**Planning for People**
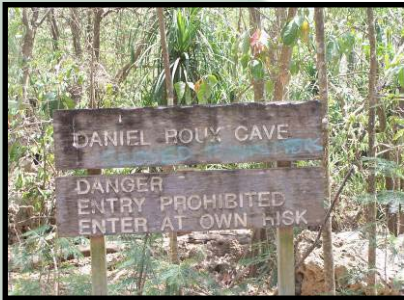
# Christmas Island

# Destination Development Report

# April 2008

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# 1. Introduction

## 1.1 Background

Christmas Island is located in the Indian Ocean, approximately 2650km North West of Perth, Western Australia and 360km south west of Java, Indonesia and 980km north east of the Cocos (Keeling) Islands. It is the summit of a submerged volcanic mountain, rising steeply to a central plateau dominated by stands of monsoonal rainforest.

This plateau reaches heights of up to 361 metres and consists mainly of limestone with a few locations of extruded layers of volcanic rock.

The Christmas Island National Park comprises 63% of the island's 135 square kilometres and is managed by Parks Australia. Currently there exists a variety of tracks and trails in and outside of the National Park.

The main industry on Christmas Island has traditionally been mining associated with Christmas Island Phosphates. Major contracts associated with the construction of the Commonwealth's Immigration Detention Centre have contributed to the economy in the last three years. Whilst ongoing operations will continue to provide benefits, a downturn has occurred associated with the departure of construction workers.

The 2006 Census conducted by the Australian Bureau of Statistics recorded a population of around 1300 people on Christmas Island. The population of the Island has an ethnic composition of approximately 70% Asian (mainly Chinese and Malay) and 30% non Asian.

In 2002 "tourist operators on Christmas Island estimated that the industry is worth in the order of $3-5million per annum to the economy". This compares with gross product of $52 million from the mining industry; $24.3million in the government sector and $22.2 in the transport and storage industries sector. [1]

Christmas Island Phosphates is expected to cease operations within six years. This is likely to have significant economic impact including direct and indirect loss of jobs. Growth in the tourism industry is one option to assist in mitigating the impact. Without the mining operations, many other businesses within the transport and storage, education, service and hospitality industries would become unviable due to the direct loss of income through business transactions or the exodus of people and their disposable income."[2]

## 1.2 The Purpose of the Christmas Island Destination Development Plan

The overall aims of the Christmas Island Destination Development plan are to:

1. Increase the attraction of the island with a focus on low volume, high yield tourism as a basis for enhancing tourism's long term contribution to the economy of Christmas Island;

2. Ensure that the products and experiences on offer align with the brand.

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[1] *Strategic Plan for the Economic Development of the Indian Ocean Territories Draft Discussion Paper, SGS Economics and Planning 2002*
[2] *Strategic Plan for the Economic Development of the Indian Ocean Territories Draft Discussion Paper, SGS Economics and Planning 2002*

# 2. Tourism context

### 2.1 Current Visitors to Christmas Island

Visitors to Christmas Island must all come by aircraft (with the exception of the occasional private boat or visiting Australian Naval ships). Numbers are hence limited to flight capacity provided by twice weekly return flights from Perth that also service the Cocos (Keeling) Islands. The tourist seats available to Christmas Island from Perth are 30-40 people/flight with a weekly flight from Singapore carrying up to 146 travellers. Additional flights are offered from Perth for about 20 weeks of the year (30-40 tourists).

The maximum tourists that can therefore access the island in a week at present aircraft capacity is 226 (266 when additional flight operating).

The draft Christmas Island Tourism Association (CITA) Marketing Strategy identifies the following primary visitor markets to Christmas Island:

- Business visitors engaging in commercial interests on the Island;
- Short to long term stay Government workers including health, education, administration and the like;
- Short to long term stay contractors usually visiting to perform services for a particular project and over a set time period;
- Visiting friends and family of local Christmas Island residents including returning students;
- Holiday and leisure visitors including special interest dive, birders, fishing and nature enthusiasts[3].

In 2007, 34% of visitors to the island were travelling for holiday/leisure; 49% for business or work; 14% visiting friends and relatives and 3% for other specific purposes including accompanying a working spouse.

### 2.2 Characteristics and activities of visitors

The most recent CI Visitor Exit Survey (March – August 2007) of 174 visitors indicates:

- 91% of visitors were from Australia with the balance (9%) from overseas (notably 40% UK; 13% Germany; 13% Canada; 7% Korea and 7% Singapore).
- The time spent on Christmas Island is clearly influenced by the flight schedules with 52% staying 4-7days; 14% 8-12 days; 11% either 1- 3 days or more than 30 days; or 12% 13-30 days[4].
- Friends and relatives were an important source of information about the island as a destination at 34%. The internet was by far the most accessed form of pre-trip information.

Information about the activities visitors undertook can be ascertained from satisfaction responses as shown in Table 1. 96% of visitors were satisfied with their visit and 86% would recommend it to family and friends.[5]

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[3] Draft CITA Marketing Strategy 2007-2010

- [4] It is reasonable to assume that those visiting friends and relatives and those travelling for work are staying the longer time periods.

[5] CITA Results of Visitor Exit Surveys, March – August 2007

**Table 1 Activities undertaken and satisfaction levels (CITA, 2007)**

| Activity | Satisfied | Neither satisfied not dissatisfied | Unsatisfied | Did not participate or not relevant |
|---|---|---|---|---|
| Bushwalking | 68% | 1% | 1% | 29% |
| Scuba diving | 16% | 0% | 0% | 84% |
| Snorkelling | 52% | 2% | 1% | 45% |
| Bird watching | 52% | 5% | 1% | 43% |
| Viewing red crabs | 70% | 4% | 2% | 25% |
| Fishing | 16% | 2% | 3% | 79% |
| Cultural attractions | 52% | 10% | 2% | 36% |
| Festivals and events | 22% | 3% | 1% | 74% |
| 4WD tours | 27% | 3% | 1% | 69% |

## 2.3  The current tourism environment

### *Access*

Access to and around the Island is critical to the visitor experience. At the present time, there is a range of issues associated with air access to the island that mitigate against growth in tourism and contribute to a poor trip experience en route as well as on arrival and departure.

The main access around the island is via a series of unsealed roads that has been constructed for mining traffic. The roads are predominantly wide and unsealed and carry large and fast moving mining traffic offering a poor quality visitor experience. Some other access routes to lookouts and visitor sites are narrow and unsealed but suited to the island experience. Roads, tracks and trails are not well marked.  A coordinated approach to signage is required to ensure standardisation of information and material is used across the island.

Hire cars are the main means of transport for visitors on the island.  Four wheel drive vehicles are required to access many of the natural attractions. However, the vehicle fleet is generally in poor condition and contribute to a poor trip experience.  Breakdown service is not available and safety is likely to be compromised unless there are immediate improvements to the fleet.

### *Accommodation*

The current accommodation capacity on the island is 150 rooms which are generally located in the settled area with 40 rooms at the Christmas Island Resort. Accommodation is predominantly 2-3 star with limited self catering. The only accommodation currently serviced by an on-site restaurant is the resort which is some distance from other facilities.

With the high percentage of business visitors, accommodation can be difficult to get for tourists.

### Attractions and experiences

The natural environment, both terrestrial and marine, is the primary attraction of the island. Extensive fauna – particularly marine life, red crabs and the birdlife, provide a unique and spectacular experience.

Opportunities to experience the natural assets are provided on the island by two commercial boat tour operators (diving and fishing), additional fishing tours, and one land based tour company that offers sightseeing and bird watching tours. Some off island commercial businesses also bring tours to the island. A number of visitor sites and walking tracks have also been developed which provide opportunities for exploring and experiencing the natural assets.

A healthy rainforest is essential to support nature based tourism. Much of the rainforest is within the National Park and can be viewed by vehicle or on foot.

The Chinese and Malay cultures are a unique experience that visitors share when on the island through the many temples and memorials that are evident as well as food that is available. There is limited information, promotion or information of this aspect of the island experience, which creates a surprise for many visitors.

With extensive mining infrastructure evident on the island, visitors can learn more about this aspect of the island through mine tours.

There are no known insect borne diseases on the Island.

### Infrastructure and Amenities

The CITA Tourist Information Centre provides excellent information, retail and tourism support services such as snorkelling equipment hire, bicycles, internet and retail.

Current amenities for tourists on the island include BBQ areas and toilets at Flying Fish Cove; and Territory Day Park; pit toilets at a small number of visitor sites within the national park; a series of lookouts and walking tracks and a golf course. Interpretation at visitor sites is dated, and directional/way finding signage around the island is limited and poorly presented.

Some of the settled areas appear to be rundown which gives an overall impression of a lack of pride in the island.

### Services

A number of Chinese, Malay and European restaurants, cafes and bars are available on the island with an interesting range of cuisine. Chinese and Malay restaurants offer a unique experience of the island. Opening hours of eating houses may vary and this can be without notice. At times meal availability can be severely limited.

One major and three minor supermarkets service the island and include opportunities for duty free shopping. A limited range of other retail outlets exists including souvenirs/gifts/duty free, surf goods, hair and beauty. Locally made goods are not available. Shopping hours are limited, especially on a Sunday.

Fresh food is limited to that brought in on the six weekly ship or by air although a new fruit/vegetable grower is being established.

Mobile phone coverage in the settled areas on the Telstra GSM network is available. The service is limited to basic voice and SMS capabilities.

Broadband internet access is provided by a local Internet Service Provider and access speed is lower than mainland standards. Internet access for visitors is available through some accommodation providers and an internet café operates at the Visitors Centre.

### Tourism management

A number of organisations have an interest in some aspects of tourism management on the island:

- Christmas Island Tourism Association – Tourism Information Centre management and operation; marketing;
- Parks Australia – management of Christmas Island National Park including many of the tracks and visitor sites as well as natural assets (including land crabs, birds etc and the marine area);
- Shire of Christmas Island – local government functions including management of settled areas, some roads, foreshore and some walking tracks; responsible for town planning;
- Australian Government Attorney-General's Department, Territories West Branch – responsible for state type services such as health, education, utilities and high level strategic planning and management of the island and the welfare of the community (this responsibility was formerly held by the Department of Transport and Regional Services);
- Indian Ocean Group Training Association and the Christmas Island High School – training and skill development;
- The community are also major stakeholders with a long term stake in tourism.

The primary coordination that occurs in relation to tourism is through the Executive Committee of CITA which includes representatives of most of the above organisations as well as community and tourism industry representation. As an Association with primarily a marketing and promotional agenda, the role of CITA in the future management of tourism may need to be reviewed and potentially expanded.

### Training and development

Indian Ocean Territories Group Training Association offers a range of training programs and support services that assist in developing staff for the tourism industry. The Christmas Island District High School is also working to develop skills amongst students to prepare them for a range of employment including in the hospitality and tourism industry.

Commonly, new tourism operators and staff of commercial businesses come to the island to take up positions rather than training island community members.

### Major issues

The following major issues need to be addressed to enable the tourism industry to grow on Christmas Island:

Access to the island – flight schedules, standard and capacity;

Community capacity and willingness to engage in the tourism industry;

Infrastructure – visual amenity of the destination within settled areas and standard of maintenance of facilities including roads, airport, walking tracks, boat ramps, lookouts, foreshore, streetscape and buildings;

Leadership and relationships – redressing stakeholder history in regard to working together;

Service environment – readiness of business to match tourism growth (restaurants, accommodation, commercial tours, car hire, retail, fuel and other services);

Information – pre trip and on island orientation, directional, cultural and interpretation information;

Marketing and visitor service resources to match potential growth;

Focus and resources for iconic visitor experiences;

Investment – identification and pursuit of potential opportunities.

### 2.4  SWOT Analysis of tourism

The community workshop conducted during the development of this plan assessed the strengths, weaknesses, opportunities and threats associated with the current tourism offer on Christmas Island.

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

*Weaknesses* –the aspects of tourism that can be improved or that are missing

*Opportunities* – ways in which the tourism opportunities can be enhanced

*Threats* – issues that if not addressed will have a negative impact on tourism

The workshop deliberations are provided in Appendix 1. They are summarised below.

### Strengths

*The natural environment* – with a unique range of endemic species that are easily viewed and accessible on land and under the sea.

*Infrastructure* – including safe, low traffic volume roads and interesting and unusual buildings that reflect the history and culture of the island.

*Social environment* – that is safe, friendly, welcoming and reflective of the Island's multi cultural society.

*Diversity* – of culture and lifestyle that is reflected in cultural festivals and sense of community and 'laid back' lifestyle.

*Activities and experiences on offer* – that include a broad range of unique experiences for the island (such as red crab migration, mine tours, cultural eating, history) as well as regular visitor activities that can be undertaken in a different environment and community reflective of an island and a multi – cultural society.

### Weaknesses

*Access* – including air services and arrival experience as well as suitability of the port for tourist access from the sea and personal luggage limits (eg golf clubs, bikes, diving gear)

*Infrastructure* – particularly run down facilities lacking maintenance including those in the park, mine and on Shire land.

*Services* – to support the community and tourists including technology, freight issues and impacts; shopping and entertainment.

*Amenity* – particularly the appearance of the streetscapes and buildings and the apparent lack of pride in the island by the community and major stakeholders.

*Tourism industry* – the 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, transport.

*Cultural tourism*- the absence of activities, interpretation and guiding associated with the extensive Chinese and Malay cultures of the island.

*Community capacity* – the lack of training and skills development for the workforce towards the tourism industry.

*Relationships*- the lack of accountability and leadership within the tourism industry and the impact of mainland and other bureaucracies on the industry without follow through on significant issues.

*Environment* – the need for managing feral species and invasive weeds and other environmental issues to ensure a sustainable environment and tourism industry.

### Opportunities

*Access* – particularly major improvements to the air services to the island, the airport and the processing of travellers, on-line booking facilities, as well as reduced costs associated with shipping and freight.

*Services* – for the community and visitors including technology and retail and other services with hours to meet visitor needs.

*Improved island amenity* – including issues such as industrial and other waste removal, containers, sheds and associated infrastructure, as well as rehabilitation of mining sites.

*Activities* –a range of new and improved visitor activities and experiences to enhance the overall tourism offer for current and potential markets.

*Training and accreditation* **–** to ensure the high standards of information, service and product sought by target markets; the ongoing development of school based and other training programs to create a sustainable tourism work force.

*Marketing* –including specific target markets and growing Asian market.

*Cultural tourism* – a range of experiences that could be offered and improved based on the Chinese and Malay cultures and training of local people.

*Accommodation* – a broader diversity of accommodation options to match potential markets.

*Potential new or expanded markets* – to explore and evaluate in terms of the experiences and services that would be required to attract them.

*New tourism infrastructure* – including the modernisation and/or re-use of some existing infrastructure (eg mine, Tai Jin house), the development of new visitor facilities such as walking tracks and cycle trails; and the need for resources to ensure appropriate maintenance of tourist infrastructure.

*Community services*- a range of services to support the community and encourage people to stay on the island (eg aged care).

### Threats

*Vision* – lack of common direction and uncertainty about the future.

*Access* - Lack of tourism growth resulting from poor airline services and wholesale costing issues.

*Infrastructure* – inability to maintain infrastructure to a standard suited to services and tourism industry needs.

*Tourism infrastructure*- inadequate and unsuitable accommodation and other services to support growth in the target markets.

*Tourism industry management and relationships* – failure to work together between various government levels and community resulting in disparate vision and commitment to tourism growth and target markets.

*Training and employment* – inadequate training and capacity building to provide for the necessary skills, employment and business development required for growth.

*Natural assets* – loss of natural assets and island unique point of difference through lack of resources for effective management.

*Community* – loss of community values and population through people moving away.

*Potential investment* - failure to target investment opportunities and lack of planning for development (including land availability).

*Environment* – impacts of climate change and other sustainability and resource use issues.

*Strategic approach* – that recognises tourism growth may take time and the need to work towards the vision.

*High costs of construction* – arising from competitive employment market and high costs of material required to be shipped.

***TOURISM WORKSHOP***

***DECEMBER 2007***



Active engagement of the community and stakeholders in the development of the Plan.

(Photographs by Kee Seng Foo)

# 3.  Developing Christmas Island as a destination

### 3.1  Target market

Identifying target markets enables the right mix of experiences to be offered to meet the expectation of visitors.

The workshop discussed what the community viewed as the attributes of the ideal visitor for Christmas Island. As shown in the table below, the primary attributes identified by the community for the ideal visitor are strongly aligned with those of the "experience seeker", the Tourism Australia target international market.

| What experience seekers are looking for | The CI ideal visitor |
|---|---|
| Authentic personal experiences<br>Engaging with the locals<br>Active learning<br>Adventurous<br>Variety of experiences on any single trip<br>Contrasting experiences compared with their everyday life | Prepared<br>Not materialistic<br>Understanding<br>Easy going<br>Sensitive<br>Particular<br>Educated<br>Curious<br>Appreciative<br>Looking for something different<br>Self reliant<br>Promoter / ambassador<br>High income<br>Adventurous<br>Flexible<br>Open minded<br>Nature lover<br>Fit<br>Inquisitive<br>Humorous<br>Caring not rushed |

Experience seekers:

- Are highly interested in travel for travel's sake – it is a big part of their life;
- Look for inspiration; research extensively; take all their needs and wants into consideration; and often know where they are going next – there are so many destinations geared for them;
- Are intrigued by stories of exotic places, people, lifestyle, histories and environment;
- Yearn for ways to involve themselves in experiences with exotic places and people's lifestyles and histories;
- Recognise the role of communications and mass media but tune into personally relevant information.

A secondary market that has some potential for the island is the health and well being market– domestic and international. Tourism Australia cites the following information in regard to this market and the attributes they are seeking:

- On average wellbeing travellers have been on seven wellbeing trips in the last five years and, whilst they generally travel domestically, where they

travel overseas the trip is combined with other experiences for a longer period.

- Their needs include:
- Luxury accommodation with quality fittings and linen;
- Gourmet food with healthy options;
- Beautiful; scenery with gardens, bush outlook or water to deepen the experience;
- Privacy and pristine natural environment;
- Swimming pool, sauna, spa, gym;
- Flexible timing and time to relax.

This market which may be attracted to CI as a domestic or international destination would complement the experience seeker and has the propensity for high levels of repeat visitation. The needs of this group could be focused on one specific accommodation facility (eg the Resort) which could be developed to match their needs but could also be expected to buy some of the experience seeker product range.

By focusing and planning for the experiences that the target market is seeking, other market sectors (both international and domestic) will also be provided with a highly satisfying experience aligned with their needs and expectations.

### 3.2 Vision and Guiding Principles

The following vision for tourism on Christmas Island was developed as part of the community and stakeholder workshop:

A destination recognised as an eco friendly, unspoiled and culturally rich island providing a unique and high standard tourism offer that includes a diverse range of natural and cultural experiences that foster local business opportunities, protection of natural and cultural assets and a vibrant and sustainable economy.

The following **Guiding Principles** were developed against which tourism development must be evaluated on an ongoing basis:

The community is working together pro-actively towards a common vision and achievable short, medium and long term goals;

There is a focus on a target market – not being all things to all people;

There is a diversity of experiences based on the natural assets and the culture of the Island;

All sectors of the community have the opportunity to be actively engaged in tourism;

There is a range of opportunities for training and capacity building for the tourism industry including for youth;

There are realistic timeframes that recognise the need for building tourism capacity on the Island;

The need for protection of the natural environment is recognised;

Government support is provided in streamlining the regulatory, planning and approvals processes;

Where infrastructure is required to deliver experiences, there is appropriate resources provided for ongoing maintenance to the necessary standard;

Tourism is based on the achievement of sustainable and socio-culturally acceptable outcomes for community;

All businesses and tourism operators are committed to the delivery of high quality experiences for tourists;

Opportunities exist for partnerships between land managers and businesses in the development of experiences;

Any development is grounded in sound research.

### 3.3  The Christmas Island brand

'Brand' refers to the feelings, perceptions and values (both tangible and intangible) held by customers about a product. A destination's brand image reflects the affinity and connection visitors or potential visitors have with the place, its values, attributes and 'personality'. This is what sets a destination apart from its competitors.

As a promise the brand provides a deep emotional connection to the visitor – it must be delivered and honoured.  The brand reflects the values, attributes and personality of the destination and makes the experience of the place positive, memorable, different and as exceptional as it can be.

The brand needs to be reinforced in every contact the visitor has with the destination – through information, signage, customer service, interpretation and so on.

The following summary of the proposed Christmas Island brand has been developed as a result of discussions with the community and stakeholders (further detail in Appendix 2).

#### Essence/Emotional Territory

Alluring

#### Positioning statement

A remote and unique paradise to be experienced as part of the community

#### The Brand Rationale

Christmas Island is a place to interact with the local Australian and Asian community, to become part of the community. Immerse yourself into their culture and day to day life. All this, while exploring unique flora and fauna on land or below the sea. Its awe inspiring land and seascapes, varied history and colourful community and culture will interest and inspire whilst providing the environment for relaxation and peace. You are not a visitor; you will feel like one of the community

CI and the community is geographically isolated from the rest of the world yet accessible to the market.

### 3.4  Iconic experiences that Christmas Island may provide

An iconic experience is one which is awe inspiring, will attract visitors, will result in "bragging", will become known nationally and internationally and can attract new and repeat visitors.

To achieve the community vision for tourism, the primary focus in implementing the Christmas Island brand needs to be on developing sufficient iconic experiences to satisfy the target market; the "experience seeker". The target market needs a variety of experiences on any single trip, recognising most trips will be a minimum of one week, these include:

- A high quality range of guided terrestrial nature based product including walking, caving, interactive bird and crab viewing.

- A high quality range of guided marine nature based product including diving, snorkelling, kayaking, boat tours.
- A range of cultural experiences that provide the opportunity to learn about the history and contemporary island life and engage with the Chinese and Malay communities as well as the European community and feel part of island life for the period of the stay.

Experiences need to be matched with appropriate infrastructure, accommodation and services to support the experiences.

Table 3.1 overleaf evaluates the strengths, weaknesses and opportunities of the current tourism offer to match the brand for the experience seeker market.

Potential for iconic experiences

**Table 3.1 Evaluation of tourism offer to match the brand and experience seeker market**

| Element of brand | Strengths | Weaknesses | Opportunities |
|---|---|---|---|
| Interaction and engagement with community | ▪ Friendly and welcoming community<br>▪ Everyday life and accommodation provides for getting to know tourism industry people<br>▪ Current high proportion of Visiting Friends and Relatives (VFR) results in good experience consistent with this need<br>▪ Mine tours as learning experience based on personal interaction<br>▪ Visitor Centre as friendly and welcoming focus of tourism activity | ▪ Limited interaction with Chinese and Malay communities for many visitors | ▪ Structured but unique Christmas Island welcome experience (eg welcome night/food stalls weekly);<br>▪ Better promotion of mine tours as means of engaging with local community and understanding the island's history |
| Immersion in culture – authentic personal experiences | ▪ Unique cultural landscape including:<br>▪ Accessible sites, temples etc;<br>▪ Friendly local people with strong connection and knowledge of the island's history;<br>▪ Authentic food and eating experiences. | ▪ Limited interpretation of cultural landscape, buildings etc<br>▪ Lack of engagement of Chinese and Malay communities in tourism industry<br>▪ Poor recognition of the interest and opportunities culture creates<br>▪ Lack of training<br>▪ Lack of maintenance of some cultural and historic sites<br>▪ Loss of visual amenity of Chinese and Malay cultural landscape associated with redundant industrial waste and junk | ▪ Identify and develop tourism business opportunities<br>▪ Implement the Shire of Christmas Island cultural tourism project<br>▪ Training and capacity building<br>▪ Expand authentic eating experiences<br>▪ Improve information about availability of experiences.<br>▪ Maintain and improve island amenity and sites |

| Element of brand | Strengths | Weaknesses | Opportunities |
|---|---|---|---|
| Natural environment experiences and adventure | ▪ Some tours have commenced to national park and other natural settings<br>▪ Existing walking tracks and lookouts<br>▪ Ideal settings exist for adventure activities<br>▪ Bird watching tours<br>▪ High standard of publications (eg Essential Christmas Island Travel Guide and other books, CITA Website and documentaries) | ▪ Limited guided activities<br>▪ Lack of experienced and trained staff<br>▪ Bringing guides from off island<br>▪ All accommodation is in urban settings<br>▪ Standard of walking tracks and signage<br>▪ Lack of integrated system of walking tracks.<br>▪ Lack of mountain bike trails | ▪ Range of guided activities including sightseeing, walking, caving, bird watching;mountain biking<br>▪ Training and accreditation for individual guides and companies engaged in providing new experiences<br>▪ Volunteer conservation tourism with support from Parks Australia<br>▪ Investigate opportunities for accommodation in natural setting unique to the island<br>▪ Implement walking track strategy.<br>▪ Develop and implement mountain bike trail strategy |
| Marine experiences and adventure | ▪ Unique and renowned diving environment<br>▪ High standard Diving and fishing tours currently exist<br>▪ Snorkelling safe and easily accessible<br>▪ Flying Fish Cove landscape and setting<br>▪ Secluded tropical beaches | ▪ Regularity of some activities<br>▪ Lack of sea kayak hire facilities<br>▪ Boat ramp access in some conditions<br>▪ Limited potential for increased capacity for diving on current boats<br>▪ No overnight marine experiences<br>▪ No hyperbaric chamber | ▪ Re-introduce glass bottom kayaks<br>▪ Better access to snorkelling equipment hire and tours<br>▪ Develop Foreshore precinct at Flying Fish Cove to include boat and equipment hire and tour operations<br>▪ Increase access to boat tours – sunrise, daytime and sunset<br>▪ Investigate marine underwater trails in Flying Fish Cove to cater for both divers and snorkellers<br>▪ Overnight kayak or boat trips to remote campsite/eco-lodge<br>▪ Investigate feasibility for hyperbaric chamber |

| Element of brand | Strengths | Weaknesses | Opportunities |
|---|---|---|---|
| Infrastructure to support brand related tourism experiences | ▪ Extensive road network<br>▪ Existing walking tracks and lookouts<br>▪ Community and sporting facilities including leisure centre, golf course, pool<br>▪ Current accommodation | ▪ Appearance and maintenance of some infrastructure<br>▪ General visual amenity and streetscapes<br>▪ Lack of pedestrian links between and in settlement nodes<br>▪ Lack of diversity in accommodation options<br>▪ Poor signage and interpretation and inconsistent look and feel. | ▪ Potential rehabilitation of some mine sites/infrastructure to offer tourism experiences<br>▪ New walking trails<br>▪ New range of accommodation |

## 4. Christmas Island Destination Development Strategies

The key result areas identified in relation to developing Christmas Island as a destination have been identified as:

1. Access

2. Accommodation

3. Attractions and experiences

4. Infrastructure and Amenities

5. Services

6. Tourism management

7. Training and development

8. Conservation of the environment

9. Commercial opportunities and investment

Strategies are identified below for each of these key result areas. We are seeking the community and steering committee views on the priority of each strategy.

Short term – 1-2 years

Medium term 3-5 years

Long term – beyond five years

The strategy is a list of recommendations and indications of key interested parties, priorities and sources for funding. The strategy does not:

- Commit any agency or party to the action; nor
- Indicate that sufficient resources or funding is available to implement the recommendations.

Rather, at this stage, the strategies are aspirational and provide agencies and interested parties with a set of goals, tools and ideas to assist in planning and developing programs to incorporate tourism needs and to create business opportunities. The implementation stage will further develop the strategies into a plan of action.

| NO | | | Key Interested Parties | Priority | Funding |
|---|---|---|---|---|---|
| 1 | Access | | | | |
| 1.1 | Air services | Investigate and negotiate opportunities for expanding the capacity of air services to Christmas Island from Australia and Asia including consideration of:<br>▪ Increased flight capacity/frequency for passengers and freight<br>▪ flexibility of itineraries for consumers<br>▪ passenger safety and comfort<br>▪ consumer costs<br>▪ retail/wholesale costs relationships | Attorney-General's Department (AGD) Private sector | Short term | AGD |
| 1.2 | Airport upgrade | Consistent with 1.1, engage appropriate expertise to assess airport infrastructure needs including:<br>▪ Terminal upgrade to service increased capacity for arrivals and departures and security and control requirements (whilst still retaining community welcoming area).<br>▪ Assess potential requirement to lengthen the runway to allow access by larger aircraft as tourism demand increases and ensure appropriate equipment.<br>▪ Tourism industry information/orientation point of entry. | AGD Christmas Island Tourism Association (CITA) | Infrastructure Assessment Short Term Implement Medium Term | AGD |
| 1.3 | Eco-cruise ships | Enter into discussions with eco-cruise providers to assess their infrastructure needs to enable visits consistent with CI "experience seeker" products | Initially CITA to explore potential of market | Short term for discussions Long term for infrastructure if any | AGD and Private sector |

| 2 | Accommodation | | | | |
|---|---|---|---|---|---|
| 2.1 | Increased range of accommodation | Pursue the development of a broader range of accommodation styles such as:<br>▪ self contained housing/apartments that complement the streetscape and Asian cultural landscape;<br>▪ eco-lodge outside settlement areas;<br>▪ other options that reflect the look and feel of the island;<br>▪ time share accommodation | Shire, Private sector; AGD, Parks | Medium to long-term | Various sources including private sector |
| 2.2 | Land availability | Investigate the options for making land available to be offered, consistent with market demand, for the development of a more diverse range of accommodation (including outside settlement areas) through freehold or long term lease | Shire, AGD, Parks, private land holders | Short-term | Various sources including private sector |
| 2.3 | The Resort | Resort owners to explore options for expanded use of resort site to match the target market needs including:<br>▪ potential for a heath and well being retreat<br>▪ opportunities to develop time share apartments or similar | Private sector | Short term | Private funding |
| 2.4 | Camping | Plan and develop campsites with appropriate facilities consistent with the Walking Track Strategy | Parks, AGD, Shire | Short to medium term | To be considered as part of the Walking Track Strategy |
| 2.5 | Tai Jin House | Develop Management Plan to protect heritage values and investigate potential for development of Tai Jin House as a community/tourism facility. | AGD | Short term | AGD |
| 2.6 | Vacant land and buildings | Consider strategy to use vacant land and buildings to cater for tourism needs and to improve amenity eg. CI Club, Cocos Padang | Shire AGD Private sector | Short to medium term | AGD, Shire, Private |

| 3 | Attractions and experiences | | | | |
|---|---|---|---|---|---|
| 3.1 | Expanded nature based product range | Pursue opportunities for expanding current nature based commercial product options including:<br>▪ Assisting current tour businesses to expand to provide additional experiences - eg sea kayaks, boat trips (day/sunset/sunrise), walking, caving, cycling, photography, painting.<br>▪ Negotiating with major off island commercial tour businesses to include CI product in their range with training and engagement of local guides.<br>▪ Seeking new island based operators to provide local product (walking, walker support services, caving, cycling). | Parks, AGD, Shire, Private Sector | Short - medium term | Various sources |
| 3.2 | Cultural tourism product | Work with Chinese and Malay communities to expand the range of opportunities for understanding the Chinese Malay history and culture and engaging with community through:<br>▪ Implementation of Shire of Christmas Island Cultural Tourism project<br>▪ Encouragement of local arts and crafts to provide goods for sale and workshop/tourism opportunities<br>▪ Development of interpretative material about the cultural landscape, building, temples and cemeteries and ensuring facilities are appropriately maintained<br>▪ Working with the community to identify and implement opportunities for relevant and sustainable tourism businesses (one possible approach is to use the Stepping Stones to tourism approach – see Appendix 3) | Shire, Arts and Culture, CITA, AGD | Short term | Various sources including grant funding |
| 3.3 | Interpretation Plan | Develop an Interpretation Plan for the island which recommends a range of media to enable visitors to understand and appreciate the natural and cultural values of the island based on the brand values and target market needs. | Parks, AGD, Shire, CITA | Short-term | For discussion |
| 3.4 | Welcome product | Establish a "Welcome product" that reflects the essence of the brand and provides business opportunities for the | CITA, Shire | Short to Medium term | Private enterprise Potential for grant |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | community. Options include weekly Welcome function including food and tourism operator stalls at Tai Jin House; CLA, Poon Saan Club or other public space; weekly markets or similar. | | | funding |
| 3.5 | | Future use of mine sites and infrastructure | Develop vision and strategic plan for future use of mine sites including the following:<br>▪ Engage the services of a conservation architect to determine the heritage values of mine infrastructure and consider potential future uses and development. eg mine port facilities for tourism.<br>▪ Determine future uses and values of individual mining leases and seek expressions of interest and pursue investment for rehabilitation/re-development of mine sites as tourism and community facilities (eg tropical gardens; accommodation) for leases that will not be incorporated into the National Park.<br>▪ Explore opportunities for development of an iconic experience associated with former infrastructure (eg re-use of railway or incline or port facilities). | CIP, Parks, AGD, Shire | Short-term | Various Sources |
| 3.6 | | Heritage/ historical Tourism Product | Develop a range of heritage and tourism products:<br>▪ building on existing self-guided trails;<br>▪ preserving and maintaining infrastructure eg. heritage buildings, cemeteries.<br>Create opportunities for historical and defence tourism (eg. site of the unknown sailors grave) through:<br>▪ development and maintenance of infrastructure;<br>▪ training and support for guides;<br>▪ engagement of off-island specialist travel companies and interest groups. | CITA, Private enterprise, Shire, AGD | Medium to Long term | Various sources |

| 4 | Infrastructure and Amenities | | | | |
|---|---|---|---|---|---|
| 4.1 | Streetscape | Engage landscape architect to develop a master plan for the development of the Settlement and foreshore areas including:<br>▪ Review of all previous plans<br>▪ Re-development of parking and facilities at Flying Fish Cove to support some commercial activity associated with water activities<br>▪ Landscaping of the foreshore strip along Gaze Road including the incorporation of shared pathway and café and retail opportunities whilst retaining the Asian cultural landscape<br>▪ Develop design guidelines for future development<br>▪ Support and develop initiatives to "Keep Christmas Island Beautiful" eg Tidy Towns, clean ups, anti litter campaigns<br>▪ Remove invasive weeds | Shire , AGD, Island Care and other community groups | Medium term | Various including Shire, Australian Government |
| 4.2 | Visitor centre | Review the capacity of the existing Visitor Centre and CITA as growth occurs in tourism and investigate opportunities for:<br>▪ Alternate premises if necessary.<br>▪ Additional staff and funding as required.<br>▪ Targeted strategic/advisory support through State and Australian Government Tourism Bodies | CITA, AGD | Short term | |
| 4.3 | Tai Jin House precinct | Develop Management Plan to restore, manage and to inform future uses of buildings and grounds for community/tourism uses. | AGD | Short term | AGD |
| 4.4 | Road management | Develop a road rehabilitation strategy as part of the mine strategic planning including:<br>▪ The downgrading of wide roads and closure of unnecessary ones<br>▪ The upgrading of a series of roadside visitor stopping points<br>▪ Enhanced roadside amenity | CIP, Shire, AGD, Main Roads Western Australia | Medium term | To be determined |

| | | | | | |
|---|---|---|---|---|---|
| | | ▪ Multi use to include cycle paths | | | |
| 4.5 | Lookouts | Upgrade the primary island lookouts, access and surrounds to provide a high standard safe viewing and interpretive experience (including Old Chinese Cemetery, Golf Course and Margaret Knoll lookouts) | Parks, Shire, AGD, | Medium term | Parks, Shire, AGD |
| 4.6 | Signage strategy | Develop and implement a Signage Strategy based on the brand that addresses:<br>▪ Standards and images for all signage;<br>▪ The implementation of Tourism signage;<br>▪ The identification of an Island Touring route taking in the main visitor sites and points of interest;<br>▪ Directional signage within settled areas and linked to visitor maps. | Parks, Shire, AGD, CITA | Short-term | To be determined |
| 4.7 | Walking tracks | Implement the Walking Track Strategy based on the priorities within the document. | CITA, Shire, Parks, AGD | Medium to long-term | To be considered as part of the Walking Track Strategy |
| 4.8 | Mountain bike trails | Develop and implement Mountain Bike Trails Strategy, including routes (dedicated and multi-use), signage, marking and safety considerations. Consider multi use tracks as part of Walking Track Strategy and road management. | CITA, Shire, Parks, AGD | Medium to long-term | Various sources including through Walking Track Strategy. |
| 4.9 | Toilet facilities | Establish new high standard enviro-friendly toilet facilities at a number of strategic locations associated with visitor use of the island (eg. South Point, The Blowholes and Lily Beach) and the Walking Track Strategy. | CITA, Shire, Parks, AGD | Medium | Potential for grant funding |

| 5 | Services | | | | |
|---|---|---|---|---|---|
| 5.1 | Communication | Ensure a high standard of communication and technology service including options for mobile phone coverage and broadband, consistent with mainland standards<br>Ensure Australian Government initiatives which support communications include the IOT | AGD, Private sector, | Ongoing | Australian Government and Private enterprise |
| 5.2 | Construction and support | Investigate options for reducing costs associated with freight of all goods including construction materials | AGD, Shire, private sector | Short term | No funding required |
| 5.3 | Tourism services | Pursue improved tourism services consistent with CITA tourism plan including:<br>▪ Opening hours of food and retail;<br>▪ Commercial operators developing support services for visitors using the island including catering, car shuttles etc.;<br>▪ Appropriate transport (ie car hires, buses)to match growth in tourism;<br>▪ Well trained and informed staff across the tourism, hospitality and support services;<br>▪ Additional ATMs. | CITA. Private sector, IOGTA | On-going | CITA to coordinate |
| 5.4 | Air access | ▪ Pursue more viable flight support including negotiation of reduced airport fees<br>▪ Investigate impediments to existing visa arrangements | AGD, Shire | Short term | No funding required |

| 6 | Tourism management | | | | |
|---|---|---|---|---|---|
| 6.1 | Brand implementation | Engage specialist support to prepare a Communications Strategy to implement the brand. The Communications Strategy will need to address:<br>▪ the target markets and the way in which they receive information;<br>▪ the extent of market growth to be achieved<br>▪ distribution channels<br>▪ approach to creating brand awareness in the market<br>▪ tactical approach and creative requirements<br>▪ Incorporation of the Brand in planning and management of activities (eg. Through Land Management, Parks Management Plan, develop and upgrade of infrastructure) | CITA (working with Tourism Australia) | Short term | Potentially CITA |
| 6.2 | Holiday packaging | Seek adequate funding to implement the Communications Strategy and marketing plan aimed at attracting the experience seeker market | CITA | Short to medium term | Potentially CITA |
| 6.3 | Leadership | Review the role and structure of CITA including consideration of CITA to become a skills based board with two primary committees – (1) Product development and (2) Marketing. Provide appropriate resources to support the Board in implementing the Destination Christmas Island Tourism Plan and the CITA Tourism Strategy | CITA | Short term | CITA to source necessary funding |
| 6.4 | Project management of tourism plan | Engage a Project Officer to work on the implementation of this plan and the CITA Tourism Strategy. | CITA | Short term | CITA to source necessary funding |
| 6.5 | Market research | Engage appropriate expertise to undertake market research into any identified major investment projects resulting from this plan | AGD, Shire, Parks, CITA | Medium | To be determined |

| 7 | Training and development | | | | |
|---|---|---|---|---|---|
| 7.1 | Capacity building and services expansion | Indian Ocean Group Training Association to work with all major stakeholders to develop work place training opportunities including school based apprentices, trainees, job placements etc aimed at the many aspects of the tourism and hospitality industry including national park land management, construction, administration, retail, trades, as well as tourism and hospitality All major stakeholders to consider training opportunities in workforce planning. Christmas Island District High School to provide opportunities for students to learn and develop skills which support the tourism industry. | IOGTA, CIDHS and major stakeholders | Short term | Individual agencies to seek funding as needed |
| 7.2 | Tourism industry development | Indian Ocean Group Training Association to offer full range of tourism training programs at secondary, technical and tertiary levels | IOGTA and CIDHS | Medium term | IOGTA to manage |
| 7.3 | Training and accreditation | Develop tour operators and tour guide training programs for Christmas Island that is suited to training and accreditation across all commercial operators on the island, including those who work in the National Park | Parks, IOGTA, CITA | Short term | To be determined |
| 7.4 | Volunteers | Develop a program aimed at attracting volunteers to participate in research, monitoring and conservation projects and interpretation for visitors.  This may involve partnership approaches with private enterprise to attract volunteers from off-island. Recognise and support volunteers in provision of tourism services eg emergency services (St John's Ambulance, SES), and community facilities (Cinema Club, Golf Club, CLA). | Parks, Island Care, Private Enterprise  Shire, AGD, Community Groups | Long-term | To be determined |

| 8 | Conservation of the environment | | | | |
|---|---|---|---|---|---|
| 8.1 | Invasive species | Work together to preserve and protect Christmas Islands natural assets e.g feral pest management and eradication of invasive weeds | Parks, Shire, AGD | Ongoing | Parks, Shire, AGD |
| 8.2 | Park Management | Support Parks Australia in its responsibility to protect and manage the National Park through:<br>▪ planning, new developments to take into account natural environment;<br>▪ ensuring activities do not unnecessarily impact on conservation values;<br>▪ tourism operators to support any training and accreditation programs;<br>▪ management of visitors through appropriate signage, trails and guiding;<br>▪ managing ferals and weeds outside the Park. | Parks, Shire, AGD CITA | Medium to long-term | Some activities will be conducted within existing resources. Funding will be sought for other activities |
| 8.3 | Marine Conservation | ▪ Support initiatives to preserve and protect marine environment through<br>▪ Improved regulatory regime through extension of Park Boundary<br>▪ Manage fisheries<br>▪ Encourage installation and use of mooring facilities at popular dive and snorkel sites | Parks, Shire, AGD | Medium | To be determined |
| 8.4 | Environmental sustainability | Support initiatives which reduce environmental footprint to underpin the eco tourism philosophy of environmental sustainability including:<br>▪ Waterwise and energy reduction programs<br>▪ Develop and initiate Design Principles for new and upgrade of existing buildings and developments which consider environmental impacts eg. Water tanks, airflows, insulation, solar power<br>▪ Initiate local carbon offset program which supports rainforest rehabilitation<br>▪ Support waste reduction and recycling programs | Parks, Shire, AGD, private enterprise | Medium to long-term | Various sources |

| 9 | Commercial opportunities and investment | | | | |
|---|---|---|---|---|---|
| 9.1 | Investment strategy | Engage appropriate expertise to develop an investment package for Christmas Island based on the commercial and development opportunities identified as a result of this plan. Investment strategy to address:<br>▪ The Christmas Island context:<br>▪ Guiding principles for investment (consistent with brand and target market)<br>▪ Compliance and planning regime – including checklists, templates and procedures to assist potential commercial operators to either assess requirements or assist in complying (including working with stakeholders to simplify and streamline)<br>▪ Characteristics of relevant business models<br>▪ Examples of specific investment opportunities<br>▪ Preparation of investment attraction document | AGD, Shire, Parks | Short term | To be determined |
| 9.2 | Funding | All stakeholders work together to develop a funding package and seek financial support for the implementation of the Government initiatives within this document. | Parks, Shire, AGD | Short term | Various sources |

# 5. Implementation

A significant step in developing tourism is for the community and key stakeholders to work together towards a common vision. The workshop was a step along this journey.

The workshop clearly identified:

- Tourism is an important factor to the well-being of the Christmas Island community;
- The need for action from many stakeholders to continue to develop tourism;
- The strength of the local community and the need for local engagement in progressing and implementing the plan.

Responsibility for developing and implementing actions identified in this report lie with a range of stakeholders including the Shire of Christmas Island, the Australian Government, Christmas Island Tourism Association as well as tourism operators, developers, educational and training institutions and the general community.

Some of the actions may be able to be implemented immediately and others will have a longer time frame. A development plan will need to be active, that is, reviewed on a regular basis, as it is implemented and as growth occurs in tourism.

Some of the actions are relevant to the Shire of Christmas Island Strategic Plan. Others are Parks Australia business and it is timely to see these carried into the development of the new Christmas Island National Park Management Plan.

The stakeholders and community require frequent feedback on the plan and an avenue for individuals and organisations to engage in the plan or in specific actions.

To address these issues it is proposed that the plan will be implemented in a two stage approach.

- Finalise the plan and determine the process for long term implementation;
- Facilitate, coordinate, monitor, review and report on the Plan.

Responsibility for implementing the plan will lie with a Steering Committee chaired by the President of the Shire of Christmas Island. Members will be representatives of the Christmas Island Tourism Association, Attorney-General's Department and Parks Australia. Working groups may be formed for specific tasks as required. A project plan will be developed by this group for the staged implementation of the plan. Terms of Reference for the Steering Committee will be developed.

In finalising the plan the Steering committee will determine the most suitable body to facilitate, coordinate, monitor, review and report on the plan to enable long term implementation.

# APPENDIX 1:   OUTCOMES OF DESTINATION CHRISTMAS ISLAND WORKSHOP HELD 30 NOVEMBER AND 1 DECEMBER 2007

### *Strengths*

| | |
|---|---|
| Environment | Natural environment: geology, birdlife, jungle, marine<br>"In your face" nature<br>Accessible<br>Range of Endemic species<br>Renowned – iconic<br>Easy snorkelling experience<br>Pristine / healthy |
| Infrastructure | Reasonable roads / temples / mine<br>Low traffic volumes – high safety<br>Colonial – heritage buildings<br>Industrial<br>Modern facilities / harbour |
| Social | Welcoming, open, friendly safe<br>Diverse<br>Multi lingual<br>Colourful<br>Relaxed / laid back<br>Multi cultural |
| Diversity | Multi lingual<br>Colourful<br>Relaxed/ laid back<br>Multi-cultural<br>Australian/Asian<br>Lifestyle<br>Island time<br>Religions/places of worship<br>Festivals – non exclusive<br>No social negatives<br>Great neighbourhood watch |
| Activities | Tours<br>Diving<br>Snorkelling<br>Fishing<br>Walking<br>Bird watching<br>Caving<br>Golfing<br>Drinking<br>Eating<br>Gambling<br>Bike riding<br>Photography<br>Nature activities (crabs etc)<br>Exploring<br>Outdoor Cinema |

| Experiences | Exclusive |
| --- | --- |
| | Bragging rights |
| | Low-volume |
| | Personal |
| | Broad |
| | Small island experience |
| | Vulnerability |
| | Ecological |
| | Multi-cultural |
| | Watering hole |
| | Lack of hawkers |
| | Feral chooks |
| | Driving with crabs ie avoiding them |
| | Passionate |
| | School/ children |
| | Proximity of Asia |
| | Variety of food |
| | Administrator |
| | Whale sharks |
| | Willingness to educate/share culture |
| | New walking trails |
| | Mine tours |
| | Basic/untapped/untouched |
| | HHH – worldwide, adventure, friendliness, discover |
| | Duty free |
| | GST free |

## Weaknesses

| Access | Cost of airfares |
| --- | --- |
| | Airport limited to plane size landing |
| | Regularity / frequency of air services |
| | Limited airport facilities |
| | Routing |
| | Slow processing for inbound tourists |
| | Shipping |
| Infrastructure | Position of boat ramp |
| | Park infrastructure and interpretation |
| | Mining infrastructure |
| | Signage |
| | Track maintenance |
| Services | Mobile phone coverage / no public phone at airport |
| | Regular freight services |
| | Cost of freight |
| | Internet speed and availability |
| | Poor computer system |
| | Opening hours of shops and services |
| | Lack of variety of food, facilities tourism and cultural |
| | Shortage of entertainment facilities |
| | Absence of Good quality fresh food |
| Amenity | Lack of pride of the place |
| | Pollution / dust |
| | Island clean up |
| Tourism industry | Availability of tourist options bus service, car , taxi, signage, |

| | |
|---|---|
| | toilets<br>No community collective attitude towards tourism<br>Co-ordination of services and facilities<br>Location / marketing<br>Lack of information on arrival |
| Cultural tourism | No cultural interpretation – no cultural tours<br>No religious interpretation |
| Community capacity | Transient work force<br>Lack of skilled labour<br>CI working speed<br>Limited population<br>Some tourist services run/facilitated by volunteers |
| Relationships | Distance from mainland for government red tape<br>Council obstruction, lack of vision , goal , fast tracking – extended time and permit approval<br>Lack of accountability and leadership<br>No one will do it – don't follow through<br>Meetings, laws, actions, all in place but what happens eg.<br>Vacant buildings cars, rubbish/bins, building permits<br>Lack of enforcement |
| Environment | Crazy ants, feral cats, chooks and dogs<br>Invasive weed species<br>Crab migration – road closures<br>Lack of Recycling<br>Eating natural flora and fauna<br>Lack of environmentally friendly approach to CI eg water, power |

## Opportunities

| | |
|---|---|
| Access | Aviation access<br>Direct flights to Perth<br>Public transport<br>Better transport / storage of Aviation fuels to reduce costs<br>Upgrade airport<br>Processing travellers at the airport |
| Services | ATM<br>Internet speed/ blind spots<br>Trading hours earlier / nights / Hawkers<br>Reduction in shipping costs (freight) |
| Amenity | Rubbish removal / recycle/manage<br>Rehabilitation<br>Eradicate feral flora and fauna |
| Activities | Fishing charters<br>Dive charters<br>Caving<br>Adventure activities eg: rock climbing, abseiling, orienteering<br>Scenic flights<br>Paragliding<br>Guided walks<br>Historical / museum tours<br>Marine Centre – expand CITA building<br>Glass bottom boat<br>Submarine glass runner<br>Hydroponics<br>Fresh food / fish cooperatives |

|  | Casino |
| --- | --- |
| Marketing | Key marketing presence<br>Documentary film crew support: cut red tape, easier access; licencing for filming in National Park<br>Newspaper<br>Workers / travellers greeting at airport<br>Info package at airport |
| Cultural | Cultural tours/ industries<br>Cooking classes<br>Traditional Art classes and sale of goods (including clothing)<br>Restaurants<br>Theatre/ performing arts<br>Revamping cultural icons<br>Cocos Padang<br>Revised heritage regulations |
| Accommodation | Retreats<br>Accommodation – self contained<br>Eco village at remote site<br>Forest accommodation<br>Timeshare<br>Retirement complexes |
| Potential new or expanded markets | Medical tourism<br>Scientific conferences / workshops / rehab / birds/ crabs flora & fauna<br>Educational tourism – school, TAFE, Uni Marine<br>Conservation activities<br>Conference centre<br>Events coordination – marathon, festivals/arts and culture<br>Research facilities<br>casino<br>Multi use Immigration Detention Centre<br>Survivor C.I Reality Show<br>Golfing Holidays using current Golf Course |
| New tourism infrastructure | International golf course<br>Railway<br>Waterslide<br>Giant red crab<br>Walking and cycling trails<br>Caving |
| Infrastructure | Modernise facilities<br>Port redevelopment<br>Relocate fuel tanks from foreshore precinct<br>Land release<br>Mooring facilities – East coast<br>Port facilities for yachts – soft moorings / boat club<br>Redevelop mine infrastructure<br>Link water road upgrade / open (round island trip)<br>Cycleways<br>Parks funding – toilets, interpretation<br>Research facilities<br>Better utilise/relinquish commonwealth assets  - "Buck House", CI Club<br>Develop Guiding principles for building designs |
| Community services | Retirement complexes<br>Youth activities and opportunities |

| | Hydroponics<br>Fresh food / fish cooperatives |
|---|---|
| Other non tourism potential | Offshore banking<br>Tax haven<br>Shipping registry |

### Threats

| | |
|---|---|
| Lack of access | Airline capacity, cost and dependability |
| Infrastructure | Tired, rotting infrastructure including Airport<br>Mooring system<br>Port facility suitability to inbound tourism<br>Ramp Adequate for larger boat launching / pull out<br>Water supply |
| Tourism infrastructure | Room capacity / range<br>Suitability of accommodation to target market<br>Inadequate Transport (hire cars, public transport tours)<br>Lack of retail<br>Mass Tourism |
| Tourism industry management and relationships | Lack of Leadership<br>Apathy of local community<br>Lack of cohesive vision from locals<br>External decision making by government:<br>Lack of entrepreneurs<br>Complacency |
| Training and employment | Mass tourism balance of tourists to locals<br>Lack of training and education to keep locals here |
| Natural assets | Threats to the natural assets eg crazy ants / weeds/people<br>Lack of resources for national park |
| Community | Loss of living cultural by people moving<br>Aging population<br>Loss of critical mass of local population ie houses as holiday homes and people moving away |
| Potential investment | Lack of business incentives<br>Land availability<br>Lack of planning, development<br>Freight costs<br>Complacency |
| Environment | Climate change<br>Sustainable future |

# Appendix 2: Christmas Island Brand

### Core values
The core values and their ranking (grouped by similarities….lead values

| Community | Australian/ Asian / Colonial/ European; Multicultural paradise; Vibrant multicultural /caring/community spirit/ friendly/welcoming |
|---|---|
|  | Environmental awakening/ nature/respect understanding/respect for nature and cultural heritage |
| Diverse experience (Rainforest to reef) | Accessible jungle; Wild rugged nature; iconic wildlife; a place to explore; History, living culture |
| Value added | Value for $$; Exclusive experience |
|  | Unforgettable / inspiring, Alluring/sounds/silence; open and tune the senses |
|  | Safety – personal/ health/security/social safety |
|  | Danger /adventurous /spooky |
|  | Relatively untouched; Unlike typical islands/ simplicity/ back to basics/splendid isolation |
|  | Caring/acceptance/tolerant/generous |
|  | Valuing diversity |

### Benefits
The core values would potentially give rise to these benefits described as

| Recharge | Room to question/examine/re-evaluate your perspectives/ low stress/opportunities to escape and have solitude /spiritual |
|---|---|
| Short distances/quickly oriented | Value for time/can do lots of things |
| Duty free |  |
| Sea change/contrast from everyday life | No consumerism/richness of non materialistic experience/lack of commercial pressure/Asian experience |
| Photo opportunities |  |
| Challenge/adventures |  |
| Remote/mysterious/unexplained | Experience an island |
| Family destination | Sense of holiday/ safe/year round swimming |
| Genuine experience | Food/sense of belonging/different cultural foods/endemic plants and animals/interact with locals in cultural celebrations; Good medical care |

### Key Attributes
Unique and endemic flora and fauna
Chinese and Malay cultures and landscape
Dramatic and diverse island landscape
Small and accessible with range of adventure opportunities
Friendly and engaging community

**Personality** which sets the tone for the brand

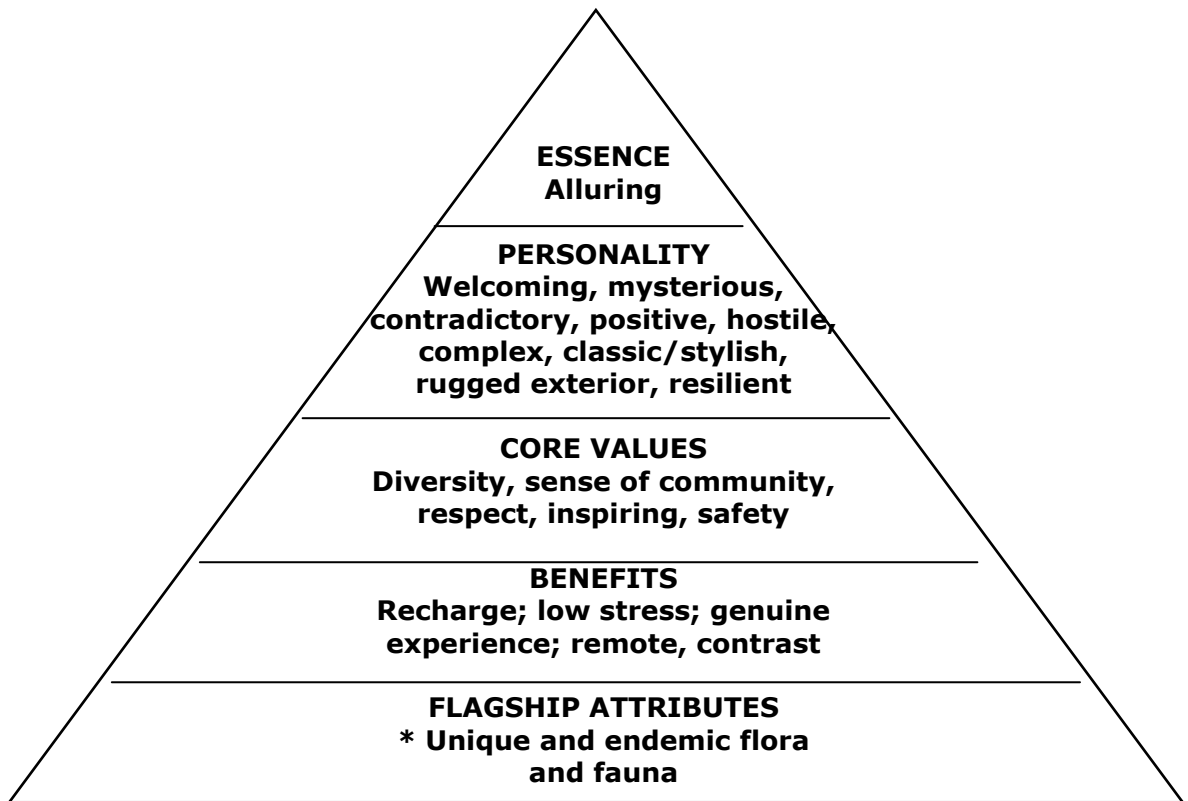| Welcoming | Generous, enveloping, accepting, caring; soft, sweet interior, friendly, sharing, soft warm , generous, bountiful, humorous |
|---|---|
| Contradictory | Split personality, misunderstood, confused/ Jekyll and Hyde; introverted and extroverted; laid back and uptight, dependent |
| Mysterious | moody |
| Complex | |
| Resilient | Steadfast, imaginative |
| Positive | Committed, passionate, spirited, determined |
| Classic/stylish | professional |
| Hostile | Suspicious, jaded, racist, angry, dogged |
| Rugged exterior | |

### Key words

Alluring, welcoming, mysterious, contradictory, positive, hostile, complex, classic/stylish, rugged exterior, resilient

### Essence

| Unique | Wildlife, Environment, Culture/history; Diversity; untouched wildlife; historic moonscapes; place of extremes<br>Tropical climate; red crab migration; chanting call to prayer; mining; birds; |
|---|---|
| Safe | |
| Culturally diverse | Food, people, ceremonies, festivals, temples in the middle of nature, cultural melting pot; unique architecture |
| Varied history | Mining, Chinese and Malay, immigration, union, unknown sailor, occupied during WWII |
| Friendly | Relaxed, welcoming, Sunday pace, positive, culturally accepting |
| Pristine environment | Close to nature, fresh; belongs to nature, protecting, nurturing, wilderness, photogenic, untamed, back to basics, natural beauty, sounds of nature, birds singing in the ocean; healthy coral reefs |
| Inspiring | Life changing experience, positive, spiritual, emotional |
| Quirky | |
| Remote | Available yet inaccessible; simplicity and tranquillity; laid back isolation; times stood still; serenity |
| Emotional | Resourceful, resilient, sadness, serenity, awe |
| Adventure | |

BRAND TRIANGLE



**ESSENCE**
**Alluring**

**PERSONALITY**
**Welcoming, mysterious, contradictory, positive, hostile, complex, classic/stylish, rugged exterior, resilient**

**CORE VALUES**
**Diversity, sense of community, respect, inspiring, safety**

**BENEFITS**
**Recharge; low stress; genuine experience; remote, contrast**

**FLAGSHIP ATTRIBUTES**
**\* Unique and endemic flora and fauna**

**Concept statement** summing up all the CI brand stands for

Share the marine and terrestrial environment of Christmas Island with the community. It is a place where Australian and Asian cultures live together; where you can experience the temples, food, ceremonies and friendliness of the Chinese and Malay people, and join the community to explore the island and the marine life. When you reach Christmas Island you will be warmly welcomed into the community to relax or experience the unique natural environment of the island. You will be astounded by the landscape, the birdlife, the red crabs and the underwater world and you will be surprised and intrigued by the cultural landscape. You can do as much or as little as you want, be challenged, adventurous or inspired. The sounds that you hear will be about both the natural and the cultural world. It is a place where you will feel that you are part of the community.

### Key words

Remote, friendly, multi cultural, unique, diversity of natural and cultural experiences, surprising, choice

Essence/Emotional Territory

Alluring

Positioning statement

A remote and unique paradise to be experienced as part of the community

### The Brand Rational

Christmas Island is a place to interact with the local Australian and Asian community, to become part of the community. Immerse yourself into

their culture and the day to day life. All this, while exploring unique flora and fauna on land or below the sea. Its awe inspiring land and seascapes, varied history and colourful community and culture will interest and inspire whilst providing the environment for relaxation and peace. You are not a visitor; you will feel like one of the community

CI and the community is geographically isolated from the rest of the world yet accessible to the market.



**Destination Christmas Island workshop participants December 2008**
(Photographs by Kee Seng Foo)

# Appendix 3: Three Stepping Stones for Tourism

Stepping Stones for Tourism (Source NT Tourism website).

Tourism development program for Indigenous communities.

What is Stepping Stones for Tourism?

*Stepping Stones for Tourism* is a highly flexible program which builds capacity for Indigenous communities and individuals to more effectively engage with tourism issues. *Stepping Stones for Tourism* helps Indigenous communities and individuals explore ideas for tourism and introduces steps for sound tourism development planning.

The program has particular utility for use on Aboriginal lands, for community planning, for use with Indigenous communities associated with protected areas, for more detailed concept development of emerging Indigenous tourism product and for community-based business plan development.

Who is behind Stepping Stones for Tourism?

The *Stepping Stones for Tourism* program evolved from the National Tourism and Heritage Taskforce of the Environment Protection and Heritage Ministers Council.

Tourism NT has worked in collaboration with the Dept. of Environment and Heritage, Indigenous Business Australia and Aboriginal Tourism Australia to develop the program through a set of facilitation tools and graphics and a training program for facilitators to implement Stepping Stones workshops.

How does Stepping Stones for Tourism work?

The *Stepping Stones* are the steps Indigenous communities can take to think through the issues about getting involved in tourism and what makes a strong tourism business idea. The steps are grounded in internationally recognised planning experience in tourism, land management and community development. Some of the

key principles of the program include; Participants are the generators and owners of the outcomes; .Learning through doing. capacity building; Access to information and informed decision making; Flexible formats and delivery; Sustainability for land, culture, community, family and business; Responsibility and respect between visitors and host.