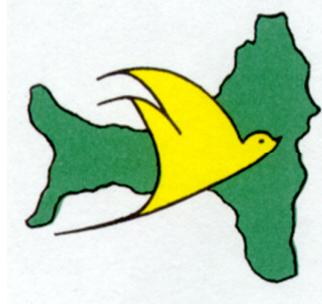


SHIRE OF CHRISTMAS ISLAND



OUR FUTURE: CHRISTMAS ISLAND COMMUNITY STRATEGIC PLAN 2011 - 2021



Revised and updated in March 2013 by the Our Future
Planning Forum and adopted by Council 26 March 2013

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FOREWORD

It is now 2013 and Christmas Island finds itself at a crossroad. In the past, Christmas Island's economy has been heavily reliant on phosphate mining. Indeed, mining has been the mainstay of the economy since Christmas Island's inception, and many other industries and services on the Island have been required due to the demands created by the mine and its employees.

In 2011 Christmas Island found itself in new territory with the prospect of a reduced mining landscape in the not too distant future being a very real prospect and the need for diversity within the Christmas Island economy was more pressing than ever before. In order to support its community, new sustainable industries must be forged, and to do this most effectively, input from everyone in the community is required.

Today, while mining is still prevalent, other industries continue to emerge. The Christmas Island Detention Centre is fast becoming one of Australia's largest detention centres, and with this brings many challenges and opportunities for the Island. Tourism continues to beckon as a potential key industry on the Island as the natural environment remains as one of the most beautiful and unique in Australia and indeed in the world. Other industries, such as horticulture and research and development are also very real opportunities for the Island, and with efforts from the community at large, these and other industries can assist in transforming Christmas Island into a robust and diverse economy.

The original Plan, *Our Future: Christmas Island 2018* is intended as the key to Christmas Island's successful transition to a more robust and diverse economy and community. It has been developed with input from all parts of the community and includes a shared vision, shared objectives and agreed priority actions. However, the Plan will not implement itself. In order to ensure that Christmas Island has a healthy and strong future, the Plan needs continued input from everyone - and this includes you. I do hope as you read through this document you will choose to embrace the opportunities of the Island and ask yourself, "Where can I help make the Island realise its' amazing potential?"

In order to maintain the relevancy of this Plan, the Planning Forum Committee that was established in 2011 met several times in February and March 2013 to comprehensively review the Plan. In doing so, the updated amendments and changes to the original Plan were made and reflected in this edition of the Plan without detracting my the intended purpose and direction of this extremely important document.

Cr FOO Kee Heng
President, Shire of Christmas Island



Reports, information and plans from 2011 to 2013 that have impacted on the original Plan

1. Indian Ocean Territories Regional Plan 2012 - 2017
2. 2011 Census data
3. Community Capacity Assessment Audit
4. Town Planning Scheme (2) and Local Planning Strategy
5. Urban Design Master Plans Gaze Road and Vagabond Road
6. Accommodation Needs Assessment
7. CI Tourism Catalyst report (not yet released)
8. Socio-Economic impact assessment IDC (not yet released)
9. IOT Marketing Plan 2012-2015
1. Cost of living report (not yet released)
2. Communications Plan (not yet released)
3. IOT Community residential insurance report (not yet released)
4. Light Industrial Area (LIA) subdivision design
5. CI Sport and Recreation Strategic Plan 2009 (reviewed 2013)
6. CI National Parks Draft Management Plan (draft to be completed 2013)
7. CI Tourism Association Destination Development Strategy 2013 -2018 (not completed)
8. Telecommunications paper RDAMWG

Changes to organisational structures:

- Now part of Regional Development Australia Mid West Gascoyne
- Economic Development Consultative Groups (EDCG) disbanded and IOT Regional Development Organisation formed
- Proposed devolution of Department responsibility for Indian Ocean Territories from current Territories Office Perth to IOT Administration on Island
- CI Heritage Society reformed
- The Department now responsible for the Commonwealth Government's Administrative role for Christmas Island is the Department of Regional Australia, Local Government, Arts and Sport.



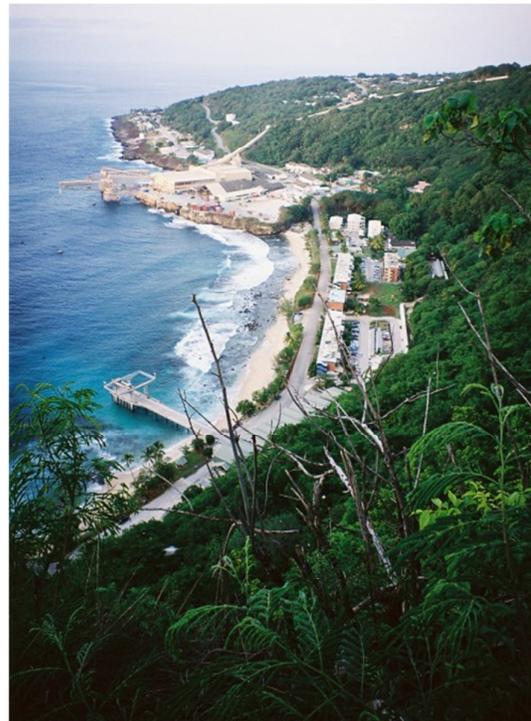


Background to original Our Future, Christmas Island: 2018 Plan

In January 2010, the Shire of Christmas Island called for submissions from suitably qualified consultants regarding the provision of ‘facilitation services’ over a 10 month period. The purpose of the commission was to assist the Christmas Island Planning Forum and the Australian Government to develop the ‘Christmas Island: 2018 Plan’. The tender was awarded to C Change – Sustainable Solutions Pty Ltd and AWSPS in April 2010.

The *Our Future, Christmas Island: 2018 Plan* (hereafter called ‘the Plan’) was required to clearly articulate shared community directions for the future of the Island. The Plan was to include a shared community vision, key actions, milestones and time lines for actions. Importantly, the Plan also required outcomes that were agreed upon by all representatives of the community. Guidance for implementing and monitoring the agreed actions was also requested.

A key aspect of the Plan was to ensure that strategies were community initiated and that these strategies assisted in developing long-term economic diversity for the Island’s economy. To ensure this occurred, a Planning Forum was established and people from 17 organisations were included, as well as three community representatives. The group was regarded by all within the Planning Forum to be representative of the Christmas Island community (refer Appendix A). In addition, community consultation occurred throughout the development of the Plan, and included public forums, a community survey, one on one consultations, presentations to community groups, information stalls and requests for community input through articles published in the community papers - ‘The Islander’ and the Council ‘Bulletin’. These events were essential in understanding the community’s priorities for the Island and in ensuring that the vision developed was indeed shared. Furthermore, as many reports and studies had been prepared for Christmas Island previously, the actions presented within this Plan come largely from established Plans and priorities.





Structure of the Plan

The original *Our Future, Christmas Island: 2018 Plan* commenced with a statement regarding shared Community Vision and Values and this remains the same with the revised Plan. A number of key themes are outlined and discussed, with actions for these themes being clearly identified, along with responsible authorities for the actions, key milestones and timing requirements. An Implementation Plan for the key priorities and guidance for monitoring concludes the document.

There is also a supporting document to this Plan that includes the outcomes of the Community Consultation. This is entitled "Summary of Consultations, Our Future, Christmas Island: 2018". The information contained within the document assisted in determining the key priorities for the Island.



Christmas Island – Some Quick Facts and Challenges

Where it is

Christmas Island is located in the Indian Ocean, approximately 2650km North West of Perth, Western Australia, 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 from the Abyssal Plains of the Indian Ocean to a central plateau peaking at 361 meters above sea level.

Population

The 2011 Census conducted by the Australian Bureau of Statistics recorded a population of over 2100 people on Christmas Island an increase by around 60% since 2001. The population of the Island's ethnic composition of approximately 70% Asian (mainly Chinese and Malay) and 30% non-Asian which has altered significantly during the past ten year and more significantly since the Immigration Detention Centre was opened.

Industries

With a few exceptions to date, the mainstay of the economy on Christmas Island has been associated with the mining of phosphate. Currently Phosphate Resources Ltd (PRL) trading as



Christmas Island Phosphates (CIP) operates the phosphate mining activities. It is estimated that operations can continue for between 5 to 7 years with the current mining leases. CIP applied for further mining leases to extend the mine's economic life, and recently the Australian Government has indicated its tacit approval of such although presently no confirmation has been received.

In recent years, major contracts associated with the construction and operation of the Commonwealth's Immigration Detention Centre has also contributed to the economy. The Immigration Detention Centre has housed over 3,000 people and is averaging around 1,500 people and provided up to 500 jobs, both directly and



indirectly for residents, short term contracts (12 months- 2 years), and also fly-in fly-out position.

Tourism and hospitality is also an important part of the Island's economic base and comprises a range of small accommodation providers, tour operators, dive operators, restaurants/cafes and infrastructure for self-guided tourists. Most, if not all in the community agree that there is significant potential for expansion of the tourism industry given the Island's natural heritage values and the fact that the Christmas Island National Park comprises 63% of the island's 135 square kilometres.

Other significant industry sectors are government services, transport and storage.

Challenges

Christmas Island continues to face a number of significant challenges in developing a socially and economically sustainable future. Key challenges include the following:

- The mine's Mining Lease was scheduled (and noted in the original Plan) to end between 2018-2020 however, tacit indications from the Australian Government is that the lease(s) will be further renewed. Notwithstanding this unless substantial alternative, viable industries for Christmas Island can be established to take the eventual place of mining, significant economic and social downturn will result. This could/would be disastrous for the social and economic fabric of the Island.
- Regardless of the mine's future, there is a clear need for Christmas Island to diversify its economic base. The boom-bust cycle of Christmas Island in the past shows the dangers of relying on one industry. Many representatives on the Planning Forum are in agreement that at least 3 substantial industry sectors should be established to ensure that Christmas Island's future is sustainable and secure.
- There is no denying that Christmas Island's flora and fauna is unique, and conservation of its species is of paramount importance. So too, however, is the need to sustain the community as many within the community feel a spiritual connection to the Island – it is their home. Given these needs, it is clear that a holistic approach to dealing with conservation and development in tandem is required. Ensuring that sustainable development occurs is important to most within the community.
- The detention centre has led to changes in the socio-economic makeup of the community, and the community survey outcomes conducted as part of these investigations clearly show there are some in the community who are less than happy with the current situation. There is the potential to change this situation by ensuring that the community is educated and included in those decisions and policies that impact upon the resident population.
- With the employment opportunities that are afforded by the Detention Centre coupled with the other jobs on offer, the Island finds itself in the unique position of having near full employment. In November 2011 the Census identified 5 people were looking for employment. There has been an increased number of skilled migrant visas issued to local businesses during the period 2011-2013. While this may seem a very positive outcome, it does



have its downside. The availability of local labour is constrained by demand from the detention centre, and the near full employment also means that people have less time for extra-curricular activities. Both these outcomes threaten the existence of the 'Island' way of life, and can lead to diminishing numbers of people volunteering and participating in community group activities.

- The cost of living has increased significantly in recent times, much more so than on the mainland, as shown in the SGS Horticultural Feasibility Study and this is a significant issue for many Islanders.
- The impacts of climate change are becoming evident throughout the globe, and although the elevation for Christmas Island protects most residents from immediate physical impacts of inundation associated with rising sea levels, there are many other effects likely to occur with global warming. This is likely to include coral bleaching and reef decay, as well as warmer seas impacting on fish stocks and population distributions of fish species. Longer dry periods are likely to result in more and drier leaf litter, which would lead to higher risks of fires. The impact on the rainforest and the species that are supported throughout would be significant. Many respondents in the community survey indicated that ensuring developments are sustainable and 'green' is very important.
- At the outset of this project many in the community indicated that Christmas Island was over consulted / analysed and under-implemented. This sentiment was echoed in the community survey. Many people indicated that even if the Plan included all the relevant actions, they were sceptical that implementation of projects would occur. A key challenge for this Plan is to ensure that implementation is taken seriously. 'Wins' must be early and often. Key actions to ensure implementation occurs is vital to the future sustainability of the Island and this must include community capacity building activities.

Opportunities

Previous studies and consultation processes with the community have yielded many good ideas for the future sustainable development of Christmas Island. Those that are considered relevant are included in the Plan here, and many of them directly address the challenges stated above.

As a snapshot, land use and infrastructure actions such as the following are considered important: developing a new town plan; ensuring that land use and infrastructure planning is coordinated between the Shire, Department of Regional Australia, Local Government, Arts and Sport (DRALGAS) and National Parks; improving roads and community infrastructure, improving the supply of housing and other accommodation;



developing infrastructure to support ageing / retirement on the island; developing precinct plans, including the beautification of public spaces; adopting green technology and options, such as recycling and water harvesting and waste management; planning for climate change.

In addition, economic diversification is considered vital to the sustainability of the Island. Key actions and requirements considered in this Plan include: further developing the tourism industry with an emphasis on low impact, high yield tourism; developing on-island horticulture; investigating centre/s for international education and scientific research; including more on-island apprenticeships / traineeships; providing assistance for home-based businesses; increasing collaboration with the Cocos (Keeling) Islands.

Furthermore, community capacity building, arts and culture, and health / wellbeing are considered highly important if the lifestyle and sense of community is to be maintained and/or enhanced. As such, key actions that are considered of high importance include: undertaking a skills audit of the community and linking this to social and economic development opportunities; developing a program of community capacity building projects; developing more recreational activities for youth; and embracing/enhancing the arts and cultural elements of the Island.

It is essential that all actions developed have a high regard for protecting and enhancing the natural environment.



All these opportunities and more are discussed in the action components of this Plan.





Vision and Values

This section includes the vision and values for Christmas Island. Broad agreement from all sectors of the community was achieved when finalising the vision.

The vision has two elements. The first is a short and succinct statement, which summarises the priorities of many people in the community. Upon consultation with the Planning Forum, and the analysis of the community survey, the foremost element in many people's minds for the Island was the community itself. Ensuring that anyone was able to live, work, visit and/or play on Christmas Island, regardless of their race, culture or physical ability was considered the foremost important aspect.

The second component of the vision is a more detailed explanation of the overall priorities for the Island. This includes a more detailed version of important components for the future of Christmas Island, and is written in a way to assist people to visualise what Christmas Island might look like by the end of the term of the Plan.

A statement of values and principles follows the vision, and provides further depth to understanding the intent of the vision. The statement of values and principles are written from the current community's perspective, and as such should be reviewed at least every 3 years. The vision and the statement of values and principles should be read together.



Christmas Island Community Vision: A place for everyone, without exception

Christmas Island Vision: A place for everyone, without exception.

By mid term of the Plan, the economic diversity required for a sustainable economy should have progressed on Christmas Island through the establishment of agreed industries. While the mainstay of the economy includes mining and government activities, other industries such as tourism, food production, education services and research industries are now prominent. All these industries respect and support the unique natural environment of the Island.

The achievement of economic diversification has been assisted through regional partnerships; particularly with our Indian Ocean Territory neighbour, the Cocos (Keeling) Islands and other Indian Ocean islands, and also with key partners in Australia and South East Asia.

The infrastructure required for the industries on Christmas Island is in place and enabled by inclusive sound planning and decision making systems. Strong community capacity is also present and reflected in the people, the range of facilities and services available, and opportunities that attract a variety of people, including young people, to the Island to participate in the economy and governance of Christmas Island.

Christmas Island is a safe and harmonious place to live and there is a spirit of unity and cooperation. Everyone is welcome on Christmas Island.





Statement of Values and Principles

Statement of Values and Principles:

We are a diverse community with diverse views and aspirations but many common values that unify us. These values and principles underpin our vision for the future and are presented here as a statement of who we are as a community. We wish these values and principles to be considered by all when making decisions to shape the future.

Our home

- Christmas Island is a place for everyone, without exception.
- Christmas Island is a safe and hospitable place and we wish it to remain that way.
- Christmas Island is consistently improving its accessibility and mobility around the Island to ensure that all can enjoy the beautiful Island environment.
- We celebrate our shared history, our diverse cultures and our unified future.
- Many of us have lived here for a long time, some our whole lives, and many of us wish to live on the island into the future. Some of us are young people who have grown up on the Island and would like opportunities to remain here or return to the Island in the future with our families.

Diversity

- Christmas Island is home to a culturally diverse community. We value the richness and vibrancy that this multi-cultural community brings to the Island and its contribution to our unique identity.
- We wish to develop and expand our multi-cultural community into the future while continuing to acknowledge and celebrate our history and cultural traditions.
- Our ever-changing culture brings with it a diversity of views and aspirations, and we seek to nurture an environment where such diversity not only co-exists but is respected and celebrated.



Sustainability

- Many of us believe that sustainability is defined as achieving a balance between the natural, economic, social and cultural fabric of the Island. Within this definition, we believe that:
 - Natural resources should be used within their capacity to sustain natural processes while maintaining the life-support systems of the natural environment; and,
 - The benefit of the use to the present generations should not diminish the potential of the Island to meet the needs and aspirations of future generations; and
 - Economic, social and cultural initiatives should be pursued to ensure the Community can be sustained in the longer term.
- We believe that current and future developments should respond to the possible impacts of climate change.
- Our fresh water is our most precious resource and we need to learn more about and understand this resource so that informed planning and development of the Island can occur.
- The natural environment of Christmas Island is one of our greatest assets. We recognise its uniqueness in a global arena and the need to protect its biodiversity.
- We also value the natural environment for the recreational and commercial opportunities it affords, particularly with respect to tourism development, and we wish to see a balanced approach taken to the development and management of this important asset.
- We believe that a key to the balanced and holistic development of the Island is a land use plan that:
 - reflects the vision, values and principles of this document,
 - is developed cooperatively between the community, Shire and Commonwealth, and
 - is supported by the necessary resources and governance arrangements required for its effective implementation.



***Increased self-reliance, regional partnerships and determination***

- We desire to have greater input to and the ability to determine decisions that affect our future and that of future generations.
- We recognise the need to continue working together and share the responsibility for our future.
- We strive for good governance on and for the Island; governance that is supported by strong leadership, inclusive of the community of Christmas Island, transparent and accountable.
- We seek opportunities for greater self-sufficiency; including developing on-island capacity to fill key governance, leadership, professional and technical positions, business and industry development and food production.
- Christmas Island is part of Australia, and we seek to develop and maintain positive and mutually beneficial relationships with the mainland as well as regional partnerships.
- Christmas Island has a long tradition of community organisation and volunteering and we support individuals and groups who seek to make a positive contribution to the Island.

Accessibility

- We seek to maintain and continually improve the domestic and international accessibility of Christmas Island for visitors, friends and family, and for commerce.
- Freight and communications are of a standard equal to that of regional mainland, and while the prices are reflective of the remote community in which we live, these are still affordable for all residents.



Themes and Actions for Our Future, Christmas Island: 2018 Plan

Six themes were identified throughout the development of the Our Future, Christmas Island: 2018 Plan. These were:

- Land Use Planning
- Infrastructure Planning
- Economic Diversification
- Protecting the Natural Environment
- Community Capacity, Health and Wellbeing
- Governance, Institutional Capacity and Getting Things Done

The essence of these themes and key actions to effect the areas are discussed below. It is noted that there are many areas of overlap in the above themes. However, for the purposes of this Plan, actions will only be stated in one of the themed areas.

All themes identified are considered of paramount importance if a secure, sustainable and inviting community is to be maintained into the future on Christmas Island. And as such, all actions require implementation at some stage. There are notes throughout associated with how the community can help and get involved. Anyone interested in taking up these opportunities should contact the CEO of the Council at their earliest convenience.

As noted at the outset, many actions included in the themes were taken in large part from other existing plans and reports. In addition, other elements that are considered important in terms of ensuring a robust future for Christmas Island were included. All responsible agencies were consulted throughout the drafting of this Plan to ensure that agreement to the actions and timeframes was present.

The following acronyms are used throughout the remainder of the report:

AQIS	Australian Quarantine and Inspection Service
CIDHS	Christmas Island District High School
CIP	Christmas Island Phosphates
CITA	Christmas Island Tourism Association
CINC	Christmas Island Neighborhood Centre



DIAC	Department of Immigration and Citizenship
DIT	Department of Infrastructure and Transport
DRALGAS	Department of Regional Australia, Local Government, Arts and Sport
DRET	Department of Resources, Energy and Tourism
EDCG	Economic Development Consultative Group
IOTHS	Indian Ocean Territories Health Service
IOTPA	Indian Ocean Territories Power Authority
IOGTA	Indian Ocean Group Training Association
PA	Parks Australia
SOCI	Shire of Christmas Island
RDAMWG	Regional Development Australia Mid West Gascoyne
IOTRDO	Indian Ocean Territories Regional Development Organization

Land Use Planning

One of the areas considered important by almost everyone consulted throughout the preparation of this Plan was Land Use Planning. It was agreed by many that Christmas Island has suffered in the past from insufficient or ineffective land use planning. The land use plan currently in place was first released for public comment in 2003 and is purely a statutory regulatory Scheme. No strategic land use planning assessment was undertaken in conjunction with the Scheme, although in 2003/04 some preliminary study was commenced but was based on the following assumptions that did not materialise and/or were unrealistic:

- A long term resident population of 10,000;
- Significant increase in tourism; and
- Implementation of the Space Centre.

Furthermore, many people consulted on the Island indicated that a population of around 10,000 was not their vision for the Island. Their vision was one of maintaining the size of the community such that the intimacy and understanding of people that exists today remains into the longer term. Some indicated that a population of around 3000-5000 was considered ideal, but it was noted that understanding the extent to which the water, electricity, sewerage and communications supply could support the population



sustainably was critical to having a realistic Land Use Plan. This review of the Land Use Plan Scheme and Strategy commenced in 2010/12.

The following actions provide guidance for the Council regarding the establishment of realistic and agreed outcomes in the land use planning area. It is noted that all these actions are considered to be of a high importance. Suggestions for how the community can get involved in actions are noted at the end of the section.

Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
LU1	Review the Water Resources on Christmas Island to determine a sustainable level of population on Christmas Island. Include an assessment of current usage patterns and potential benefits of water harvesting.	Water Corporation DRALGAS	High	2011	CI Water Management Plan Crown Land Management Plan
LU2	Review the Christmas Island Local Planning Strategy and Town Planning Scheme. Ensure that the Vision, Values and Principles contained herewith are reflected in the Planning Scheme. Particularly ensure that Scheme exhibits good outcomes regarding sustainability. Take outcomes from this section into account when preparing the revised Scheme. In the absence of any defensible research of the sustainable water resources on Christmas Island (Action LU1), plan for a maximum permanent residential population of 5000, plus an acceptable level of clients in the Detention Centre.	SOCI	High	Completed	Council Corporate Business Plan Crown Land Management Plan
Update	Completed in 2012				
LU3	Determine the long-term housing and tourism	DRALGAS	High	Completed	CI Local Planning



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
	accommodation needs on Christmas Island. Include aged care housing. Ensure that demand and supply assessments include a range of scenarios such that Christmas Island can be well prepared for growth or decline in resident, worker and visitor numbers.	SOCI			Strategy CI Tourism Plan CI Destination Development Plan Crown Land Management Plan
Update	2011 Accommodation Needs Analysis was completed				
LU4	Determine the extent of land needed and optimal locations for retail and commercial uses, social and community uses. Ensure appropriate demand analysis techniques are utilised.	SOCI	High	Ongoing	CI Local Planning Strategy Crown Land Management Plan
Update	Outline Development Plan for LIA completed Urban Design Master plans for Gaze Road and Vagabond Road Completed 2012 (Implementation Group established) Urban Design Master Plan for CI Club and Kampong environs funding not allocated in 2012/2013				
LU5	Ensure appropriate land use opportunities for research and development for education services (e.g. export education, school of excellence)	SOCI CIDHS	High	2013 - 14	Plan for the Future Economic Development Strategic Plan
LU6	Draft and implement a land release and development plan as part of the Local Planning Strategy and Town Planning Scheme. Ensure that land identified for release includes all required land uses. Ensure that land uses are appropriately located and sequenced in such a way that the market can respond to demands as required. Locations of land uses and sequencing of release should seek to minimise infrastructure costs.	SOCI DRALGAS	High	2013 - 15	CI Local Planning Strategy CI Destination Development Plan Crown Land Management Plan



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
Update	DRALGAS has been working on variation to the Australian Government policy re disposal of Crown Land Shire EOI for Cocos Padang and LIA				
LU7	Develop master plans for community focal points such as the commercial area from the Barracks to the Supermarket, The Cove, Poon Saan shops, Drumsite shopping area, the School and Community Precinct, Sports and Recreational area, Airport.	SOCI	High	2010 – 11 (Part completed) and ongoing	Local Planning Strategy and UDMP (where relevant)
Update	2012 Gaze Road and Vagabond Road Master Plans completed. The priority is for their implementation and resource allocation there has been an implementation committee formed who are working on an appendix to the Gaze Road plan. Shire's expression of interest for Regional Development Australian Fund round 4 for work to commence on Vagabond Road not shortlisted by RDAMWG. Need to consider other options. Priorities agreed for the next plans to be done by December 2014 1. Kampong and Cove precinct (including CI Club) 2. Poon Saan precinct				
LU8	Develop landscape beautification plans for all key commercial / retail hubs and community areas. Ensure entrance statements / treatments are a key component of the plans.	SOCI	High	2013 - 14	Local Planning Strategy and UDMP (where relevant) CI Destination Development Plan
LU9	Move the domestic fuel tanks currently located near the Barracks so that the settlement area can be developed as a better tourism/commercial precinct. The Smith Point Fuel Depot, Drumsite Fuel Depot currently occupied by Indian Ocean Oil company, light industrial area or the Airport could be considered to accommodate these tanks.	DRALGAS Gaseng SOCI	High	2013	Crown Land Management Plan
Update	The Australian Government undertook a two stage open tender for this project which has been terminated as value for money could not				



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
	be achieved.				
LU10	Promote agricultural practices via opening up crown land and disused Mining Lease.	DRALGAS CIP SOCI	High	2013 -15	Crown Land Management Plan Local Planning Strategy
Update	<ul style="list-style-type: none"> • Waiting on DRALGAS for the release of expressions of interest for land identified by investors • CIP commenced legume trials with Murdoch University 				
LU11	Implement the community gardens proposal on Christmas Island	SOCI DRALGAS CINC	High	2011	Local Planning Strategy
Update	Commenced but project incomplete				

Things the Community can do to become involved in Land Use Planning

- Actively participate in consultation processes for the Town Plan review.
- Consider working with the Shire to form an on-island working group for the Town Plan review process.
- Contribute to the debate on a sustainable population and water resources through the Islander and at public forums
- Discuss with the Shire opportunities for the community to be involved in town beautification projects
- Get together with other groups and individuals interested in horticulture and meet with the DRALGAS office to discuss opportunities and the process for modification of lease agreements to allow agricultural activities on Crown Land, including commonages



Infrastructure Planning

Infrastructure planning and provision was considered by all stakeholders to be another key area requiring attention. Australian Government budget announcements in 2009 and 2010 included significant allocation of funds for infrastructure for Christmas Island. This included \$100m infrastructure and capital works for the IOT:

- New Government housing on Christmas Island – partially completed 16 new units at Drumsite anticipated to be completed May 2013 contract for stage 2 which is for further 12 units anticipated to be completed August 2013 and all units finished by December 2013
- Immigration Detention Centre expansions - completed
- New mooring system – new mooring Smith Point completed and Patricks Port have been engaged to deliver deep sea moorings at Nui Nui and construction works planned for 2013-2014.
- New Power Generators and Electrical Workshop - completed
- Alternative Energy Project – no update provided
- Asbestos Removal Project - completed
- The laying of underground electrical cables – not commenced
- Trade Training Centre for Christmas Island District High School - completed
- Waste management strategy – plan completed, stage 2 underway with stage 3 2014/15 contingent on DRALGAS funding commitment
- Improvements to ports facilities on Christmas Island – Flying Fish Cove Jetty Extension request for tender to be issued February 2013 and anticipated construction works to be completed in 2014
- Water and wastewater infrastructure upgrades – 9.2 kilometre sewerage pressure main to Immigration Detention Centre (IDC) completed 2011-2012 and additional upgrade works at IDC pump station to be completed mid 2013
- Replacement of the key marine vessels which form the critical supply line from the mainland - completed
- New health equipment – Open tender process has been completed for the hospital extensions and construction works scheduled for completion in 2014
- Refurbishments to Christmas Island High School – no update provided
- CI Fuel Consolidation – Two stage open tender to design, construct, operate and maintain additional aviation fuel with request for tender stage 2 anticipated to be released in February 2013 and project completed by December 2013. The two stage open tender for the Bulk Fuel Installation has been terminated updates will be provided.
- Digital TV – By mid 2013 digital TV will be accessible on CI via the Western VAST service provided in AWST



Requirements considered to be outstanding include upgrades or attention to a range of infrastructure types, from roads and pathways to community infrastructure, such as improvements to parks and recreation areas, to the establishment of recycling, renewable energies and water harvesting measures. If Christmas Island is to truly embrace its community's values and principles, then implementation of many of the infrastructure actions need to be enacted upon immediately. Suggestions for how the community can get involved in actions are noted at the end of the section.

Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
Development Infrastructure					
I1	Together with the completed Town Planning Scheme and the Local Planning Strategy, establish a priority infrastructure plan for essential development infrastructure that outlines the implementation schedule for key water, sewerage and drainage works required to support the likely population of the Island over the next 10 – 15 years.	SOCI DRALGAS	High	2013-15	SOCI Asset Management Plan CI Local Planning Strategy
I2	Establish a priority infrastructure plan for implementing improvements to access around Christmas Island. As a main priority, ensure that funds be made available for the upgrade of the road to the Detention Centre in accordance with the recommendations of the completed feasibility study. In addition, include improvements to other roads and walkways in the Plan, and include the establishment of pathways and cycleways. This is already included as part of the Local Planning Strategy and should be sequenced to ensure that	SOCI DRALGAS DEWA	High	2013 - 15	SOCI Asset Management Plan CI Local Planning Strategy CI Destination Development Strategy



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
	works can respond to population increases.				
Waste					
13	Prepare a Waste Avoidance Strategy and a Waste Management Strategy for Christmas Island. Include recycling opportunities.	SOCI	High	Completed	CI Local Planning Strategy Crown Land Management Plan Water Management Plan CI Destination Development Strategy
Update	Strategy completed and resourcing for the implementation further update required				
14	Investigate options for the use of waste or waste by-products (e.g. methane) for energy production or other uses.	Water Corporation DRALGAS	High	2013 -14	CI Local Planning Strategy Crown Land Management Plan
15	Investigate waste transfer quarantine requirements for the mainland such that the storage of waste on the Island can be minimised.	DRALGAS AQIS	Medium	2015	CI Local Planning Strategy Crown Land Management Plan
Community Infrastructure					
16	Develop a significant meeting area / town centre on Christmas Island. Ensure that the community is consulted to determine the preferred location and elements of the design.	SOCI DRALGAS	High	2011-12	CI Local Planning Strategy Town Planning Scheme
17	Establish a priority works plan for community infrastructure and amenity improvements on the Island. Include improvements to existing open spaces and parks to ensure	SOCI	Medium	2013 – 15 underway	CI Local Planning Strategy Christmas Island Destination Development Plan



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
	families, groups and individuals can use these appropriately. Also include improvements to meeting spaces within retail precincts, streetscapes and provide further toilet facilities. General beautification measures throughout the Island should also be included.				
I8	Develop a multi-purpose, rectangular playing field and 400m athletics track on Phosphate Hill with lighting at both training and competition standard.	SOCI DSR CICSC	High	2013	Sport and Recreation Strategic Plan UDMP
Update	<ul style="list-style-type: none"> Master Plan completed and EOI for RDA Fund submitted round 4 not successful need to look at other options CICSC submitted funding application for upgrades to clubrooms waiting on grant application DRALGAS and DIAC 				
I9	Develop a fenced play area for young children and safe play equipment. Consult with the community to determine the most appropriate locations.	SOCI DRALGAS	High	2013 -16	Sport and Recreation Strategic Plan
I10	Develop a BMX track and open air skating park other active recreation areas and spaces for children and youth.	SOCI DRALGAS CICSC	Med	2015	Sport and Recreation Strategic Plan UDMP
Update	Vagabond Road Urban Design Master Plan requires funding: Expression of Interest Round 4 RDA Fund submitted not successful				
Tourism Infrastructure					
I11	Ensure that current National Park visitation areas and infrastructure leading to the National Park are well maintained by establishing more frequent maintenance programs for pathways and general access to existing visitor areas.	PA DRALGAS	High	2012-2014	Christmas Island Destination Development Plan Christmas Island National Park Management Plan
Update	Maintenance of pathways and establishing access is outside of CITA's realm. Can only provide advice as required on visitor needs during				



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
<p>design phase, led by Parks, SOCI and DRALGAS</p> <ul style="list-style-type: none"> • Temporary/interim repairs to Dales boardwalk completed in 2012 (some minor work to occur in 2013). • Tenders released to design a new boardwalk for the Dales with four concept design options to be completed in early March. The design and material standards (i.e. research and development phase) for the Dales can then be applied for the upgrade of other boardwalks in and outside of the park (thereby saving design costs for all agencies wishing to replace/install new boardwalks). A cross agency team to assess the four designs established (CITA, SOCI, DRALGAS and Parks Australia). <p>Actions for 2013/14</p> <ul style="list-style-type: none"> • Commence/complete works for upgrade of Dale's boardwalk (some funding secured but further funding may be needed). <p>New track markers (red on white background) to be progressively installed on all park walking tracks. This marker design can then be used on all off park tracks (e.g. Shire, DRALGAS managed tracks).</p>				
112	SOCI PA	Medium	2015	Christmas Island Destination Development Strategy CI Walking Track Strategy
Update				<ul style="list-style-type: none"> • Planning (impact assessment survey) for the North West Point walk commenced and as noted above, the Dales boardwalk project has commenced with the release of tenders for the design phase. • Project for developing the content for interpretive signs commenced in early 2013 (to develop interpretive themes for the islands/parks natural heritage). These themes can then be applied across the island. Consultation with CITA (and other stakeholders) will soon commence.



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
<p>Priority actions for 2013/14</p> <ul style="list-style-type: none"> • Complete works for upgrade of Dale's boardwalk. • Complete North West Point walk. • Prepare content for interpretive signs for the park in consultation with CITA and the Shire. Actual development of signs would be subject to Capital funding applications in 2013/14. <p>Investigate processes (in-conjunction with key stakeholders) for seeking expressions of interest for establishing eco-accommodation in the park.</p>				
<p>I13</p> <p>Continually improve airline services to ensure access between Christmas Island, Cocos (Keeling) Islands, mainland Australia and Asia. This must take into account frequency of services, airfares, booking arrangements, wholesale arrangements, government support (ie underwriting), to meet community and tourism needs.</p> <p>Upgrade airport to meet airport, community and tourism needs.</p> <p>Develop a plan to attract more cruise ships and eco-cruise deliver sustainable shore experiences</p>	<p>CITA DRET DRALGAS DIT</p>	<p>Medium</p>	<p>2015</p>	<p>Christmas Island Destination Development Strategy</p>
<p>Update</p>				<ul style="list-style-type: none"> • CITA markets CI as a destination, which supports air services and works with DRALGAS and operators. • Tourism WA has included CI in their Cruise WA brochure • CITA is working with stakeholders to deliver sustainable shore excursions (next visit 14 June 2013) • Jetty extension assisting the Cruise Ships
<p>I14</p> <p>Improve the signage to and amenity of the Christmas Island Visitor Information Centre. Investigate the opportunity of expanding and relocating the current Visitor Centre to appropriate central accessible location.</p>	<p>CITA SOCI DRALGAS</p>	<p>Medium</p>	<p>2015</p>	<p>Christmas Island Destination Development Strategy CI Local Planning Strategy Town Planning Scheme</p>
<p>Update</p>				<ul style="list-style-type: none"> • VIC external painting completed



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
	<ul style="list-style-type: none"> • Signage quotes received, refreshed graphic designs pending. Due for completion in 1st half 2013 • SOCI installed display board, requires inlay • While Parks Australia is not specifically identified as a stakeholder, Parks Australia would be able to assist with providing information/content on the islands natural environment. 				
I15	Implement a historical walk around the Island and to include key information about Christmas Island's past. Include the development of a Mine Interpretation Centre (an attraction that celebrates and show cases the Mine's history on the Island)	CITA SOCI DRALGAS CIP Museums WA CI Heritage Society	Medium	2012	Christmas Island Destination Development Strategy CI Local Planning Strategy UDMP (where relevant)
Update	<ul style="list-style-type: none"> • Existing Heritage Settlement Walk • Existing Poon Saan Heritage Walk • CI Heritage Society reformed • WA Museums have visited and provided report • CLA Chinese Heritage Exhibition 				
Energy					
I16	Develop a plan to ensure that green energy options for Christmas Island can be implemented. Include investigation of wave, wind, sun and micro-hydro power options for the Island.	DRALGAS IOTPA	Medium	2011	Crown Land Management Plan Christmas Island Destination Development Strategy
Update	Alternative energy report completed 2011				
I17	Investigate how energy rebates on Mainland Australia can apply to Christmas Islanders. Encourage residents to take up green energy options.	DRALGAS	Medium	2012	Crown Land Management Plan
Other					



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
I18	Develop a Digital Strategy for Christmas Island and ensure that an outcome is the upgrading of the telephony and digital information infrastructure and services in line with mainland metropolitan standard.	DRALGAS RDAMWG	High	2012	Crown Land Management Plan Christmas Island Destination Development Strategy
Update	RDAMWG have commenced no allocation of resources for 2012/2013 budget by DRALGAS				
I19	Investigate options to develop a dedicated container handling area away from the Cove to ensure public access and usage of the Cove can be maximised. Options for a dedicated container handling area could be the airport or the Light industrial area.	SOCI DRALGAS	High	2012	Crown Land Management Plan
I20	Complete an audit of vacant buildings on the Island, and determine appropriate uses for reinstating these buildings for tourism and accommodation needs, or other appropriate land uses.	SOCI DRALGAS	Medium	2015	Christmas Island Destination Development Strategy

Things the Community can do to become involved in Infrastructure Actions

- Participate in consultation activities for priority infrastructure planning to ensure that community issues and priorities are considered within the plan
- Lobby the Shire and the Regional DRARDLG office projects to address waste minimisation, recycling and green energy opportunities for Christmas Island
- Form a working party of residents interested in contributing time and labour to community infrastructure and amenity improvement projects.
- Work with the Shire & IOTRDO to develop and implement specific projects



Economic Diversification

As noted at the outset, excepting a few periods in the past, Christmas Island's economy has been reliant on phosphate mining since its inception. Many in the community are keen to see this industry continue well into the future, although there are others that would prefer mining to cease. Christmas Island Phosphates (CIP) understands that even if their activities do continue into the future, it is likely to be in a reduced capacity. Based on current leasing areas, and recent advice from the Commonwealth estimates by CIP suggest that operations can continue for approximately an additional 10 – 12 years.

Regardless of the future of phosphate mining on the Island, Christmas Islanders are keen to see the economy diversify, and for good sound reason. The Island's future has been subjected to cycles of boom and bust all too often in the past due to the heavy reliance on single industries. As such it is considered key to the sustainability of the Island that at least 3 prominent industries are established.

Key industries that the community would embrace include tourism, horticulture, research and development, training and education and government activities, so long as their development occurs in such a way that adds value and depth to the existing community. Actions to assist the establishment or enhancement of these industries are noted below. Although, tourism has been identified as a key economic development opportunity, the majority of recommendations in this area appear above under land use and infrastructure planning. This reflects the nature of the key priorities for tourism, which relate to accommodation capacity and development of infrastructure to enhance the visitor experience. It is noted that in early 2013 the Economic Development Consultative Group had been taking a lead role in furthering many of these initiatives had been disbanded and that an Indian Ocean Territories Regional Development Organisation was being formed and could be the body that are a key coordinating agency. Suggestions for how the community can get involved in actions are noted at the end of the section.



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
ED1	Complete a branding exercise for the Island. Ensure that all components of the community are involved. Utilise the outcomes in all marketing for the Island.	DRALGAS SOCI IOTRDO RDAMWG		Completed	IOT Marketing Plan 2012-2015
Update	2012 IOT Marketing Plan 2012-2015 launched which included Implementation of stage 1 with logo, web-site and brochure plus on island launches and presentations at International, National and Regional events. Implementation of Stages 2 and 3 not yet resourced.				
ED2	Develop a prospectus to generate off-island investment and market to key areas on mainland, South East Asia and other parts of the Indian Ocean.	IOTRDO	High	2013	Economic Development Strategic Plan
Update	This was for consideration in stages 2 and 3 of the IOT Marketing Plan not resourced from 2012/2013 DRALGAS budget				
ED3	Research and development for education services opportunities (e.g. export education, school of excellence)	CI District High School IOTRDO	Medium	2013 – 14 requires update progress advice from CIDHS	Economic Development Strategic Plan
ED4	Target support for development of small micro and home based business	IOTRDO	High	2013 and ongoing	Economic Development Strategic Plan
Update	This was focus for the Small Business Development Corporation (SBDC) – In 2012 the on-island service has been withdrawn by SBDC. EDCG encouraged it to remain currently no updates from DRALGAS – Could be possible role for the IOTRDO.				
ED5	Establish a Regional Development Organisation	EDCG	High	Completed	Economic Development Strategic Plan



Update	<p>IOT became part of Regional Development Australia Mid West Gascoyne and EOI for members in 2011 and again 2012. Peter Clarke CEO Shire of CKI has been member for 12+ months covering the IOT. RDA Mid West Gascoyne completed the IOT Regional Plan in 2012.</p> <p>Constitution and initial members formed for the IOT Regional Development Organisation (IOTRDO) late 2012 and waiting for update.</p>				
ED6	<p>Progress development of horticulture and aquaculture industries. Encouragement of on-island horticultural production and the provision of 'commonages' where residents may grow their own produce. Implement recommendations of Feasibility of IOTs Horticultural Industries 2010 study</p>	<p>IOTRDO DRALGAS</p>	<p>High</p>	<p>2013 - 15</p>	<p>Economic Development Strategic Plan CI Local Planning Strategy Crown Land Management Plan SGS Horticulture Feasibility Report 2010</p>
Update	<ul style="list-style-type: none"> • Current horticulture operator has expanded 2 other potential developers have promoted their prospectus and business plans waiting on EOI for land release by DRALGAS. • CIP and Murdoch University have commenced legume trials. 				
ED7	<p>Promote and Market Christmas Island as a world class natural and cultural tourism destination to increase visitation. Help facilitate the development of sustainable tourism</p>	<p>CITA IOTRDO</p>	<p>High</p>	<p>2013 and ongoing</p>	<p>IOT Economic Development Strategic Plan IOT Regional Plan CI Destination Development Strategy CI Tourism Marketing Strategy</p>
Update	<ul style="list-style-type: none"> • CI Tourism Catalyst report completed by RDMWG in 2012 not released waiting on approval from DRALGAS. 				



	<ul style="list-style-type: none"> • EOI for the Dive Resort pending Ministerial approval of SOCI TPS #2 • CI Resort seeking Casino licence • A number of possible developers for tourism accommodation have been investigating feasibility 				
ED8	Develop an investor prospectus for the Island which assists in creating the financial, legal and land base for investment and economic development	DRALGAS IOTRDO	High	2014	IOT Economic Development Strategic Plan CI Local Planning Strategy
ED9	Review and streamline application processes for the economic development funding program. Develop a risk evaluation that assesses how climate change has been considered in any relevant ED proposal.	DRALGAS	Medium	2015	Joint Standing Committee recommendation
ED10	Complete the mine's demobilisation plan. CIP are currently constructing its demobilisation plan. The plan is required to better prepare for the post mining future of the Island and the previously mined areas for alternative land use. CIP and other relative land owners must agree on structured relinquishment and a Mine plan that suits the needs of the business and that of further development in the region. Any future development on the Island should consider the extraction of phosphate prior to construction/implementation to avoid loss of valuable phosphate resources. These activities should be discussed with CIP to ensure this can occur cost effectively.	CIP	High	2015 - 17	CI Local Planning Strategy
ED11	Implement a commercial horticultural system on the Island as outlined in the SGS Horticulture Feasibility Report 2010. Discuss with CIP their willingness to	DRALGAS CIP	Medium	2015	Economic Development Strategy SGS Horticulture



	relinquish appropriate mine site leases for horticultural development				Feasibility Report 2010
Update	Murdoch University and CIP legume trials commenced 2013 Refer ED6				
ED12	Implement the commercial compost system on the Island as outlined in the SGS Horticulture Feasibility Report 2010.	Private Operator SOCI	Medium	2015	CI Local Planning Strategy SOCI Waste Management Report SGS Horticulture Feasibility Report 2010
ED13	Investigate interest in developing a Tropical Climate Research Institute on the Island with an emphasis on studying marine and terrestrial ecology. Seek out key partnerships with mainland and international Universities.	IOTRDO RDAMWG	Medium	2015	Economic Development Strategy
Comment	CITA: The particular focus of study should be reviewed. Is there any evidence for demand? Is there demand for other areas of study? Could funding for education/research be better directed?				
ED14	Investigate interest in developing an Oceanographic Institute on Christmas Island with an emphasis on studying seismic activity of the ocean floor and deep ocean ecology.	IOTRDO RDAMWG	Medium	2015	
Comment	CITA: The particular focus of study should be reviewed. Is there any evidence for demand? Is there demand for other areas of study? Could funding for education/research be better directed?				
ED15	Establish a Chamber of Commerce for the Island. Being a part of a larger mainland chamber, such as MidWest	IOTRDO	High	2011	



T	Chamber of Commerce might also be considered.				
Update	Workshops and Commerce Dinners with Mid West Chamber Commerce and Industry held some IOT businesses have become members				

n

- Become involved

Things the Community can do to become involved in Economic Diversity

- Where possible, support local businesses for goods and services, including small and micro businesses
- Be part of developing a 'service culture' for Christmas Island by improving your own approach to customers, clients, and visitors and providing constructive feedback to local businesses. Encourage others to be mindful of visitors to the island
- Participate in education and training seminars on horticulture and become part of an on-island horticultural 'movement'
- Become involved in community organisations
- Volunteer for activities and events that interest you

Protecting the Natural Environment

The natural environment on Christmas Island is nothing short of amazing. The flora and fauna is incredibly beautiful and much of it is unique to Christmas Island. The pristine rainforest in many parts of the Island is an incredibly important habitat for Christmas Island's fauna and is a spectacular environment to experience. Divers come from far and wide to experience the ocean life, with Christmas Island being considered one of the top 10 dive spots around the world. Birders come from all over the world to witness the majestic frigate birds, booby birds and bosuns in flight. And the red crab migration at the onset of the wet season is world famous, with David Attenborough indicating that it was one of the top 10 sights he has ever witnessed. These assets on the Island are important in their own right, as well as being important so that they can support economic diversity as noted above. It is our duty as a concerned community to ensure that these beautiful attributes of Christmas Island remain intact, or are indeed improved, now and into the future.

The following actions have been adapted from Parks Australia's plans. Suggestions for how the community can get involved in actions are noted at the end of the section.

Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
NE1	<p>Implementation of the Christmas Island Ecosystem and Native Species Recovery Plan as it applies to the National Park. The recovery plan is an island wide recovery plan prepared under the EPBC Act. The recovery plan will be closely linked to the natural heritage management section of the national park management plan and aims to:</p> <ul style="list-style-type: none"> • Describe Christmas Island's ecosystems and native species • Identify ecosystem and native species threats • Identify management and research priorities and recovery actions to address threats • Improve island wide coordination of conservation and 	PA	High	2013	<p>Christmas Island Ecosystem and Native Species Recovery Plan</p> <p>CI Destination Development Strategy</p>



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
recovery efforts Ensure its implementation is not in conflict with the development of the land use plan for land outside the National Park.					
Update	<ul style="list-style-type: none"> Recovery Plan Working Group meetings held with key land management stakeholders (Shire, CIP, DRALGAS, DAFF and DIAC) to get their input into the plan. A working draft plan has been prepared and provided to the working group. Priority actions for 2013/14 <ul style="list-style-type: none"> Finalise a draft plan to enable it to be released for three months public comment. 				
NE2	Cat and rat management: In collaboration with the Shire, CIP and other stakeholders implement the Shires Proposed management plan for cats and rats on Christmas Island.	PA SOCl CIP	High	2014	Christmas Island National Park Management Plan CI Destination Development Strategy
Update	<ul style="list-style-type: none"> A partnership between Parks Australia, SOCl, DRALGAS, CIP, DIAC and WA Dept. Environment and Conservation formed to implement cat and rat control. Parks Australia and the Shire jointly managed the Parks Australia and DRALGAS funded control works contract(s), with resource support from CIP (who also jointly funded de-sexing) and DIAC. Key outcomes from the program are that all pet cats have been de-sexed and micro chipped and at least 450 feral cats have been removed. This has resulted in the nesting success of red tailed tropic birds (i.e. survival of chicks) at their Settlement nesting colony (for the first time in several years). Priority actions for 2013/14 <ul style="list-style-type: none"> Parks Australia, in consultation with the Shire and DRALGAS, to seek funding for continued cross tenure cat and rat control. 				
NE3	Implement Christmas Island National Park Management Plan as it applies to the National Park areas of the Island. A new Management Plan is being prepared under the EPBC Act and is a 10 year plan that will be closely linked to the recovery plan and addresses: <ul style="list-style-type: none"> Natural heritage management 	PA	High	2013 - 2023	Christmas Island National Park Management Plan CI Destination Development Strategy



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
<ul style="list-style-type: none"> • Cultural heritage management • Visitor management and Park use • Crazy ant control program, including research for the indirect biological control of crazy ants • Christmas Island mine site to forest rehabilitation (CIMFR) program, funded by a conservation levy paid by CIP to the DRALGAS. The program aims to restore rainforests on mined sites where it once existed • Biodiversity management and monitoring, including reptile conservation and biodiversity monitoring such as through the Island Wide Survey. <p>Ensure its implementation is not in conflict with the development of the land use plan for land outside the National Park.</p>				
<p>Update</p> <ul style="list-style-type: none"> • A draft management plan was released for public comment in 2012 and is currently being finalised, before being approved and released as a final management plan. • Some key programs and outcomes from 2011-12 were crazy ant management, with aerial baiting conducted in 2012 and a 5% increase in red crab numbers (to an estimated 45 million) recorded in 2011; collaborative red crab protection with the Shire, resulting in a significant declines in red crab mortality (2012 & 13) when compared to 2010-11; continued successful captive breeding of reptiles and forest rehabilitation. • A new 2012-20 forest rehabilitation plan and MoU with DRALGAS prepared (the forest rehabilitation program is funded through a conservation levy paid by CIP to DRALGAS). • Biological control of crazy ant research to be completed in June 2013. • The Director of National Parks prepares an annual report (that covers Christmas Island National Park) that reports on performance against the key result areas described and provides more details to that described in this document. The annual report can be found at: http://www.environment.gov.au/parks/publications/annual/11-12/index.html <p>Priority actions for 2013/14</p> <ul style="list-style-type: none"> • Subject to the results of the research, a program for the indirect control of crazy ants (by targeting their major food source, scale insects) could be implemented, subject to relevant consultation and approvals. 				



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
<ul style="list-style-type: none"> • Finalise the CINP Management Plan. • Conduct another Island Wide Survey of crazy ants, red crabs and other species in 2013. • Continue forest rehabilitation with about 5 new hectares being planted and maintain (weeding, fertilising etc) existing fields (about 100 hectares). • Cat and rat control (seeking of funds) and if sought implement an island wide feral cat and rat control program, with feral cat eradication and rat suppression as its goals. • Continue to reduce impacts of vehicles on red and robber crabs in collaboration with the Shire and other key stakeholders. This includes installation of new crab crossings on east west baseline road. • Complete upgrade of the Pink House research facility, to encourage more natural heritage research and provide improved facilities for the reptile captive breeding program. <p>Also see actions above: NE1, NE2, I11-I13</p>				
<p><i>Refer to the Infrastructure Section for key actions on green energies and waste management strategies</i></p>				

Things the Community can do to become involved in Protecting Christmas Island's Natural Environment

- Participate in Parks Australia's information seminars and workshops
- Learn how to personally contribute to pest management on Christmas Island and encourage others to participate
- Organise or participate in a 'Clean up Australia' event for Christmas Island
- Find out how to reduce your environmental footprint on Christmas Island and take measures to reduce your household energy consumption and waste production
- Become involved in community organisations
- Volunteer for activities and events that interest you

Community Capacity, Health and Wellbeing

All stakeholders involved in the preparation of this Plan agreed that key to living on Christmas Island is ensuring that harmony and social cohesion is promoted within the Community. Therefore, the capacity, health and wellbeing of the Community on Christmas Island were considered instrumental in ensuring a bright and sustainable future. Christmas Island is considered by most in the community to be a wonderful place to live, work and play, and yet there are still improvements that can be made. Ensuring that community building activities are implemented as well as harnessing the arts and cultural activities and community groups on the Island are considered a very high priority by the Community. It is recognised that the community groups and incorporated groups such as Arts and Culture Christmas Island, the Malay Association, the Chinese Literary Association, Poon Saan Club, Kung Fu Club, the temple committees, Christmas Island Cricket and Sporting Club, the Islamic Council just to name a few, are of vital importance to the community. Actions listed below encapsulate the community's views of the key areas requiring attention. Suggestions for how the community can get involved in actions are noted at the end of the section.

Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
Community Building Activities					
CB1	Develop and implement an Island Induction program for all workers coming to Christmas Island. Specifically target all fly in / fly out contractors to the Island.	CINC DIAC	High	Completed	IOT ED Strategic Plan
Update	DIAC has, in conjunction with Serco, developed an induction program for <u>all</u> incoming IDC workers. The program is compulsory and is run Monday, Wednesday and Friday of each week to capture all new workers as they arrive, in line with incoming flights. Additional sessions are run as required. The induction covers on-site Workplace Health and Safety 2011 Act obligations, but more importantly, DIAC delivers information about life on CI with particular emphasis on the Fauna and Flora, driving, personal				



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
	behaviour and cultural awareness. The program is amended as necessary to include issues that arise.			
Update	<ul style="list-style-type: none"> • CITA/Parks Visitors guide to be completed in 1st half 2013. • Visitor Information available to all employers • What's on distributed broadly 			
CB2	Lobby and encourage DIAC to lengthen contract timeframes to at least 3 years for detention centre workers.	SOCI DIAC	High	Completed
Update	<p>DIAC has considered the placement of staff on CI for extended periods and some staff stay longer than others; however, DIAC also has a policy to move staff out of the deployment environment after 12 months in line with agency OH&S obligations and whole of Australian Government deployment conditions and standard practice across Australian Government agencies/departments, i.e. that deployments, as opposed to postings, are usually managed as a maximum of 12 months (AusAid, the AFP and to a lesser extent Customs also work to 6 month blocks with an average of 12 months being standard). Support/partner agencies involved with the DIAC Detention facilities have moved away from Fly-In/Fly-Out (FIFO) operations and now engage staff on longer term deployments.</p>			
CB3	Encourage DIAC workers and other community members to have joint activities.	DIAC SOCI Community Groups Incorporated Groups	High	Completed and ongoing



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
Update	DIAC currently funds a Community Liaison Officer position with SOCI located at the Shire office. This role is used as a conduit to inform DIAC staff of events that arise. DIAC's Corporate Team are charged with disseminating information to staff to encourage and coordinate participation. DIAC staff have for some time actively participated in community events and organisations, which has been supported with donations of money to groups by the DIAC Social Club. DIAC works closely with Serco event managers to coordinate opportunities for client interaction with the local community.				
CB4	Hold discussions between the Shire, DRALGAS and DIAC regarding the establishment of a protocol for how the community are consulted and included in key decisions regarding Christmas Island.	SOCI DRALGAS DIAC EDCG	High	Completed and ongoing	
Update	DIAC is a member of the Inter-agency Committee chaired by DRALGAS. DIAC chairs a bi-monthly Community Reference Group that is supported by and open to CI Community groups/members, Shire representatives, Government agencies and any other interested party.				
CB5	Develop a calendar of festivals and events. Include existing events in an enhanced way, and identify opportunities for new community events and celebrations. Enhance SOCI's and community organisations capacity to manage these festivals and events.	SOCI CITA Community Organisations	High	2011	CI Destination Development Strategy

Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
Update	<ul style="list-style-type: none"> CITA produces and distributes a monthly 'what's on' Annual calendars are being developed for completion 1st quarter 2013 				
CB6	Investigate the establishment of community markets – food, art and craft.	SOCI Community Organisations DRALGAS Incorporated Groups	High	2011	CI Destination Development Strategy
Update	<ul style="list-style-type: none"> Adhoc arrangements through CINC for community markets CLA developing site Gaze Rd for this purpose 				
CB7	Establish a mentoring program between high school children and primary school children	CIDHS	Medium	2015	N/A
CB8	Establish and market the Indian Ocean Games sporting festival.	IOTRDO SOCI Community Organisations Christmas Island Cricket and Sporting Club Incorporated Groups	Medium	2015	Economic Development Strategy CI Sport and Recreation Plan
Update	<ul style="list-style-type: none"> CI Cricket and Sporting Club have commenced initial small scale projects with Cocos (Keeling) Islands and initial focus on junior sports. Developing this further with WA Department of Sport and Recreation for 2013 to include possible teams from Asia and WA CITA response: Given CI's limited capacity to deliver a festival of this anticipated level and the barriers/risks in developing a new festival, our preference is to develop existing products i.e. an annual CI Marathon, and develop new products eg annual golf open which generate interest throughout the year and are manageable 				
CB9	Develop a welcome package for all new residents and working visitors to the Island.	SOCI CITA	Medium	2015	



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
	Community Organisations				
Update	Refer CB1 and CB5				
Health and Wellbeing					
HWB1	Determine aged care needs on the Island	SOCI DRALGAS IOTHS	High	2013	Economic Development Strategy CI Local Planning Strategy
Update	SOCI has submitted application to RDAF process early 2013 for construction of Senior Citizens Centre				
HWB2	As part of the development of on-island horticulture, host cooking classes and utilise locally grown produce where possible	Community Volunteers	Medium	2015	CI Destination Development Strategy
HWB3	Develop an Arts and Culture Plan for CI, and work with community groups to build their capacity to implement plans and projects	ACCI SOCI Community Groups Incorporated Groups	High	ongoing	CI Local Planning Strategy UDMP (where applicable)
Update	Opportunity to develop tourism micro businesses eg. sale of items in local shops, markets and on Cruise ship visits				
HWB4	Work closely with community groups to foster cultural activities and the arts on the Island	ACCI SOCI Community Groups Incorporated Groups	High	2013 -14	CI Local Planning Strategy CI Destination Development Strategy
HWB5	Develop and implement a sport and recreation development plan with an emphasis on ensuring the provision of a range of quality sport and recreation	SOCI	High	2013 -14	Sport and Recreation Strategic Plan



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
	opportunities suitable for young people and the elderly in accordance with these specific gaps in provision identified by the Sport and Recreation Strategic Plan. In developing opportunities, seek to optimise the unique natural assets existing on the island.				
Update	Dept. of Sport and Recreation funded to complete update of the CI Sport and Recreation Plan in 2013				
HWB6	Consolidate the administration of the various sporting clubs on Christmas Island. Utilise the Recreation Centre as a one-stop-shop for all sporting inquiries whilst ensuring that existing clubs maintain their independent management.	SOCI Christmas Island Cricket and Sporting Club	Medium	2015	Recreation Strategic Plan
Update	CI Cricket and Sporting Club liaises with Manager Recreation and Sport for planning of annual programs				
HWB7	Build the capacity for sports coaches, especially in the area of skill development, such that a range of sports can be offered to the youth on Christmas Island. Include fund raising activities to attract sporting celebrities to come and provide special coaching for the youth.	Christmas Island Cricket and Sporting Club	Medium	2015	UDMP and Recreation Strategic Plan
Update	CICSC have undertaken a number of coach in residence programs and have several level 1 accredited coaches in sports of AFL and Cricket. Have supported other coach in residence programs such as soccer, volleyball and sailing. Increased youth participation from no junior participants in 2011 to over 40+ regular participants. Sporting trips for youth to Cocos (Keeling) Islands 2011 and Perth in 2012 undertaken. Undertook the One Team One Island project for use sport for developing harmony.				
HWB8	Investigate the requirements and level of interest in providing further after-school programs.	CIDHS	High	2013	
Update	CICSC had assisted with the after school sports program in 2012 no funding to CIDHS in 2013				



Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
HWB9	Employ a Community Garden Coordinator and establish a community garden. Develop a management committee through the relevant cultural groups and general advertisement on CI.	CINC	High	Partly completed progress in 2013 -14	CI Local Planning Strategy SGS Horticulture Feasibility Report 2010
HWB10	Review mental health and general health services on an on-going basis.	DRALGAS	High	Ongoing	Joint Standing Committee Recommendation
HWB11	Develop a historical organisation to ensure that the history of Christmas Island is known, recorded and celebrated.	Arts and Culture Christmas Island CI Heritage Society WA Museums	High	Completed and ongoing	CI Destination Development Strategy
Update	<ul style="list-style-type: none"> • CI Heritage Society reformed 2012 • The Chinese Historical Exhibition opened • Upgrade to the CI Exhibition at Tai Jin House • WA Museums report prepared 				
HWB12	Ensure that appropriate knowledge and funding is directed to the maintenance of Christmas Island's cultural and religious infrastructure, including Chinese Temples	SOCI CINC Community Groups Incorporated Groups	High	2013 and ongoing	CI Destination Development Strategy
Community Capacity					
CC1	Complete a skills audit and determine skills shortages and workforce development options for business development opportunities	IOGTA RDAMWG IOTRDO	High	2013 - 14	Economic Development Strategy
Update	RDAMWG have been approached to fund this in 2013 and they are waiting on response from IOTRDO				
CC2	Implement a Community Leadership program	IOTRDO	High	2013 - 15	Economic



Action	Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans	
				Development Strategy	
Update	Business case developed no funding allocated by DRALGAS 2011/2012 or 2012/2013				
CC3	Hold educational sessions for the community and potential horticultural stakeholders around permaculture principles, and IOT specific horticulture production.	IOGTA DRALGAS SOCI	Medium	2015	SGS Horticulture Feasibility Report 2010
CC4	Provide training and development for the tourism industry to assist in increasing capacity in this area.	CITA IOGTA	High	2013 and ongoing review	CI Destination Development Strategy
Update	<ul style="list-style-type: none"> • CITA promoted through Small Business Development Corporation “Why Branding Boosts Revenue” and “Integrated Marketing” workshops to members. • Employed a Cert II Tourism School Based Trainee July – Nov 12 • IOGTA undertaken Corporate Governance Training through Prof David Gilchrist Curtin University 				
CC5	Update the Community Directory	SOCI	High	Completed update for 2013/2014	
Update	Volunteer Marine Rescue undertook community directory project 2012 and it was released				

Things the Community can do to become involved in Community Capacity Building, Health and Wellbeing

- Lobby DIAC for increased contract timeframes
- Work with other individuals and groups to develop a calendar of events
- Participate in consultation for a sport and recreation development plan
- Volunteer in activities and actions that interest you
- Become a sports coach
- Participate in community recreation activities, including festivals and events
- Participate in a community leadership program
- Assist in the updating of the community directory

Governance & Institutional Capacity

Of course, none of the above actions will eventuate if there is no capacity on the Island to implement them. This section contains actions to assist in expanding the capacity of the Island from a governance and institutional perspective. In addition, and as noted in the Values and Principles, having more say in the activities and actions that occur on the Island is very important for most people on the Island. Hence moving to a more self determining mode of operations is also considered key to assisting the best outcomes for the Island. Suggestions for how the community can get involved in actions are noted at the end of the section.

Action		Responsible Agency/ies	Priority	Timing	Links to other Strategies / Plans
G1	Work with the community to establish a community scorecard system (or similar) for the ongoing monitoring and evaluation of the Shire's service delivery performance	SOCI	Medium	2015	Corporate Strategic Plan Business Strategic Plan
G2	Investigate opportunities to develop a memorandum of agreement between the Shire and DRALGAS with a focus on joint planning, communication, information sharing and collaboration on key projects.	SOCI DRALGAS	Medium	2015	Corporate Strategic Plan Business Strategic Plan
G3	Initiate a continual improvement program for Council's local laws, policies and management processes. Undertake an initial high level audit of local laws and policies to determine currency / relevance. Prioritise the review of specific local laws and policies and implement according to schedule. When complete, engage management consultants to facilitate a process review (or implement concurrently with local law and policy review)	SOCI	Medium	2015	Corporate Strategic Plan Business Strategic Plan



Things the Community can do to become involved in Governance & Institutional Capacity

- Lobby the Shire and DRALGAS to formalise a working relationship to improve planning and services delivery outcomes for the Island
- Give timely and constructive feedback to government agencies on their performance



Our Future, Christmas Island Community Strategic Plan 2011 – 2021 Implementation Plan for Priority Actions

The preceding section outlined many important actions that need to be implemented if the Vision for the Island is to be realised. This section outlines a suggested Implementation Plan for the top 12 key priority actions identified for the Our Future, Christmas Island Community Strategic Plan. Key priorities were determined through discussions with the Planning Forum and community consultations, including a community survey. Outcomes from community consultations and activities are provided in the supporting document *Our Future, Christmas Island: 2018 Plan: Community Consultation Outcomes, November 2010*. As the key priorities included many more than just 12 actions, Appendix ... outlines further implementation guidance for other actions.

The Implementation Plan also includes monitoring and guidance for a reporting framework. It is essential that the community be continually engaged and updated regarding the status of actions, progress made and/or changes required to the Plan. Given that community priorities and circumstances can be dynamic, it is also considered important that this Plan remains current throughout its operational timeframe. This will require the community to be engaged in its periodic review and updating.



Implementation Plan

As noted, the implementation plan has been developed to represent key priorities across the six plan themes guided by feedback received from the Planning Forum and the general community. Given the large number of actions identified in this plan, as well as others that sit outside of this plan, it is important that some level of priority is assigned to enable a degree of focus of time and resources by key agencies and so that regular achievements can be celebrated.

The actions included here are all considered, in their own right, to have potential to make a significant contribution towards achieving the 2018 vision for Christmas Island. Although overall responsibility for the Plan lies with the CEO of the Shire, some actions clearly fall within the primary responsibility of other agencies and most actions will require, or benefit from, a multi-agency approach.

For each action below, a list of potential key steps to be taken to successfully implement the project is given. It should be noted that the key steps are indicative, not prescriptive, and are intended to give some guidance to the responsible agency in the planning phase of a particular project.

Overall Implementation Actions Required

Overall Implementation Actions Required		Potential Key Steps involved	Agencies Involved
IA1	Establish a committee to oversee and monitor the implementation of the CI 2018 Plan	<ol style="list-style-type: none"> 1. Convene a meeting of the existing Planning Forum members - Planning Forum Committee established May 2011 2. Establish draft terms of reference for a small implementation committee, including a review date – Terms of Reference completed. Review date of Plan February 2013 3. Establish criteria for committee membership to fulfil terms of reference - completed 4. Allocate budget and other resources to the running 	SOCI Existing Planning Forum Members



Overall Implementation Actions Required		Potential Key Steps involved	Agencies Involved
		<p>of committee, including administrative support – no budget allocation, administrative role by SOCI. Conduct a community wide selection process for committee membership – completed with 3 community representatives</p> <p>5. Appoint implementation committee and promote widely to the community – completed although promotion to community insufficient</p>	
IA2	Conduct regular meetings of the Implementation Committee	<ol style="list-style-type: none"> 1. Convene initial meeting of the implementation committee –held quarterly since May 2011 2. Review draft terms of reference - review 3. Establish a 12 month schedule for meetings and reporting to the community on implementation progress – completed 	SOCI Implementation Committee
IA3	Progress Reporting	<ol style="list-style-type: none"> 1. Although these actions were taken from agencies plans, it would be useful to ensure that all agencies timings associated with the actions herewith are in alignment with the Our Future 2018 Plan - not Relevant to Review (NRTR) 2. Develop a communications strategy for reporting on implementation of the CI 2018 Plan (see section below on Monitoring and Reporting) by ensuring confirmed Minutes are available by SOCI to the community. 	SOCI Implementation Committee
IA4	Review of Plan and Committee	<ol style="list-style-type: none"> 1. At agreed date, review Plan and membership of implementation committee and its terms of reference – completed March 2013 	SOCI Implementation Committee

Implementation Plans for Key Actions

Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
Land Use Planning Priorities			
LU1	Review the Water Resources on Christmas Island to determine a sustainable level of population on Christmas Island. Include investigation on current usage and potential water harvesting measures.	<ol style="list-style-type: none"> 1. Establish an appropriate scope of works for a water resources study - incomplete 2. Engage consultants to undertake the study - incomplete 3. Conduct study with a strong community engagement process - incomplete 4. Publish the results of the study and promote community discussion and feedback through various forums and media - - incomplete 	Water Corp
LU2	<p>Review the Christmas Island Local Planning Strategy and Town Planning Scheme. Ensure that the Vision, Values and Principles contained herewith are reflected in the Planning Scheme. Particularly ensure that Scheme exhibits good outcomes regarding sustainability.</p> <p>Take outcomes from all Land Use Planning Actions into account when preparing the revised Scheme. In the absence of any defensible research of the sustainable water resources on Christmas Island (Action L1), plan for a population of 5000.</p>	<ol style="list-style-type: none"> 1. Appoint consultants to undertake the review - completed 2. Establish a steering committee, reference group, working group or similar to work with the consultants and provide overall guidance to the review process - completed 3. Develop a communications strategy for reporting on the project - completed 4. Engage widely with the Christmas Island community - completed 5. Promote the draft Town Plan and LPS widely and encourage community discussion and feedback - completed 	SOCI
LU3	Determine the long-term housing and tourism accommodation needs on Christmas Island. Include aged care housing. Ensure	<ol style="list-style-type: none"> 1. Develop a scope of works for a housing and accommodation strategy – consider responsible agency 2. Undertake a tender and selection process to appoint 	DRALGAS SOCI



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved	
<p>that demand and supply assessments include a range of scenarios such that Christmas Island can be well prepared for growth or decline in resident, worker and visitor numbers.</p>	<p>appropriate consultants – as above</p> <ol style="list-style-type: none"> 3. Develop a communications strategy for reporting on the project – as above 4. Engage widely with the Christmas Island community on a range of scenarios – as above 5. Develop a draft housing strategy – identify funding responsibility 6. Promote the study results widely and encourage community discussion and feedback – as above 7. Finalise study and incorporate into the Plan for the Future and Corporate Plan as appropriate – consider completion 2014 		
Update	IOT Accommodation Needs Assessment completed that identified what was currently available and what future needs would be.		
Infrastructure Priorities			
I11	<p>Improve access and develop experiential opportunities in key areas of the Christmas Island National Park by developing a plan and implementation schedule to establish camping areas, further pathways, lookouts and interpretative areas. Include the development of a circuit of walkways with camping areas to traverse the Island (similar to the Cradle Mountain walk in Tasmania, or the Hinchinbrook Walk in Queensland). This should be linked to or a part of The Christmas</p>	<ol style="list-style-type: none"> 1. Develop a scope of works for the development of visitor infrastructure within the National Park¹ - update from agencies responsible 2. Undertake a tender and selection process to appoint tourism/recreation planning consultants and design/architecture consultants as required for the scope of works - update from agencies responsible 3. Develop a communications strategy for reporting on the project – as above 4. Establish a project reference group between the Parks Australia and CITA – update from agencies 	<p>PA CITA SOCI DRALGAS</p>

¹ Note: the scope of works could be undertaken in one or successive consultancies



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved
	Island National Park Management Plan.	<ol style="list-style-type: none"> 5. Conduct an audit of the National Park and report on initial development opportunities (options) – update from CINP 6. Report to the wider community and obtain feedback on options – as above 8. Undertake broad feasibility and design study into development options- identify funding responsibility and availability 7. Select preferred development option based on outcomes of feasibility study and further community consultation – as above 8. Undertake detailed design and feasibility study into preferred development option – as above 9. Finalise design preferences through community consultation – as above 9. Develop detailed capital works budget and staging for implementation of the development plan - identify funding responsibility and availability 10. Implement according to staging and availability of capital funds – as above
17	Establish a priority works plan for community infrastructure and amenity improvements on the Island. Include improvements to existing open spaces and parks to ensure families, groups and individuals can use these appropriately. Also include improvements to meeting spaces within retail precincts, streetscapes and provide further toilet facilities. General beautification measures	<ol style="list-style-type: none"> 1. Develop a scope of works for an infrastructure and amenity improvements project – partly included in UDMP and underway 2. Undertake a tender and selection process to appoint appropriate design consultants – as above 3. Develop a communications strategy for reporting on the project - incomplete 4. Establish a project working group – UDMP Steering Reference Group



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved
<p>throughout the Island should also be included.</p>	<ol style="list-style-type: none"> 5. Involve the Christmas Island community directly in the design process and in identifying potential community driven projects within the overall scope of implementation projects – note Tree Planting project and Police Padang Toilets as part of UDMP and CCC process 6. Develop detailed designs and costing for priority improvement projects – as above 7. Identify projects that can be undertaken by the community and within existing resources and/or apply for additional funding through capital grants programs – as above 8. For all other projects, develop a capital works budget and implement projects on an annual basis as funds are allocated – as above dependent on identifying funding opportunities 	
<p>12</p> <p>Establish a priority infrastructure plan for implementing improvements to access around Christmas Island. As a main priority, ensure that funds be made available for the upgrade of the road to the Detention Centre as soon as feasibility study being conducted in 2010 is completed, pending recommendations in the report. In addition, include improvements to other roads and walkways in the Plan, and include the establishment of pathways and cycleways. This should be included as part of the Local</p>	<ol style="list-style-type: none"> 1. Develop a scope of works for a priority infrastructure plan (PIP) 2. Undertake a tender and selection process to appoint appropriate consultants – where relevant to identified projects 3. Develop a communications strategy for reporting on the project – some reporting of SOCI projects in Islander 4. Establish a project reference group between the Shire and DRALGAS 5. Consult with key stakeholders through workshops, focus groups and interviews – limited to date 6. Draft a priority infrastructure plan (transport and 	<p>SOCI DRALGAS</p>



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
	Planning Strategy and Town Planning Scheme and should be sequenced to ensure that works can respond to population increases.	<p>pedestrian) and consult widely with the community on the draft – Dual Pathways project commenced but no further funding commitment made by C/wealth for next stage(s)</p> <ol style="list-style-type: none"> 7. Revise priority infrastructure plan based on feedback received (including sequencing and costing) 8. Develop a joint capital works budget for priority infrastructure – as above 9. Incorporate the outcomes of the PIP into the Town Plan and Local Planning Strategy as appropriate – noted above as partly commenced dependent on initial and/or continual funding for identified projects such as Dual Pathways and IDC road network maintenance. 	
Economic Diversification Priorities			
ED5	<p>Progress development of horticulture and aquaculture industries</p> <p>Encouragement of on-island horticultural production and the provision of ‘commonages’ where residents may grow their own produce</p> <p>Implement recommendations of Feasibility of IOTs Horticultural Industries 2010 study</p>	<ol style="list-style-type: none"> 1. Engage an external party for provision of education to the community and potential horticultural stakeholders around permaculture principles, and IOT specific horticulture production – no reported progress 2. Consider including WA Department of Agriculture and Fisheries and Indian Ocean Training Group Training (IOTGA) in the delivery and/or receipt of this education process - no reported progress 3. Involve EDCG to assist in activating the community - no reported progress 	<p>IOTRDO</p> <p>IOGTA</p> <p>DRALGAS</p>
ED2	Investigate the feasibility of developing opportunities within the research and development area for education services (e.g. export education, school of excellence)	<ol style="list-style-type: none"> 1. Develop a scope of works for a market feasibility study into the development of education services on Christmas Island - no reported progress 2. Undertake a tender and selection process to appoint 	<p>IOTRDO</p> <p>IOGTA</p> <p>DRALGAS</p> <p>CIDHS</p>



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<p>appropriate consultants – as above</p> <ol style="list-style-type: none"> 3. Develop a communications strategy for reporting on the project - as above 4. Conduct an audit of existing education services on the island to understand current and potential scope of product and services, including services capacity - as above 5. Undertake detailed research to identify potential international education markets for CI (market segments, product demand, price and servicing requirements) - as above 6. Draft an education services development plan for CI identifying all requirements to bring CI to an 'export ready' status (product/services development, market development, human resources, legal requirements, accommodation and other infrastructure, management etc.) - as above 7. Develop a detailed costing for the education services development plan and identify mechanisms for funding - as above 8. Obtain feedback on development plan through community consultation - as above 9. Finalise plan and implement subject to availability of capital/recurrent funding - as above 	
<i>Protecting the Natural Environment Priorities</i>			
NE3	Implement Christmas Island National Park Management Plan as it relates to land within the National Park boundary. A new Management Plan is being prepared under the EPBC Act and is a 10 year plan. The plan	<ol style="list-style-type: none"> 1. Implement as per the management plan – advice required 2. Engage the Christmas Island community in plan implementation through regular status updates, information and education sessions and opportunities 	PA



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved	
<p>will be closely linked to the recovery plan and addresses:</p> <ul style="list-style-type: none"> • Natural heritage management • Cultural heritage management • Visitor management and Park use • Crazy ant control program, including research for the indirect biological control of crazy ants • Christmas Island minesite to forest rehabilitation (CIMFR) program, funded by a conservation levy paid by CIP to the DRARDLG. The program aims to restore rainforests on mined sites where it once existed • Biodiversity management and monitoring, including reptile conservation and biodiversity monitoring such as through the Island Wide Survey. • Ensure its implementation is not in conflict with the development of the land use plan for land outside the National Park. 	<p>for direct involvement in project, where appropriate.</p> <p>Draft CINP Management Plan underway – update required. Draft CINP Recovery Plan process underway – update required</p>		
Community Capacity, Health and Wellbeing Priorities			
CB1	Develop and implement an Island Induction program for all workers coming to Christmas Island	<ol style="list-style-type: none"> 1. Hold discussions with DIAC regarding the need for and benefits of a worker island induction program – note some advice provided by CINC in Minutes further update required 2. Work with DIAC, SERCO and others to develop an induction program (presentation and welcome kit) 	DIAC CINC PA CITA IOGTA



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<p>including (but not limited to) information on:</p> <ol style="list-style-type: none"> a. The island and its unique environment b. Malay and Chinese Culture and the history of the island c. The people of CI, CI lifestyle and expected behaviours while staying on the island d. Road safety e. Crabs f. Things to see and do on Christmas Island g. Welcome kit including community directory, calendar of events, visitor/tourist information, information on the national park, a small souvenir <p>3. Negotiate a fee for service arrangement with DIAC to deliver the induction program (as per an agreed schedule) and produce welcome kits. For example, the Neighbourhood Centre could take responsibility for this and create a community project from it, involving other groups, such as the arts and crafts centre - some advice provided by CINC in Planning Forum Minutes further update required</p>	
CB5	Develop a calendar of festivals and events and identify opportunities for new community events and celebrations	<ol style="list-style-type: none"> 1. Call a meeting of all community organisations to discuss development of a calendar of events and consider opportunities for new events – not commenced 2. Establish a working group to develop the events calendar <ol style="list-style-type: none"> a. Audit the range of existing events b. Consider a range of formats for the calendar (online schedule, physical calendar, brochure etc) 	CITA Community Organisations/CINC



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<ul style="list-style-type: none"> c. Work with local artists on the graphic design elements of the project d. Take draft designs back to the larger group for feedback e. Finalise formats and designs and develop materials (may require some funding from the Shire and/or local businesses) f. Consider a commercial/enterprise arrangement to produce the calendars on-island <ol style="list-style-type: none"> 3. Engage an on-island facilitator (if possible) to conduct a community workshop(s) to generate ideas for new events and celebrations for Christmas Island. The workshop should include a process to broadly assess ideas and develop a shortlist – not commenced 4. The established working group can review the shortlist and subject it to further, more detailed assessment criteria – as above 5. Consult the broader community about the shortlist. Utilise the Islander and Bulletin, presentations at meetings and a public forum – as above 6. Revise/finalise the list of potential events and work with the Shire on a strategy for funding – dependent on above 	
Governance and Institutional Priorities			
G2	Work with other levels of Government to enhance service delivery. Investigate opportunities to develop a memorandum of agreement between the Shire and DRARDLG with a focus on joint planning,	<ol style="list-style-type: none"> 1. Conduct a meeting between the Shire and DRALGAS to discuss the possibility of establishing a MOA. Develop a statement of intent (or otherwise) – not commenced 2. Conduct a series of meetings/workshops to develop a draft MOA. In developing the scope of the MOA, 	SOCI DRALGAS



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved
<p>communication, information sharing and collaboration on key projects.</p>	<p>consider (among other things):</p> <ul style="list-style-type: none"> a. Joint planning commitments b. Day to day communications c. A statement of service delivery commitments d. Information sharing e. Project collaboration <p>3. If required, develop specific protocols to support implementation of the MOA, e.g. for information sharing – as above</p> <p>4. Circulate a draft MOA to the community for information and feedback – as above</p> <p>5. Finalise MOA, sign-off and implement (consider conducting a small event to mark the occasion) – as above</p> <p>6. Review every 24 months – as above</p>	



Monitoring and Reporting Framework

A widespread perception among people consulted for this plan, and an issue that has been raised through previous consultations, is that Christmas Island has been subjected to many studies and consultation processes over many years, yet there is proportionately little to show in the way of implementation of projects. Furthermore, many individuals felt that once a report was complete, and recommendations made, they rarely heard about the project or recommendations again.

For this reason, and as a commitment to good practice, it is important that the CI 2018 Plan is complemented by a clear dedication to and practice of regular monitoring of the status of actions, reporting to the community on this progress and periodic review of community priorities. Indeed, it is the principle role of the Implementation Committee to undertake this monitoring and reporting function. There are 3 components to consider in monitoring of the CI 2018 Plan:

- Monitoring of the overall status of the Plan
- Monitoring the implementation of priority actions
- Monitoring the changing priorities of the community

Actions for these components are summarised below, followed by an example of a reporting framework.



Overall Monitoring of the CI 2018 Plan

Actions for the overall monitoring of the Plan are tabled below.

Overall Monitoring Actions		Required Actions	Responsible Agency/ies	Frequency for monitoring action
OM1	Review status of actions	<ol style="list-style-type: none"> 1. Regular meeting of the Implementation Committee 2. Ensure committee membership includes representation from key agencies responsible for implementation of projects on Christmas Island 3. Members of the committee can be appointed from time to time to liaise with key implementation agencies between meetings and report back to the committee on the status of specific projects 4. Include the review and status of the CI Plan 2018 as a standing item in Council meetings. 	SOCI Implementation Committee	Monitoring every 3 months as part of meeting process, and every Council meeting for report and discussion to Council.
OM2	Review Plan and community priorities	<ol style="list-style-type: none"> 1. Conduct community consultation activities to review the CI 2018 Plan, for e.g.: <ol style="list-style-type: none"> a. Public forums b. Meetings with key implementation agencies c. Inter-agency workshops 2. Promote the draft revised plan widely and encourage discussion and debate through the Islander 	SOCI Implementation Committee	Every 2 years



Monitoring the Implementation of Priority Actions

In addition to monitoring the overall status of the CI 2018 Plan, it may be necessary from time to time to track the progress of specific major initiatives during their implementation phase. While each project will require upfront consideration of specific monitoring actions and timeframes, the following general approach can be used as a guide:

- Establish a relationship between the Implementation Committee and the agency responsible for project implementation
- If consultants are involved, seek permission to engage directly with the consultants to discuss the project, provide information on the CI Plan and the role of the committee, and agree on a schedule and means for contact and regular project status updates. For example:
 - Face to face meetings
 - Attendance at project steering committee or reference group meetings
 - Email
 - Telephone updates
- Communicate the results of the project to the community

The table below shows two examples of monitoring actions that could be taken for specific projects and how the performance of such actions could be measured (and therefore reported).

Monitoring Framework for Actions		Performance Measure	Actions required to Assess Progress	Frequency for monitoring action
LAND USE				
LU1	Review the Water Resources on Christmas Island to determine a sustainable level of population on Christmas Island. Include investigation on current usage and potential water harvesting measures.	<ul style="list-style-type: none"> • Completed Water Resources Study • Key Recommendations to Town Planning Scheme 	<ul style="list-style-type: none"> • Liaison with Water Corporation 	6 Monthly
LU2	Review the Christmas Island Local Planning Strategy	<ul style="list-style-type: none"> • Completed Christmas Island 	<ul style="list-style-type: none"> • Briefing to 	6 Monthly



Monitoring Framework for Actions		Performance Measure	Actions required to Assess Progress	Frequency for monitoring action
	<p>and Town Planning Scheme. Ensures that the Vision, Values and Principles contained herewith are reflected in the Planning Scheme. Particularly ensure that Scheme exhibits good outcomes regarding sustainability.</p> <p>Take outcomes from this section into account when preparing the revised Scheme. In the absence of any defendable research of the sustainable water resources on Christmas Island (Action L1), plan for a population of 5000</p>	<p>Local Planning Strategy and Town Planning Scheme</p> <ul style="list-style-type: none"> • General agreement within the Community regarding the outcomes 	<p>Consultants undertaking study regarding required outcomes</p> <ul style="list-style-type: none"> • Updates from Consultants undertaking the Study • Inclusion of community consultation when preparing the Strategy and Scheme 	



Reporting Framework

Reporting on the implementation of the CI 2018 Plan is the means by which the community of Christmas Island can be kept informed about general and specific progress of projects and in doing so contributes to the transparency and accountability of processes and outcomes. There are two principle levels of reporting required for the Plan – to the general community and to inter-agencies. The reporting audience will determine the most appropriate reporting format, but methods could include:

- Formal reporting framework (see table below)
- Articles and discussions in the Islander and Bulletin
- Public forums
- Inter-agency presentations

It is recommended that progress reports on the CI 2018 Plan are made every 6 months. Where significant achievements are made, consideration should be given to opportunities to combine reporting activities with celebrations of successes.

Reporting Framework for Actions		Responsible Agency/ies	Timing	Status	Comments
LU1	Review the Water Resources on Christmas Island to determine a sustainable level of population on Christmas Island. Include investigation on current usage and potential water harvesting measures.	Water Corp	2011	Yet to commence	Project awaiting fund allocations – progress on project unknown
LU2	Review the Christmas Island Local Planning Strategy and Town Planning Scheme. Ensures that the Vision, Values and Principles contained herewith are reflected in the Planning Scheme. Particularly ensure that Scheme exhibits good outcomes regarding sustainability. Take outcomes from this section into account when preparing the revised Scheme. In the absence of any	SOCI	2010 - 11	Completed	Project funding acquitted 2011. SOCI adopted TPS #2 and LPS. Awaiting Minister approval for gazettal.



Reporting Framework for Actions	Responsible Agency/ies	Timing	Status	Comments
defendable research of the sustainable water resources on Christmas Island (Action L1), plan for a population of 5000				



Conclusion

Although this report is the culmination of much work progressed with the community to develop the Plan, it is the beginning of the community taking ownership for its Island home's future. The strategies included herewith are community initiated and assist in developing long-term economic diversity for the Island's economy. All actions included were either suggested and/or agreed to by the Planning Forum, community members through consultation and/or the community survey, or previous reports and studies that are still considered relevant for Christmas Island today and into the future. The community consultation process was achieved by engaging with the many community groups, organizations and agencies on the Island and in this context is representative of the community's aspirations as reflected in the Plan.

Although Council is the custodian of the Plan it is essential to note that successes in the Plan will only be possible through cooperation between agencies and also action from the community. Council is committed to ensuring that the overall management and resourcing of the Plan is undertaken in such a way to maximise the success of the Plan's contents and strongly encourages each and every organisation and individual to become actively involved in forging Christmas Island's prosperous future.

Without the community's input and ownership, projects such as this Plan remain simply documents. It is Council's intention that the momentum generated throughout the Plan's production is maintained and increased as actions get implemented. Ensuring the community stays connected with the Plan and is informed about its progress and outcomes will be instrumental in ensuring that the momentum continues.



This Report was originally prepared and adopted by Council in January 2011 for:

Shire of Christmas Island

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Appendix A: The Planning Forum

Membership

At a project meeting with the Christmas Island Shire Councillors on April 15, 2010, it was resolved that membership of the proposed Planning Forum would be comprised to represent the major authorities and organisations on Christmas Island. Membership of the Planning Forum was invited from the following organisations / groups.

- Shire of Christmas Island
 - Executive
 - Councillors
- Commonwealth
 - Administrator of Indian Ocean Territories
 - The Department of Regional Australia, Local Government, Arts and Sport
 - Parks Australia
 - DIAC (DIAC was involved as an observer in the process. However, it is noted that DIAC was invited to be a member of the Planning Forum)
- Community
 - Malay Association
 - Chinese Literary Association
 - Islamic Council
 - Education (Christmas Island High School was invited to be a part of the Forum but due to excessive demands declined the invitation)
 - Youth networks
 - CI Women's Association
 - CI Cricket and Sporting Club
 - CI Arts and Culture
- Business / Industry
 - Christmas Island Tourism Association
 - Christmas Island Economic Development Consultative Group
 - Christmas Island Phosphates
 - Union of Christmas Island Workers



Appendix B: Implementation Action for Additional Priority Projects

Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
Further Land Use Planning Priorities			
LU4	Develop landscape beautification plans for all key commercial / retail hubs and community areas. Ensure entrance statements / treatments are a key component of the plans.	<ol style="list-style-type: none"> 1. Develop a scope of works for a precinct place making strategy 2. Undertake a tender and selection process to appoint appropriate design consultants 3. Develop a communications strategy for reporting on the project 4. Establish a project working group 5. Involve the Christmas Island community directly in the design process and in identifying potential community driven projects within the overall scope of implementation projects 6. Develop detailed designs and costing for priority beautification projects 7. Identify projects that can be undertaken by the community and within existing resources and/or apply for additional funding through capital grants programs 8. For all other projects, develop a capital works budget and implement projects on an annual basis as funds are allocated <p>Update: Urban Design Master Plan (UDMP) for Gaze Road and Vagabond Road precincts completed as part of the Town Planning review process in 2012. Meetings of appointed UDMP Reference Steering Group</p>	<p>SOCI DRALGAS UDMP Reference Steering Group</p>



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		commenced to review above actions in the UDMP.	
Further Infrastructure Priorities			
I3	Prepare a Waste Avoidance Strategy and a Waste Management Strategy for Christmas Island. Include recycling opportunities.	<ol style="list-style-type: none"> 1. Develop a scope of works for a waste avoidance/minimisation strategy 2. Appoint consultants if necessary or conduct strategy development in-house 3. Develop a communications strategy for the project 4. Involve the waste producers (the community) directly in development of the strategy. 	SOCI
Update	Project commenced in late 2011 with funding provided by DRALGAS for Stage(s) 1 and 2. Status of project now at remediation of landfill site following purchase of capital plant required. Stage 2 completion expected June/July 2013 when remediation has been mostly completed and pad preparation, water supply to site and some further fencing has commenced. Stage 3 dependent on funding commitment by DRALGAS to complete project by 2014/15.		
I15	Develop a plan to ensure that green energy options for Christmas Island can be implemented. Include investigation of wave, wind, sun and micro-hydro power options for the Island.	<ol style="list-style-type: none"> 1. Develop a consultancy brief for the development of a public discussion paper on green energy opportunities for Christmas Island 2. Undertake a tender and selection process to appoint appropriate consultants 3. Develop a communications strategy for reporting on the project 4. Undertake an assessment of the island's current and future energy requirements, current energy supply and potential options for future supply. Identify specific opportunities (and constraints) for the adoption of green energy 5. Develop a discussion paper and widely distribute 	DRALGAS



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<p>throughout community</p> <p>6. Hold a series of information and feedback forums to discuss the options outlined in the paper and to generate ideas for moving forward to implementation</p>	
I10	Ensure that current National Park areas and areas leading to the National Park are well maintained by establishing more frequent maintenance programs for pathways and general access to existing visitor areas.	<ol style="list-style-type: none"> 1. Undertake a condition audit of existing visitor areas and paths within National Parks areas 2. Review current maintenance program and revise according to audit. Prioritise high visitation areas and paths 3. Jointly develop a maintenance budget and undertake regular monitoring and annual (joint) review 4. Liaise with CITA regarding visitor experience feedback and incorporate this information into future maintenance planning 	PA CITA DRALGAS
I14	Implement a historical walk around the Island and include key information about Christmas Island's past.	<ol style="list-style-type: none"> 1. Develop a concept proposal for an historical walk and apply for funding from a relevant grants program. Seek additional sponsorship from local businesses 2. Establish a committee to oversee the project, including members of the community with historical knowledge 3. Review published, archived and other historical materials (including those held privately on the island) for suitable resources for use in the design of interpretative signage 4. Generate an initial list of sites for inclusion on a historical walk (or walks) 5. Develop a simple set of criteria for rating potential sites for inclusion in an historical walk (accessibility, 	CITA SOCI CI Heritage Society



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<p>walkability, quality of materials available to assist with interpretation, likely level of interest of materials to visitors etc.)</p> <ol style="list-style-type: none"> 6. Conduct a walk around audit of the settlement areas based on the initial list and rate against criteria 7. Finalise a list of sites to be included in an historical walk(s) 8. Obtain any necessary permission or permits from relevant landowners to erect signage at proposed sites 9. Engage locally based artists and designers to design interpretive signage for each site as well as a supporting brochure 10. Obtain quotes for signage construction 11. Establish a community working bee to erect interpretive signage at respective sites 12. Celebrate the launch of the project with a community event 	
Update	Note: some applicability to SOCI Cemeteries Management Plan project due to commence with DRALGAS (part) funding in Feb/March 2013. Possible involvement by CI Heritage Society Inc.		
Further Economic Development Priorities			
ED3	Target support for development of small micro and home based business	<p>Develop a survey questionnaire for home based businesses on Christmas Island. Design questionnaire to capture information on:</p> <ol style="list-style-type: none"> a. Basic business profile b. Contact details c. Products and services d. Markets 	IOTRDO DRALGAS



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<ul style="list-style-type: none"> e. Current business goals f. Current barriers to conducting a home based business on Christmas Island g. Perceived opportunities to strengthen support for home based businesses <ul style="list-style-type: none"> • Distribute questionnaire to known home based businesses and advertise survey in the Islander and Bulletin. If possible, develop an online version of the survey and encourage people to complete the questionnaire in this format • Compile results into a simple report format • Call a meeting of home based business to discuss the results of the survey • Focus discussion on current issues and opportunities • Identify potential projects to support home based businesses on Christmas Island and agree on next steps towards implementation • Develop/update a directory of home-based businesses 	
Further Protecting the Natural Environment Priorities			
NE2	Cat and rat management: In collaboration with the Shire, CIP and other stakeholders implement the Shires Proposed management plan for cats and rats on Christmas Island.	<ol style="list-style-type: none"> 1. Implement as per the management plan 2. Engage the Christmas Island community in plan implementation through regular status updates, information and education sessions and opportunities for direct involvement in project, where appropriate. <p>Note: Stage(s) 1 and 2 between PA, CIP and SOCI completed with reports provided</p>	PA SOCI CIP
Further Community Capacity and Health and Well-Being Priorities			
CC5	Update the Community Directory	<ol style="list-style-type: none"> 1. Establish a working group to update the community 	SOCI



Implementation Plans for Actions		Potential Key Steps involved	Agencies Involved
		<p>directory (invite membership from other organisations as appropriate)</p> <ol style="list-style-type: none"> 2. Review the current structure and format of the current directory, considering feedback received over the past few years and obtain additional feedback if necessary (e.g. use the Islander to encourage people to have their say about changes they would like to see to the directory, consult other community organisations and businesses) 3. Develop a conceptual format for the new directory (consider an online version also) 4. Source updated lists for the directory (e.g. through the Shire) 5. Develop a funding model to design and print the directory (e.g. grants, sponsorship, paid advertising) 6. Where possible, engage local artists and businesses in the design and production of the directory. <p>Completed - Community Directory updated late 2012</p>	CINC
HWB4	Develop and implement a sport and recreation development plan with an emphasis on ensuring the provision of a range of quality sport and recreation opportunities suitable for young people and the elderly in accordance with these specific gaps in provision identified by the Sport and Recreation Strategic Plan. In developing	<ol style="list-style-type: none"> 1. Building on the work that has been completed for the Island, determine specific needs of the young and elderly via a community survey. 2. Incorporate findings into Council's Capital Works program to ensure that physical infrastructure can be provided. 3. If needed, develop community group to take responsibility for the activities side of the sports. 	SOCI CI Cricket and Sporting Club (CICSC) WA Department Sport and Recreation (DSR) DRALGAS



Implementation Plans for Actions	Potential Key Steps involved	Agencies Involved
	opportunities, seek to optimise the unique natural assets existing on the island.	
Update	Appointment of Manager Recreation Services by SOCI in accordance with recommendation of Plan. Funding applied to RDAF process by SOCI as auspice for CI CICSC in accordance with recommendation of Plan and UDMP Vagabond Rd to develop sporting and recreation precinct. Revision of current CI Sport and Recreation Plan undertaken by DSR and SOCI for community comment in March 2013 and SOCI adoption of revised Plan.	

