stakeholders with local and regional intelligence to support advocacy and decision making for Christmas Island

Priority projects for 2023-24 to include:

- CITA Governance and Strategy Development
- Local Supplier Capability Mentoring
- Re-define Seasonality
- Visitor Servicing to fill Supply Gaps for Groups & Event strategy
- Cultural & Natural History Content & Interpretive Display in VC
- Promote Leisure Flight Access from Perth
- Major Project – Master-planning for redevelopment of VC to create an attraction experience.

INDUSTRY DEVELOPMENT & SUSTAINABILITY

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT - 23/24	TIMEFRAME	ASSIGNED	BUDGET
1.1	Develop 3yr CI Tourism Strategy Plan	1.1.1	Committee to review and adopt plan		AUG '23	COMMITTEE	n/a
		1.1.2	Comms plan to distribute Strategy to stakeholders – AGM Presentation		NOV '23	MARKETING	n/a
1.2	Develop CI Marketing Strategy	1.2.1	Committee to review and adopt plan with approved budget		NOV '23	COMMITTEE	n/a
		1.2.2	Comms plan to distribute Strategy to stakeholders – AGM Presentation		DEC '23	MARKETING	n/a
		1.2.3	Develop campaign briefs for stakeholder buy-in		DEC'23	MARKETING	n/a
1.3	Annual 12 Month Action Plan and Budget	1.3.1	Committee to review and approve budget		NOV '23	COMMITTEE	n/a
		1.3.2	Comms plan to distribute Strategy to stakeholders – AGM Presentation		NOV '23	MARKETING	n/a
1.4	Conduct Governance Review of CITA	1.4.1	Review and make recommendations on committee structure including opportunities to second skills	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	SEP'23	A/CHAIR	n/a
		1.4.2	Review and make recommendations on office bearer roles, terms and preferred skillsets		SEP '23	A/CHAIR	n/a
		1.4.3	Review meeting agenda processes and make recommendations to invite stakeholder updates		SEP '23	A/CHAIR	n/a
		1.4.4	Review and Approval of recommendations proposed to committee		SEP '23	A/CHAIR	n/a
		1.4.5	Constitutional proposal developed to present first meeting 2024		FEB '23	CHAIR	n/a
		1.4.6	Constitution amendments submitted to Fair Trading		FEB '23	SECRETARY	n/a

INDUSTRY DEVELOPMENT & SUSTAINABILITY cont..

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT – 23/24	TIMEFRAME	ASSIGNED	BUDGET
3.4	Support Tourism Internships & Training	3.4.1	Seek EOI from tourism stakeholders to participate in an industry-wide internship programme	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	JAN '24	MARKETING	n/a
		3.4.2	Partner with IOTG to develop a multi-skilled part-time internship for Years 10-12 students		FEB '24	MARKETING	\$TBA
4.1	Commission a Product Audit & Gap Analysis for niche group touring	4.1.1	Prepare a scope of work to seek external quotes	Activity 5.1.1: Support efforts to improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy.	FEB '24	MARKETING	n/a
		4.1.2	Seek project funding support as needed		FEB '24	MARKETING	\$TBA
		4.1.3	Communicate project to stakeholders and invite participation		MAR '24	MARKETING	n/a
4.6	Reliable Industry Data Reporting	4.6.1	Implement appropriate visitor recording at CIVC	Activity 2.2.3: Continue to provide regular updates on regional development issues to the Australian Government and other key stakeholders.	DEC '23	VC MANAGER	n/a
		4.6.2	Implement monthly accommodation occupancy reporting to CITA		DEC '23	MARKETING	n/a
		4.6.3	Prepare scope to capture accurate airport arrival data		DEC '23	MARKETING	n/a
		4.6.4	Report quarterly tourism data to RDO and Dept.		ongoing	MARKETING	n/a
4.7	Partner with CIBA to grow consistency in retail and food & beverage services	4.7.1	Invest in 'partnership' membership with CIBA	Activity 2.2.1: As part of the engagement framework, develop a communications and feedback framework and implement recommendations	JAN ' 24	MARKETING	\$TBA
		4.7.2	Develop an MoU to share regular tourism information with CIBA's members		JAN '24	MARKETING	n/a
		4.7.3	Identify collaboration opportunities to align with CIBA's plan		FEB '24	MARKETING	n/a

INDUSTRY DEVELOPMENT & SUSTAINABILITY cont..

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT – 23/24	TIMEFRAME	ASSIGNED	BUDGET
6.1	Implement Capability Building Mentor Program	6.1.1	Prepare a scope of work to seek external quotes	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	MAR '24	MARKETING	\$TBA
		6.1.2	Work with consultant to finalise tailored program and deliverables		MAR '24	MARKETING	n/a
		6.1.3	Develop communication pitch and facilitate candidates into programme		APR '24	MARKETING	n/a
		6.1.4	Communicate outcomes and seek funding for Year 2		NOV '24	MARKETING	n/a
6.5	Tourism Industry Communications	6.5.1	Initiate survey database	Activity 2.2.1: As part of the engagement framework, develop a communications and feedback framework and implement recommendations	OCT '23	MARKETING	n/a
		6.5.2	Update business directory database		OCT '23	MARKETING	\$TBA
		6.5.3	Implement communications as per Engagement Plan		NOV '23	MARKETING	n/a
8.2	Event Strategy Development	8.2.1	Workshop with key stakeholders to understand event potential	Activity 5.1.1: Support efforts to improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy.	MAR '24	MARKETING	n/a
		8.2.2	Lead the establishment of a CI Event sub-committee		MAR '24	MARKETING	n/a
		8.2.3	Prepare a scope of work to seek external quotes		APR '24	MARKETING	n/a
		8.2.4	Seek funding to engage external consultants		APR '24	MARKETING	\$TBA
		8.2.5	Sub-committee to review and accept strategy		JUN '24	SUB-COMMITTEE	n/a
		8.2.6	Identify first event and instigate a working group for implementation		JUN '24	SUB-COMMITTEE	n/a

DESTINATION MARKETING

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT - 23/24	TIMEFRAME	ASSIGNED	BUDGET
2.1	Refresh CI Brand	2.1.1	Develop the CI brand story with a summary of CI's history, CITA's mission, purpose, and values, with a narrative structure that brings the brand to life.		AUG '23	MARKETING	n/a
		2.1.2	Workshop with CITA committee to refresh positioning statements for CI and update website		SEP '23	MARKETING	n/a
2.2	Research Cultural Narrative	2.2.1	Establish connections with CI cultural groups	Activity 5.2.1: A coordinated approach to upgrading existing or developing new tourism assets, infrastructure and services is undertaken to maximise benefits to the wider community and visitors	SEP '24	MARKETING	n/a
		2.2.2	Connect with Shire of CI to partner in Oral History project to share content		SEP '24	MARKETING	n/a
		2.2.3	Connect with the Dept to partner on the WA Museum Tai Jin House project to share content and grow visitor experience		OCT '24	MARKETING	n/a
2.3	Asset Development	2.3.1	Collaborate with RDO to prepare a Photography Shot List to aid content plan.	Activity 2.2.2: Continue to expand the IOT RDO's existing publicly available imagery assets by commissioning new imagery that captures our multi-cultural communities.	FEB '24	MARKETING	\$TBA
		2.3.2	Source historical images and seek reproduction permissions		FEB '24	MARKETING	n/a
		2.3.4	Develop brand assets for stakeholder sharing as an industry toolkit		APR '24	MARKETING	\$TBA
7.3	CI Itinerary Package Development	7.3.1	Develop multiple-day themed itineraries based on Perth-CI-CKI return flight schedules	Activity 5.1.1: Support efforts to improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy.	NOV '23	MARKETING	n/a
		7.3.2	Add package itineraries to CI website		NOV '23	MARKETING	n/a
		7.3.3	Connect with CKITA to share dual destination itinerary content		DEC '23	MARKETING	n/a

DESTINATION MARKETING cont..

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT – 23/24	TIMEFRAME	ASSIGNED	BUDGET
9.1	12 Month Annual Budget Review	9.1.1	Review Year 2 Tourism Strategy and prepare budget requests		APR '24	MARKETING	n/a
		9.1.2	Prepare proposal for RDO and Dept funding		APR '24	MARKETING	n/a
		9.1.3	Prepare proposal for Committee review and approval		APR '24	COMMITTEE	n/a
9.2	Website Content Development Plan	9.2.1	Prepare Seasonal campaigns to influence arrivals FEB-APR, MAY-JUN and potentially AUG	Activity 5.1.1: Support efforts to improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy.	SEP '23	MARKETING	n/a
		9.2.2	Develop visual assets for campaign target audiences		JAN '23	MARKETING	\$10,000
		9.2.3	Prepare content for landing pages		JAN '23	MARKETING	n/a
9.5	Annual Tourism Trade Operations Plan	9.5.1	Prepare calendar year plan for trade events		DEC '23	MARKETING	n/a
		9.5.2	Update Product Buyer Master Database		FEB '24	MARKETING	n/a
		9.5.3	Create trade portal and upload assets		MAR '24	MARKETING	n/a
		9.5.4	Prepare presentations and media releases for ATE'24		APR '24	MARKETING	n/a
9.6	Tourism Awards	9.6.1	Workshop with key stakeholders to set business planning goals	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	TBA	MARKETING	\$TBA
		9.6.2	Work with CIBA and RDO to instigate IOT Tourism Awards		MAY '24	COMMITTEE	\$TBA
		9.6.3	Prepare IOT Top Town Awards Submission		JAN '24	MARKETING	\$5,000

ADVOCACY & MEMBERSHIPS

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT – 23/24	TIMEFRAME	ASSIGNED	BUDGET
3.1	Refresh Key Stakeholder Partnerships	3.1.1	Implement Stakeholder mapping for engagement plan		SEP '24	MARKETING	n/a
		3.1.2	Seek out working groups and sub-committees for CITA representation		SEP '24	MARKETING	n/a
		3.1.3	Renew memberships for key stakeholders		On Renewal	MARKETING	\$TBA
3.2	Review CITA Membership Value	3.2.1	Retain current membership structure for 23-24		NOV '24	MARKETING	n/a
		3.2.2	Instigate a membership satisfaction survey		APR '24	MARKETING	n/a
		3.3.3	Investigate alternative membership models and present to Committee		MAY '24	MARKETING	n/a
		3.3.4	Develop prospectus for new membership structure 24-25		JUN '24	MARKETING	n/a
4.2	Advocate for growth in flight access to grow leisure tourism	4.2.1	Secure a permanent place for CITA on the Supply Chain Committee	Activity 2.2.3: Continue to provide regular updates on regional development issues to the Australian Government and other key stakeholders.	SEP '23	A/CHAIR	n/a
		4.2.2	Seek assistance to develop a position paper representing CITA's interests in developing leisure flight access to CI		DEC '23	MARKETING	\$TBA
		4.2.3	Seek assistance to support CITA's capability in developing leisure route marketing with Virgin Australia		NOV '23	MARKETING	\$3,800
	Communication Framework for Stakeholder feedback		As per Communication and Engagement Plan included in Marketing Strategy	Activity 2.2.1: As part of the engagement framework, develop a communications and feedback framework and implement recommendations	TBA	MARKETING	\$TBA

VISITOR SERVICES

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT - 23/24	TIMEFRAME	ASSIGNED	BUDGET
7.1	CI Airport Services	7.1.1	Review current CIVC services including arrival collateral, visitor engagement and problem solving to streamline arrival experience		FEB '24	MARKETING	n/a
		7.1.2	Refine quality questions in visitor benchmark surveys		JAN-JUN '24	MARKETING	n/a
7.2	Booking Capability	7.2.1	Audit Bookeasy listings, reconnect supplier links and seek product content	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	FEB 24	VC MANAGER	n/a
		7.2.2	Workshop with suppliers to calculate CIVC commission structures on all products		FEB 24	VC MANAGER	n/a
		7.2.3	Investigate options for dynamic packaging with Bookeasy/ Rezdy		FEB '24	MARKETING	n/a
7.3	Merchandise Improvements	7.4.1	Instigate a consignment agreement with Christmas Island Arts & Culture to retail local artisan crafts	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	FEB '24	VC MANAGER	\$TBA
		7.4.2	Review latest booklist on Christmas Island and source ethical souvenir suppliers.		FEB '24	VC MANAGER	\$TBA
		7.4.3	Create rotating exhibition space for local artists and photographers to retail their works		FEB '24	VC MANAGER	\$TBA
7.5	Member Engagement & Networking	7.5.1	Introduce quarterly 'Member Mingle' social events		SEP '23	MARKETING	\$6,000
		7.5.2	Implement an induction famil and annual review of tourism product for all staff, including operator feedback		FEB '24	VC MANAGER	n/a
		7.5.3	Implement a collaboration with accommodation providers to share monthly occupancy data		OCT '23	VC MANAGER	n/a
		7.5.4	Review member communications to include quality visitor data, tourism industry information and grant opportunities		JAN'23	MARKETING	n/a

VISITOR EXPERIENCES & EVENTS

REF	OBJECTIVE	REF	ACTIONS	RDO ALIGNMENT – 23/24	TIMEFRAME	ASSIGNED	BUDGET
5.3	Cultural & Natural History Interpretive Display in VC	5.3.1	Invite local cultural groups & Parks Australia to contribute ideas to an interpretive display	Activity 5.2.1: A coordinated approach to upgrading existing or developing new tourism assets, infrastructure and services is undertaken to maximise benefits to the wider community and visitors	FEB '24	MARKETING	n/a
		5.3.2	Collaborate with CI Shire to share content in CIVC on Oral Histories and PRL for CI Stories		DEC '23	MARKETING	n/a
		5.3.3	Develop a content plan to develop an interpretive attraction themed on 'Island Life'.		MAR'24		
		5.4.4	Seek quotes for interpretive design for signage, digital and artefact displays		MAY '24		
5.4	Cultural & Natural History Walking Trail	5.4.1	Design collateral to support digital app	Activity 5.2.1: A coordinated approach to upgrading existing or developing new tourism assets, infrastructure and services is undertaken to maximise benefits to the wider community and visitors	SEP '24	MARKETING	n/a
		5.4.2	Add promotion content to website		SEP '24	MARKETING	n/a
		5.4.3	Investigate opportunity to monetise a self-guided audio tour and QR delivered content		OCT '24	MARKETING	n/a

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APPENDIX 1: RDO 23-24 BUSINESS PLAN ALIGNMENT

PRIORITY ALIGNED ACTIONS FOR 2023-24

Whilst building a sustainable plan for CITA, the achievement of strategic outcomes will ideally be timed to align with priority projects identified in the RDO's Annual Business Plan. In 2023-24, the ABP builds upon the focus areas with the following recommended actions:

SRP Focus Area	RDO Anticipated role	Timeframe	Strategic Action	RDO Funding available
2.2 - Co-design and implement a communications and feedback framework for the various levels of stakeholders in the region to enable two-way communication regarding macro-level issues	Lead/champion	Oct-23 to Feb-24	Activity 2.2.1: As part of the engagement framework, develop a communications and feedback framework and implement recommendations.	NO
	Lead/champion	Jul-23 to Jun-24	Activity 2.2.2: Continue to expand the IOT RDO's existing publicly available imagery assets by commissioning new imagery that captures our multi-cultural communities.	YES
	Lead/champion	Jul-23 to Jun-24	Activity 2.2.3: Continue to provide regular updates on regional development issues to the Australian Government and other key stakeholders.	YES
3.2 – Support the development of local business capability and capacity	Contribute to	Jul-23 to Dec-24	Activity 3.2.2: Continue to explore options for the provision of professional development, including mentoring and other capacity building initiatives for local businesses.	NO
5.1 – Build the visitor economy, while respecting social, cultural and environmental needs of the community and other key regional stakeholders	Contribute to	Jul-23 to Jun-24	Activity 5.1.1: Support efforts to improve experiences, lengthen the tourism season, and target higher yield tourists to build the visitor economy.	YES
5.2 – Improve tourism assets, infrastructure, and services	Contribute to	Jul-23 to Jun-24	Activity 5.2.1: A coordinated approach to upgrading existing or developing new tourism assets, infrastructure and services is undertaken to maximise benefits to the wider community and visitors.	YES