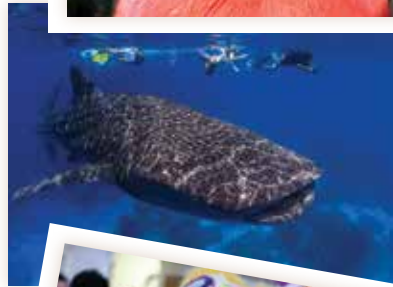




Christmas Island Tourism Association STRATEGIC PLAN 2016-2020



WELCOME

Welcome to Christmas Island, A Natural Wonder

Welcome to the Christmas Island Tourism Association (CITA). We are a truly passionate and committed organisation dedicated to facilitating beneficial natural and cultural tourism outcomes on Christmas Island, and indeed across Australia's Indian Ocean Islands.

CITA became an incorporated body in 1996 and operates on a membership base. Our Association is open to any interested person or organisation, wherever they are located.

We firmly believe that Christmas Island is a special and unique place, and we are committed to sharing our beautiful home with as many people as is sustainably possible.

Christmas Island is one of nature's most impressive feats. It is an island full of natural wonders, which includes the unique annual red crab migration, one of the highest concentration of robber crabs across the world, rare and unusual birds and glorious deserted beaches

where nesting turtles and wandering crabs leave behind distinctive footprints. With so many endemic species, it is a very special place to visit.

Yet the Island also displays an amalgam of cultures, history and industry. From its British beginnings of exporting phosphate utilising an indentured workforce, to struggles for equality of opportunity for all, to its now harmonious approach to Island and multi-cultural living, there is much to explore and learn about this Australian Indian Ocean Island.

The Staff and Committee of CITA are dedicated to ensuring that sustainable tourism takes its rightful place on Christmas Island, and indeed throughout Australia's Indian Ocean Islands. The following outlines our pathway to ensuring that the culture, heritage and natural environment are all protected and sustainably enhanced, and that tourism increases its contribution to the Region's economy.

PURPOSE

The purpose of CITA is to:

1. Promote and market Christmas Island and Australia's Indian Ocean Islands as world-class natural and cultural tourism destinations
2. Provide high quality information and services for visitors
3. Represent and facilitate the tourism industry on Christmas Island
4. Provide information relevant for all people likely to benefit from tourism outcomes.



VISION

By 2020, CITA will be known as:

- A **vibrant, world-class** Association that shows leadership and innovation in promoting, marketing and assisting the tourism industry and all its beneficiaries.
- A **significant economic driver** on the Island, through proactively forging partnerships to implement actions that sustainably support and enhance the culture, nature and history of Christmas Island.

VALUES

We are proud of our passion and dedication to the natural, cultural, social and economic environment of Christmas Island. Our values guide us in everything we do. Our core values include:



Forward Thinking

We are forward thinking. We are proactive and are committed to acting in ways that are innovative and beneficial to all our Island residents, businesses and visitors.

Community Minded

We are community minded. We are welcoming and respect differences in cultures, beliefs, gender, race, age and ability. We form beneficial partnerships to ensure that we can maximise benefits for all and allow for community participation wherever possible.

Professional & Approachable

We are professional and approachable. We are committed to improving outcomes for Christmas Island and act in a way that consistently enhances the values, ethics and integrity of CITA.

Knowledgeable

We are amongst the most knowledgeable on the Island when it comes to tourism matters. If we don't know the specific answers, we are confident that we have the connections and pathways that can best assist outcomes.

Evidence Based

We are evidenced based. We are dedicated to interpreting pertinent information about tourism. We are committed to ensuring that our actions are based on sound data and analysis.

GOALS

1. Promote and market Christmas Island and Australia's Indian Ocean Islands as world-class natural and cultural tourism destinations

- Goals:
- Facilitate increases in target markets' awareness of Christmas Island, which can increase tourism visits and spend
 - Work with Cocos (Keeling) Islands to facilitate opportunities to increase tourism to Australia's Indian Ocean Islands

2. Provide high quality information and services for visitors

- Goals:
- Provide world class visitor information, products and services in accessible and welcoming ways
 - Actively and professionally manage the Visitor Information Centre in ways that enhance the visitor experience



GOALS

3. Represent and facilitate the tourism industry on Christmas Island

- Goals:
- Represent the tourism industry on Christmas Island in a professional manner
 - Facilitate and assist tourism developments and events where appropriate

4. Provide information relevant for all people likely to benefit from tourism outcomes

- Goals:
- Analyse, interpret and disseminate information relevant to tourism outcomes on Christmas Island



KEY PERFORMANCE INDICATORS



CITA takes its role on Christmas Island seriously, and is dedicated to producing good outcomes for the Island and across Australia's Indian Ocean Islands.

Key Performance Indicators (KPIs) and their targets *(as noted in italics in the parentheses)* have been determined for each of the goals set for CITA's Strategic Plan. In assessing the KPIs, we will ask ourselves three key questions:

- Has the KPI been achieved?
- How well was the KPI achieved?
- Did we make a positive difference in achieving the KPI?

1. Promote and market Christmas Island and Australia's Indian Ocean Islands as a world-class natural and cultural tourism destinations

Facilitate increases in target markets' awareness of Christmas Island, which can increase tourism visits and spend

- Tourism visits / spend stable or increased in Australia's Indian Ocean Islands
(Determine baseline information and develop achievable benchmarks based on visitor surveys and anticipated trends)
- Increase social media exposure and engagement
(5% increase in website visits on 2015-16 levels)
- Finalisation of an effective Marketing Strategy
(Obtaining sign-off from DIRD)

Work with Cocos (Keeling) Islands to facilitate opportunities to increase tourism to Australia's Indian Ocean Islands

- Updated MOU (developed 12 Dec 2012) between CITA and CKITA to reflect current initiatives
(Signed MOU)
- Increases in a partnership approach between CITA and CKITA
(At least 5 joint initiatives with CKITA per year)
- Information provided to community, funding provider and CITA, CKITA members about successes achieved
(100% of notices and e-newsletters published on schedule)

KEY PERFORMANCE INDICATORS

2. Provide high quality information and services for visitors

Goals: **Provide world class visitor information, products and services in accessible and welcoming ways**

- High level of website and social media visits
(5% increase in Website visits, Facebook 'likes', tweets, Youtube views, Instagram followers and social media comments)
- High levels of satisfaction from visitors regarding information and products
(Over 80 percent satisfaction from exit surveys and customer feedback)
- Airport presence and welcome
(Visitors surveyed on 100% of RPT commercial flights)

Actively and professionally manage the Visitor Information Centre in ways that enhance the visitor experience

- Maintenance of Visitor Centre opening hours
(100% of planned opening hours maintained)
- Effective Visitor Information Centre operations
(5% increase in sales and/or bookings from 2015-16 levels)
- High level of satisfaction with Visitor Information Services
(At least 80% satisfied with information provided as reported by exit survey)



KEY PERFORMANCE INDICATORS

3. Represent and facilitate the tourism industry on Christmas Island

Goals: **Represent the tourism industry on Christmas Island in a professional manner**

- Increase in Membership of CITA
[Number of members remains at or above 2015-16 levels]
- Satisfaction from members re: CITA's performance
[Over 80% of members satisfied with CITA's performance as per annual survey of members]
- Successful Tourism Awards Night
[Attendance at or above 2015-16 levels]
- Continued / increased involvement in relevant partnerships and committees
[Active partnerships with relevant organisations]

Facilitate and assist tourism developments and events where appropriate

- Increase in strong working relationships between CITA and other stakeholders
- Increase in volunteers and casuals assisting CITA
[Volunteer and Casual Register developed and benchmarks for increases determined]
- Successful completion of events and high level of satisfaction from events where CITA is a key stakeholder
[At least 80% satisfaction with CITA at events where CITA a key stakeholder]

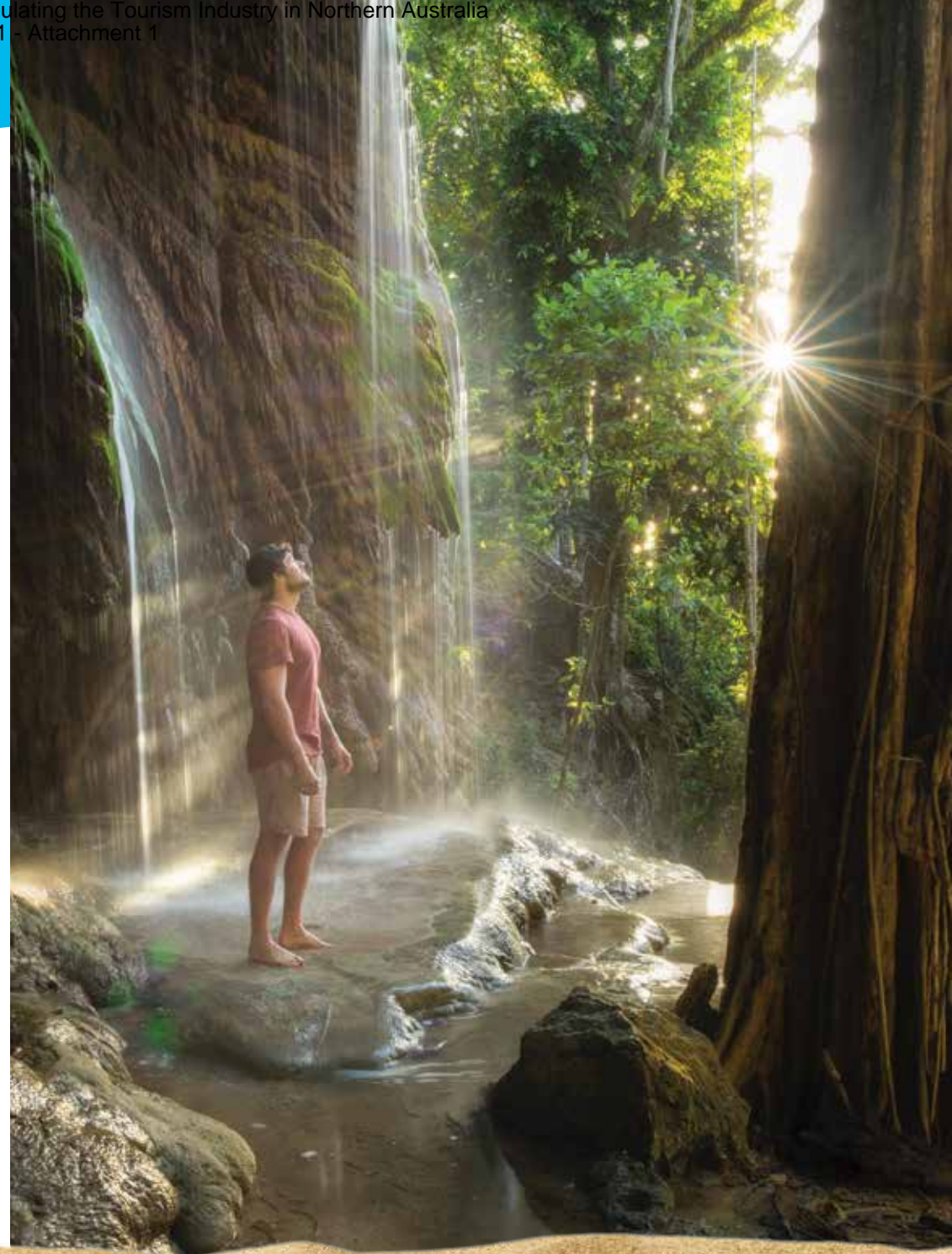


KEY PERFORMANCE INDICATORS

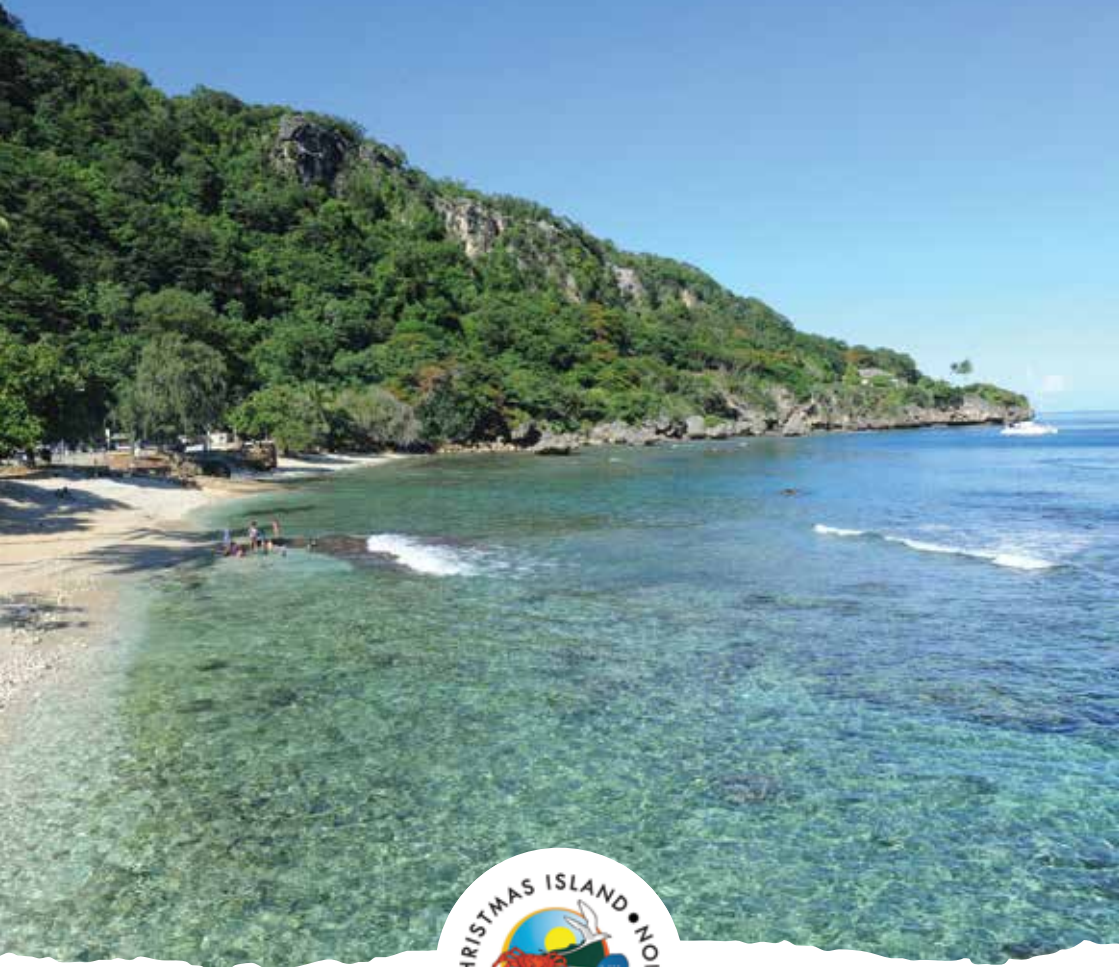
4. Provide Information relevant for all people likely to benefit from tourism outcomes

Goals: **Analyse, interpret and disseminate information relevant to tourism outcomes on Christmas Island**

- Database of tourism information expanded and consistently updated
(Database established and maintained monthly)
- Regular information and satisfaction recorded, analysed and disseminated to community and stakeholders
(As required)
- Action taken in CITA's areas of responsibility, identified as needing improvement
(Areas for improvement noted and actioned within a month)







Christmas Island, A Natural Wonder