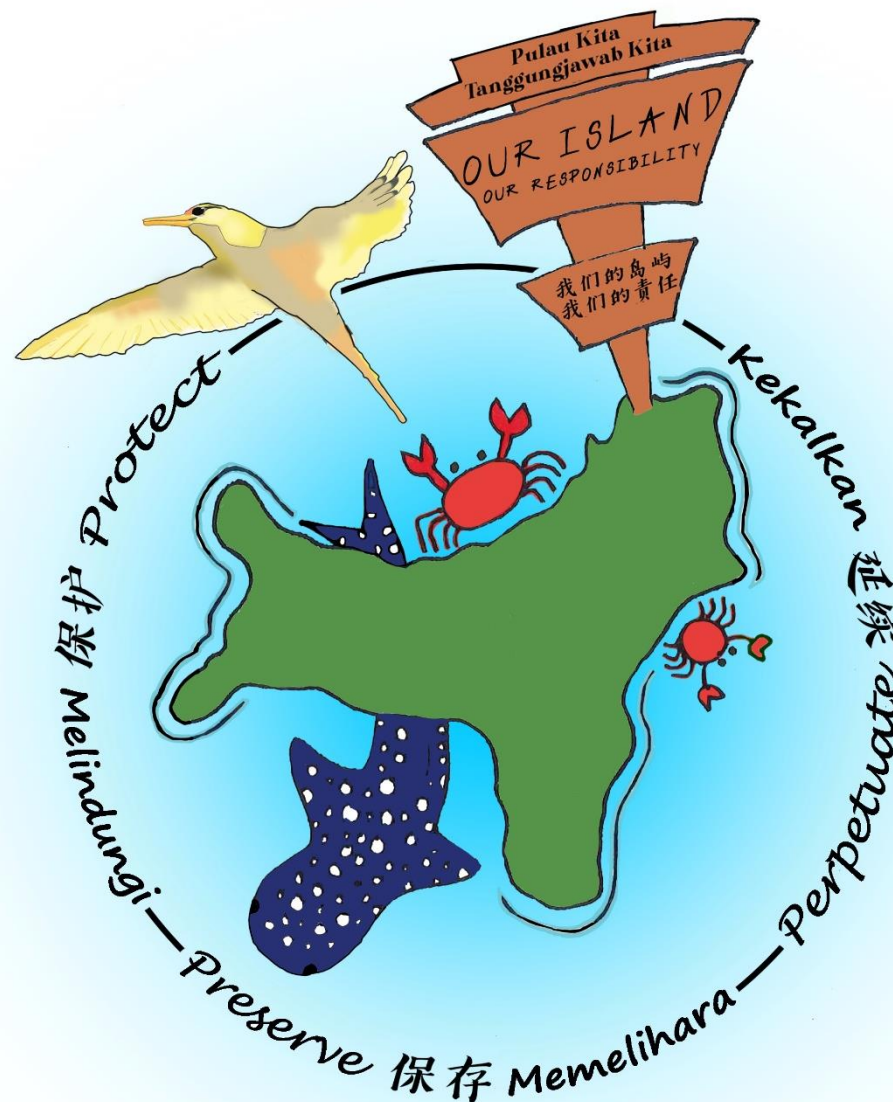


“Our Island  
Our responsibility”



SHIRE OF  
CHRISTMAS ISLAND

1<sup>st</sup> DRAFT - 17 March 2023  
Final Draft to be circulated  
at the 21 March OMC

# STRATEGIC COMMUNITY PLAN 2023 - 2033

## Content:

	page
Shire President's Foreword	3
1. Introduction to the Plan	4
2. The Integrated Planning and Reporting Framework	5
3. Facts about Christmas Island	7
4. Challenges & Opportunities	11
5. Community Vision	27
6. Statement of Values and Principles	28
7. Goals - Themes & Actions for our Future	30
- Planning, urban growth, community & settlements	31
- Economy & employment	33
- Natural Environment & Climate Change	36
- Infrastructure	38
Acronyms	40

### Acknowledgement

The Front Cover of this report was designed collectively by the 3 winners of the Christmas Island District High School **Christmas Island Environmental Catch Phrase & Logo Competition**: Leila Hamanaka (y10) & Uzair Mohd Fauzi (y9) for the combined artwork and Sophia Retallick (y7) for the catch phrase.

### DISCLAIMER

Any representation, statement, opinion or advice expressed or implied in this document, prepared by Calmy Planning & Design Pty. Ltd. for the Shire of Christmas Island, are made in good faith and on the basis that the author is not liable for any loss whatsoever which may occur as a result of action taken or not taken in respect to the document content. Professional advice should be obtained before applying the information contained in this document to particular circumstances.

## Foreword

(to be completed by the Shire President subsequent to the outcomes of the 19 April 2023 community workshop)

## 1. Introduction to the Plan

This Shire of Christmas Island (SOCl) *Strategic Community Plan 2023–2033 Our Future Our Responsibility* (the Plan) replaces the SOCl *Our Future: Christmas Island Community Strategic Plan 2011-2021*.

The Plan is designed to empower the community and enables the Shire's decisions and actions to work directly towards the achievement of community identified goals and priorities.

The Plan is a testament to the vision the residents and ratepayers of Christmas Island have for their community and it shall lead us all into the next phase of the community's evolution.

In the context of its available resources, the SOCl is expected to consider the means of giving effect to community's aspirations as far as they are realistic, practical, achievable and sustainable.

As such the Plan sets out the Shire's approach to address the challenges we all face and articulates our shared community values, principles and strategic goals.

These goals are not exclusively for the SOCl to pursue, as some can be reliant on actions by the Commonwealth government, local service agencies as well as local businesses.

The strategies developed in the Plan are designed in such a way as to allow community members to actively contribute where feasible and appropriate.

## 2. The Integrated Planning and Reporting Framework

The SOCI is required to produce a Strategic Community Plan for the future of the island under the *Local Government Act 1995 (WA)(CI) Section 5.56 (1)*.

The WA *Local Government (Administration) Regulations 1996* provide a brief outline of the requirements to meet this obligation, which includes the development of a Strategic Community Plan and a Corporate Business Plan.

These plans do not stand alone, they are situated within an Integrated Planning and Reporting Framework (the Framework) inclusive of a suite of planning and reporting documents.

The WA Department of Local Government Sports and Cultural Industries oversees and advises on the operation of the Framework that provides the basis for improving the practice of strategic planning in local government.

The Framework comprises five key elements:

1. **Strategic Community Plan** (ten years) – outlines the strategic priorities to address the community's long-term vision. The priorities and goals of the Strategic Community Plan are driven by community engagement and take a 'whole of Shire' approach. The Plan is not static. A full review is required every four years with a desktop review every two years.

In effect the Plan:

- Establishes the community's vision for the Shire into the future, including aspirations and service expectations;
- Drives the Shire development of the Island taking into account workforce capabilities, assets management and financial resourcing.
- Will ultimately be a driver for all other planning and be referenced in the Shire Local Planning Strategy.

**2. Corporate Business Plan** (four years) – represents the internal business planning tool that translates council priorities into operations within the resources available. It defines the actions that the Shire will undertake to contribute to the achievement of the community goals and strategies outlined in the Strategic Community Plan.

**3. Informing strategies** – inform the local government of how capable it is to deliver the services and assets required by the community. The key informing strategies are financial, asset management and workforce. Through the integration of these three strategies the Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas such as town planning, roads, sport & recreation, infrastructure, age-friendly community and waste recycling.

**4. Annual Budget** – provides the fine detail of the resources the Shire will be committing to its Corporate Business Plan and in support of the Strategic Community Plan in any given year.

**5. Annual Report** – provides feedback to the community on the Shire's progress against the Corporate Business Plan and provides a snapshot of how the community is progressing towards its goals contained in the Strategic Community Plan.

In this way the Framework:

- recognises that planning for a local government is holistic in nature and driven by the community;
- builds organisational and resource capability to meet community need;
- optimises success by understanding the integration and interdependencies between the components;
- emphasises performance monitoring so that local governments can adapt and
- respond to changes in community needs and the business environment.

## 3. Facts about Christmas Island

### 3.1 Remoteness

Christmas Island 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 and covers a total area of 135 km<sup>2</sup>. It is located 350 km south of Java and around 1550 km northwest of the closest point on the Western Australian coast.

It lies 986 km east of the Cocos (Keeling) Islands, 1,327 km south of Singapore, 2,608 km from Perth and 5,184 km from Canberra.

### 3.2 Population

The 2001 Census conducted by the Australian Bureau of Statistics (ABS) recorded a population of 1,446. It peaked at the 2011 Census with 2,072 and came down to 1,692 at the 2021 Census mainly due to a decline in local mining jobs and a sharp reduction in immigration activities. The decline trend is on-going with the up-coming generation progressively migrating to the mainland for employment prospects. At the end of 2022 the resident population was estimated at around 1,250 thus bringing it lower than two decades ago.

### 3.3 Cultural Diversity

The cultural diversity of Christmas Island originates from the late nineteenth and early twentieth century with the import of thousands of indentured Chinese, Malays and Sikhs workers to service the phosphate mine. In the 1950's, whilst the island was administered by the Colony of Singapore, the population further diversified with new mine labourers sourced from

Singapore, Malaya, Cocos and mine supervisors from Australia.

In 1958 the sovereignty over the island was transferred from the United Kingdom to Australia and that year Christmas Island became an Australian Territory.

The unique historic ethnic diversity of the island has somewhat perdured and remains a noticeable component of the overall cultural fabric of the island population. As a measure of cultural diversity, the 2021 Census top responses for language used at home other than English was 18.4% Malay, 13.9% Mandarin, 3.7% Cantonese, 2.1% Min Nan or Hokkien and 1.1% Indonesian.

The 2021 ancestry multiple response variable (country of birth for individuals, mothers and fathers) indicates that the ancestry top responses were 22.2% Chinese, 17% Australian, 16.1% Malay, 12.5% English and 3.8% Indonesian.

The Census also revealed that 46.4% of the respondents had not stated a religious affiliation, 22.1% were affiliated to Islam, 15.2% were affiliated to Buddhism and 7.3% were affiliated to Catholicism. There is no choice in the ABS form for Taoism being the prevailing faith of the Chinese diaspora. This could suggest that the “not stated a religious affiliation” box could include some followers of Taoism on the island.

### 3.4 Work occupation

The 2021 census record for the “employed” in the 15 and over age group in the “place of usual residence” can be broken down in two groups as follow:

Group one

Technicians & trade workers 143; Labourers 105 and Machinery operators & drivers 80

Total 328 or 42.5% (Australia 28.2%)

Group two

Managers 100; Professionals 97; Clerical & administrative workers 92; Community & personal service workers 123 and Sales workers 14.

Total 426 or 55.3% (Australia 70.1%)

### 3.5 Housing

The main tenure of occupied private dwellings excluding visitors at the 2021 Census was:

107 (25.4%) owned outright, 63 (14.9%) owned with mortgage and 204 (48%) rented. The rental market was by far the dominant segment set well above Western Australia at 27.3% and 30.6% Australia wide.

The Commonwealth owns a total of 119 public housing dwellings. Approximately 100 of these are occupied by eligible tenants at any given time whilst the balance is under maintenance/renovation and or re-assigned to public servants.

As is the case on the mainland, the island is also experiencing some challenges in terms of housing affordability in particular with the low-income earners in the 18 to 45 age group.

In March 2022 the Shire initiated a Housing Stress Survey utilising the ABS definition of housing stress i.e. *“households that spend more than 30% of their gross income on housing costs”*



The survey comprised a questionnaire (81 respondents) and the facilitation of a workshop (38 attendees).

Overall 55% or 27 out of the 49 people who were rent payers in the survey were experiencing housing stress.

### 3.6 Major Industries

Phosphate mining and Immigration detention are the main drivers of the island economy and are experiencing a measurable contraction of their respective employment base. Notwithstanding the benefit of attracters of international significance, tourism remains peripheral in terms of economic contribution.

#### Phosphate mining

Phosphate mining has been the historic mainstay of the island's economy. In the 1950's, at the peak of steam locomotion, the mine operation involved a workforce estimated at several thousand representing the overwhelming majority of the island workforce.

In 1987 when the Commonwealth operated mine closed the population declined significantly with people having to leave the Island to access redundancy payments. However, after a two- and half-year campaign by the *Union of Christmas Island Workers* and the community created Phosphate Resources Limited (PRL) which been successfully operating the mine for over 32 years.

Since that time the mine's production has grown from 56,480 MT in 1991 to a peak of 750,000 MT in 2008. Recent production is averaging around 500,000 MT.

In November 2018, the Indian Ocean Territories Regional Development Organisation's *Our Christmas Island 2030 Strategic Plan* stated: "*CIP operations are only likely to continue into the late 2020s. Currently, the main operations of CIP employ around 130 personnel and PRL's subsidiaries around 43.*"

In March 2023, according to PRL, the employment breakdown of PRL and subsidiaries companies is 130 and 60 respectively.

PRL is seeking the granting of additional mining areas to be assessed under the *Christmas Island Strategic Assessment* (CISA) in accordance with the relevant provisions of the *Environmental Protection and Biodiversity Conservation Act 1999*. These additional areas, if ultimately allowed to be mined, may not translate in a considerable increase in local jobs above the current level but will maintain the economic viability of the mine until the expiry of the mining lease in 2034.

#### Correctional and Detention Services

According to the Immigration Department the Immigration Detention Centre (IDC) had experienced its peak of activity in June 2013 with 2950 "irregular maritime arrivals" being held. Around that time the activities associated with the IDC provided up to 500 jobs, both directly and indirectly for residents, short term contracts (12 months to 2 years) and fly-in-fly out positions.

The 2016 Census indicated 108 respondents on the island having jobs associated with the Correctional and Detention Services (CDS) industry.

By October 2018, following a change in Commonwealth policy, the IDC was put in 'hot contingency' where the asset was no longer holding any detainee and kept in operating mode by a local workforce of around 30 to respond effectively to future unforeseeable Commonwealth need.

In August 2020, the Australian Government lifted the hot contingency and the IDC re-opened to relieve capacity pressure experienced across the detention network on the mainland due to required Covid-19 distancing measures.

The ease of the pandemic restrictions did not translate into a relaxation of the IDC operation. In January 2023 non-Australian detainees who had failed the "character test" requirement of s501 of the *Immigration Act* were still detained there with some 250 personnel deployed to run the operation. The s501 procedures are being reviewed by the Australian government. During the COVID19 Pandemic the Christmas Island IDC was re-opened to reduce pressure on the mainland detention facilities. Since the abatement of the Pandemic the number of detainees has steadily declined. Given the extremely high cost of running the Christmas Island IDC, the Commonwealth could possibly put the IDC operation into hot contingency once again by the end of 2023. In this scenario only 30 or so local jobs would be maintained.

### **Tourism/visitors**

Christmas Island offers exceptional tourism attractions in the environmental as well as the cultural and heritage spheres.

This said, the tourism economic output is relatively modest due to low visitation levels caused mainly by high cost of air access and relatively limited accommodation capacity competing at times with the business sector.

The regular air access to the island is from Perth. In early 2023 a Perth to London discounted return ticket could match a Perth to CI return ticket and a Perth to Bali return would be half of a Perth to CI return. This disadvantages considerably the option of holidaying on the island.

The island visitor's accommodation capacity is modest and declining. In 2018 Christmas Island had 156 rooms capable of accommodating 312 guests.

With the recent change of ownership, the CI Lodge no longer operates as a registered hotel. This has reduced the island capacity in 2023 to a total of 92 rooms and 248 guests. A pair of high-end eco-cabins within the National Park can further accommodate up to 6 patrons.

The Christmas Island Tourism Association (CITA) *Annual Report 2020/2021* shows the Border Force arrival statistics for the Virgin Australia service for leisure and visiting friends and relatives only as follow:

- 2017: 1162
- 2018: 2050
- 2019: 2101
- 2020: 1538 (IOT access restrictions due to Covid 19)
- 2021: 2923 (data to 31/10/21 - IOT access restrictions lifted whilst international travel restrictions still in place)

The extrapolation of the 2021 arrivals from 10 to 12 months would realistically adjust the arrivals for 2021 to 3507.

## 4 Challenges & Opportunities

The future of the Christmas Island economy rests on how well we deal with the significant challenges of developing an environmentally, socially and economically sustainable future for the local community.

The transformation of the island economy for the joint benefit of the community and the Commonwealth was considered “*vital to the sustainability of the Island*” in 2013. Ten years later, with an economy and a population clearly in decline, it has reached the highest level of importance now and for the coming decade.

The key economic finding of the Indian Ocean Territories Regional Development Organisations’ ‘Our Christmas Island’ 2030 Strategic Plan was  
*“Throughout consultation and through an understanding of comparative advantages, we believe that by 2030, our most prominent industry sectors should be:*

- *Tourism;*
- *International Education, Research & Development and*
- *Food and Agri-business”*

The key challenges to address this sustainable economic transformation include:

### 4.1 Community participation

Like all remote communities Christmas islanders are over consulted / analysed in the context of successive under-implementation.

This sentiment was echoed in the *Our Future: Christmas Island Community Strategic Plan 2011-2021* where the majority of people surveyed indicated that even if the Plan included all the relevant actions, they were sceptical that implementation of projects would occur.

The challenge identified then:

*“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”.*

This observation made back in 2013 remains fundamentally valid in 2023.

### 4.2 CISA

The *Christmas Island Strategic Assessment* (CISA) was initiated by the Commonwealth in response to a combined request from the SOCI and PRL to eliminate environmental approval uncertainty in relation to:

- The activation of Crown Land release to foster the economic transition from mining and immigration to tourism, higher education & research and agri-businesses;
- Prospective investors willing to acquire interest in vacant Crown Land and
- CIP willing to access 3 small high grade phosphate deposits to maintain the economic viability of the mine operation until the expiry of the mining lease in 2034.

The CISA officially commenced through a formal agreement in February 2019 between the *Commonwealth Minister for the Environment as represented by (the then) Department of the Environment & Energy* and the *Commonwealth Assistant Minister for Regional Development, Local Government and Territories as represented (the then) Department of Infrastructure, Transport, Regional Development & Cities*.

The CISA process has been considerably delayed due to the impact of the pandemic and its conclusion is anticipated for the end of 2023.

The most pivotal ministerial commitments made under the agreement were:

*“3.1 The Parties acknowledge that Christmas Island has unique environmental values that must be considered alongside the economic and social benefits of development on the island.”*

*“3.3 A whole-of-island strategic assessment will enable economic development and environmental protection up to the next 50 years. It will support the consideration of future land uses and opportunities in an open and transparent manner, and provide greater certainty to stakeholders.”*

(The 50 years was subsequently brought down to 30 years together with a population target of 5000 residents).

The outcome of the CISA will be crucial to sustain the long-term fortune and well-being of the islanders. A fair and equitable balance between the protection of environmental

values and socio-economic prosperity must be upheld and delivered by the CISA.

A workable consensus promoting parity between development and the environment must be reached. An asymmetrical outcome could have durable and adverse consequences for both sides of this equation.

#### 4.3 Land Use & the Local Planning Strategy

The need to coordinate land use planning between the Commonwealth, who holds the majority of the land on the Island and the SOCI who manages land use through the town planning instruments, has been recognised by both parties throughout the CISA process where a commonly shared Land Use Plan is proposed for the next 30 years.

As required by *Regulation 11 of the Planning and Development (Local Planning Schemes) Regulations 2015*, the purpose of the local planning strategy is to:

- a) set out the long-term planning directions for the local government;
- b) apply any State or regional planning policy that is relevant to the local planning strategy and
- c) provide the rationale for any zoning or classification of land under the local planning scheme.

Now that areas have been clearly identified for the future development of industrial, residential, rural and tourism pursuit within the townsite area, the opportunity exists for the community to assist the Shire in identifying and promoting lands that could be prioritised for release at the conclusion of the CISA process.

With exception for the Resort/Casino there has been no release of Crown Land on CI in 25 years thus preventing any investment of significance that could participate in the orderly transition of the economy.

With the location of future land uses agreed between the SOCI and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) and the foreseeable conclusion of the CISA, the Commonwealth is expected to be ready to activate the swift and orderly release of Crown Land identified by the community.

#### 4.4 Carbon emissions reduction

Climate change awareness and the necessity to reduce carbon emissions has become a core concern for the almost totality of governments around the world.

In August 2022 the federal government's *Climate Change Bill 2022* passed the House of Representatives.

The bill enshrined into law an emissions reduction target of 43% from 2005 levels by 2030 and net zero emissions by 2050.

This commitment, applicable to all sectors of the economy, is consistent with Australia's legally bidding commitment to the 2015 Paris Agreement ratified by Australia in December 2016.

The island's government, domestic, commercial, industrial, aviation and vehicular energy requirements can be measured directly with the quantity of bulk fuel products imported through shipping which further magnifies the overall carbon footprint of the combine activities.

In absolute terms the tonnage of bulk fuel products imported by the *Indian Ocean Oil Company* in 2005 would need to be reduced by 43% by 2030 to comply with the legislation. This is a considerable challenge requiring a coordinate response by government, businesses and the entire resident community.

For its part the Shire resolved, at a November 2022 special council meeting, to support the formulation of:

- A whole of *Christmas Island Clean Energies Strategy* (CICES) focusing on clean energy generation options together with their location, spatial requirements and identify clean energy requirements within the town planning framework for approval of new developments.
- A *Shire Carbon Emissions Reduction Plan* (SCERP) that will focus on the reduction of carbon emissions generated by its own operations

The formulation of the CICES would be expected to require resources from the two arms of government being the SOCI and the Commonwealth.

At the front end of the CICES a whole of island audit would need be carried out depicting the electricity and fuel consumption of the Commonwealth including Navy, Border Force, Immigration, Police and the DITRDCA, The SOCI, operations operating under Service Delivery Arrangement, PRL/CIP, local businesses, households, not for profit organisations and or associations.



The SCERP would contribute to the whole of island audit whilst remaining the sole responsibility of the Shire.

#### 4.5 Mining

The mining of phosphate on the island is in its terminal phase with the end of the mining lease set for 2034.

Conversely a timely, progressive and strategic approach aligned with the Shire planning instruments is needed for the mine's orderly relinquishment of exhausted mining areas outside the National Park to guarantee the necessary soft transition of the island economy.

In turn, this economic conversion will be reliant on the swift and sustainable re-leasing by the Commonwealth parts of the environmentally depleted ex-mining land assets for alternative economic investment endeavours immediately following the conclusion of the CISA.

#### 4.6 Immigration

Immigration activities have proven to have significant and favourable consequences in bolstering the local economy.

These activities demonstrated a high degree of volatility through lack of consistency, reliance on high-volume import of external workforce, poor quality job prospects for the local youth, mixed support from the community left outside the decision-making loop and adverse and competing effects impacting tourism.

Irrespective of future Commonwealth decisions pertaining to the IDC, immigration could hardly classify as a sustainable economic driver for the island.

#### 4.7 Food security

The almost complete reliance on imported foodstuff is a permanent reminder of the island's precarity with regard to food price, diversity, quantity and regular accessibility.

In earlier times food autonomy was equally preoccupying. Commodities such as rice, flour, sugar and tea were imported by the mine. Pork, goats, poultry and a wide range of tropical fruits and vegetables were grown locally, fishing was omnipresent.

There is today a wide consensus of opinion suggesting that the lifestyle of the community and the island's economic stability would improve if the island were to expand local production of food.

The 2012-2019 *Mining to Plant Enterprise* (MINTOPE) research project conducted through a partnership between the Commonwealth, Murdoch University and PRL concluded unambiguously:

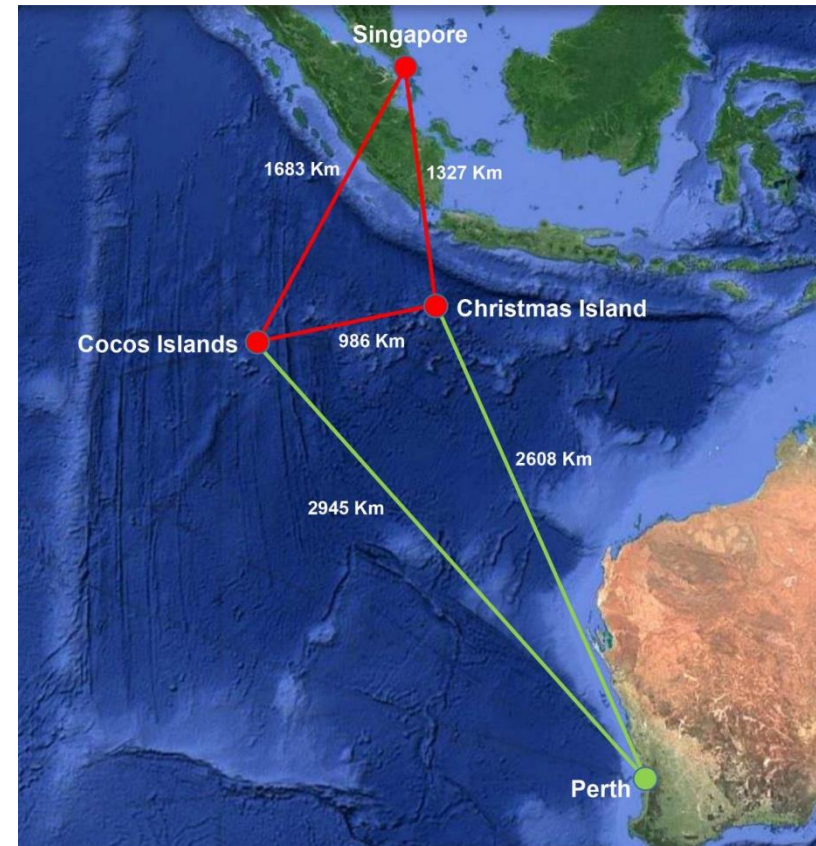
*"The MINTOPE team has demonstrated that agronomic endeavours on Christmas Island's disused mining areas are highly achievable where small family enterprises could succeed in particular with niche value adding activities such as beer, gin or coffee making from locally grown crops."*

Modern techniques in land/ocean fish farming, hydroponics and aquaponics would not only sustain the local population but it could also develop into a profitable export industry in

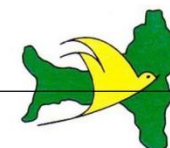
particular towards Singapore who imports 90% of its food from 170 countries and regions with only 1% or 7.28km<sup>2</sup> of the island state land set aside for agri-businesses.

Christmas Island could credibly match that area if not double it by re-purposing exhausted mining sites outside the National Park for agri-business enterprises. In effect the island could, over time, become a reliable and lucrative organic food bowl servicing the City State.

This opportunity has been well illustrated in the SOCI endorsed *2018 Christmas Island – Singapore Strategy* (available on the SOCI website)



## CHRISTMAS ISLAND – SINGAPORE STRATEGY



**SHIRE OF  
CHRISTMAS ISLAND**

December 2018



#### 4.8 Higher education and research

Higher education and research have been constantly identified as realistic and complementary additional economic drivers to the island economy.

This was highlighted in the previous SOCI 2013 Community Strategic Plan and further reinforced in the final stages of the MINTOPE project:

*“From the perspective of economic diversification, a clear consensus has also been reached suggesting that Cocos (Keeling) Islands and Christmas Island exemplify “Living Laboratory” characteristics ideally located for higher education activities targeting our historic, economic and strategic partners in Singapore and the higher education market in Asia generally.”*

#### Indian Ocean Learning Communities

In March 2023, Murdoch University & the Harry Butler Institute in Perth and Temasek Polytechnic & the Murdoch Campus in Singapore are renewing their commitment to propose courses and research programs in the Indian Ocean Territories IOT by re-signing their 2019 Memorandum of Understanding.

The parties to this MOU also referred collectively as the *Indian Ocean Learning Communities* (IOLC) intend to:

- Pursue higher learning, scientific research and innovation into the holistic productivity of known and emerging food businesses to ultimately bolster food security and affordability utilising sustainable environmental practises primarily in Singapore and the Indian Ocean Territories (IOT);

- Facilitate dialogue, technical research and collaboration between the IOLC researchers and the Singapore primary food industries to assist these in investing and expanding in the IOT where appropriate;
- Capitalise on the recognised historical, social, cultural, economic and defence ties between Singapore, Western Australia and the IOT;

The IOLC would be considering in priority learning, research and innovation disciplines such as, but not limited to, bio-security, bio-prospecting, intensive agribusinesses, urban farming, brewing & distillation, land & marine aquaculture, ecologic diversity monitoring & adaptation, micro sustainable energy, ex-mining land rehabilitation, productive forestry management, environmental land management, traditional Chinese pharmaceutical plants, food health, food business development and food for eco-tourism.

#### 4.9 Tourism

There is significant potential for expansion of the tourism industry given the Island’s worldly recognised natural heritage values and the fact that the Christmas Island National Park comprises 63% of the island’s 135 km<sup>2</sup>.

#### An enduring vision

Almost ten years ago, the July 2013 CITA *Christmas Island Destination Development Strategy 2013 – 2018* reflected that very notion in its holistic introduction:

*“Imagine: Christmas Island (in) 2023 - A world class tourism destination providing visitors a rewarding and memorable experience based on a unique, rich and healthy environment, culture and way of life underpinned by a vibrant community,*

*mixed economy, sustainable and effective infrastructure and services with strong governance arrangements minimising the ecological footprint through local food production, powered by renewable energy, effective waste management systems and strong communication and transport links”.*

This CITA aspirational statement concisely identified ten years ago the challenges and expectations that are remaining unresolved before the community today.

### **Tourism output compared to mining**

This stagnation continues to highlight the often-asked question: Could tourism provide equivalent economic output to replace mining?

This theme was developed in the ACIL Tasman report prepared back in 2008 for the Australian Attorney-General's Department: *The economy of the Indian Ocean Territories – Economic development opportunities for CI and CKI.*

In effect the report established that:

*“To generate 40 (new) full-time jobs (in the tourism sector) the implied tourism spending required is.../...an additional 13,631 tourist visitor days.../...if we assume the average tourist stay is 7 days, this implies an additional 1,947 visitors or 37 extra visitors each week.”*

At the end of 2019, the direct and indirect PRL full time jobs on the island were approximately 410 thus equivalent to 19,056 annual visitors or an average of **366** visitors per week.

By contrast the Border Force visitors' arrivals data from 2017 to 2021 annual average shows 2071 visitors or say **40** visitors per week.

A 2018 *Calmy Planning & Design* tourism accommodation survey carried out with input from the CITA showed a capacity of 128 rooms with 150 beds accommodating 207 patrons. With the activation of the Swell lodge and the CI Lodge closed as a registered hotel, the island capacity is currently estimated at 66 rooms with 90 beds accommodating a maximum of **149** visitors.

For tourism to equate the mining economic output, the weekly visitations would have to increase 8.15 folds and the offering in accommodation operating at 100% capacity would have to increase 1.45 folds.

This confirms that the most limiting factor to foster growth of the tourism sector is the capacity in air transport access where 2 flights (Airbus 300-200 equivalent) a week with 100% visitors booking would be needed.

The accommodation offering, in contrast, would only require the introduction of 96 additional rooms. As an evaluation measure the 156 rooms CI resort, if reactivated, could easily fill that gap.

#### 4.10 Christmas Island Marine Park

In March 2022 the Christmas Island Marine Park (CIMP) was established by the Australian Government under the *Environment Protection and Biodiversity Conservation Act 1999*. Like all Australian Marine Parks, the CIMP is managed by the Commonwealth Director of National Parks.

With the exception of the almost totality of the island Port Area and taking into account the *1997 Australia – Indonesia Maritime Boundary Agreement*, the CIMP extends from the island's shoreline to the limit of Australia's Exclusive Economic Zone (AEEZ), approximately 200 nautical miles from shore to the east, south and west and 40 nautical miles to the north. (see map p

##### **Offshore and inshore waters**

The CIMP comprises two zones:

1. The park's offshore waters (from about 12 nautical miles from shore to the limit of the AEEZ) are a green zone (National Park Zone) where extractive activities like fishing and mining are not allowed and
2. The marine park's inshore waters are a yellow zone (Habitat Protection Zone) where fishing is allowed, but activities that disturb the seafloor remain forbidden.

##### **Marine Park design & purpose**

The CIMP, designed collaboratively with the local community, will heighten international marine conservation efforts and has the potential to play a valuable contribution towards social, cultural and economic endeavours such as:

- commercial, recreational and subsistence fishing in line with the *Christmas Island Applied Laws Amendment (Fish Resources Management) Ordinance 2022*;
- boating, diving, snorkelling and
- scientific studies and educational activities.

The CIMP has a dual purpose in providing for:

- the protection and conservation of biodiversity and other natural, cultural and heritage values and
- ecologically sustainable uses that supports positive social and economic outcomes.

##### **Transitional management arrangements**

Parks Australia will manage the CIMP in line with the arrangements reflected in the *2022 Proclamation Proposal for the establishment of marine parks in Australia's Indian Ocean Territories* until the CIMP management plan is established.

##### **Long term Management**

Priorities for managing the Christmas Island Marine Park include:

- working with the community, scientists, industry and other people to prepare a 10-year management plan.
- protecting, managing and monitoring the marine park's natural environment, including working with the community to do this.
- communicating and promoting greater understanding and appreciation of the marine park for the community and visitors
- supporting sustainable use of the marine park by the community and tourists, including through high quality and safe natural and cultural tourism experiences.

- improving scientific knowledge and understanding of the marine park's natural environment, in both inshore and offshore waters.

### **New activities subject to assessment**

New activities in the marine parks may require assessment by the Director of National Parks to decide if and how they can proceed to ensure that risks to the values of the marine parks are reduced as much as possible and that there is appropriate consultation with local communities and other stakeholders.

New activities requiring assessment could include, but are not necessarily limited to:

- the installation of structures
- sea bed excavations or other works
- aquaculture proposals
- extractive scientific research

### **A new province to support the island economy**

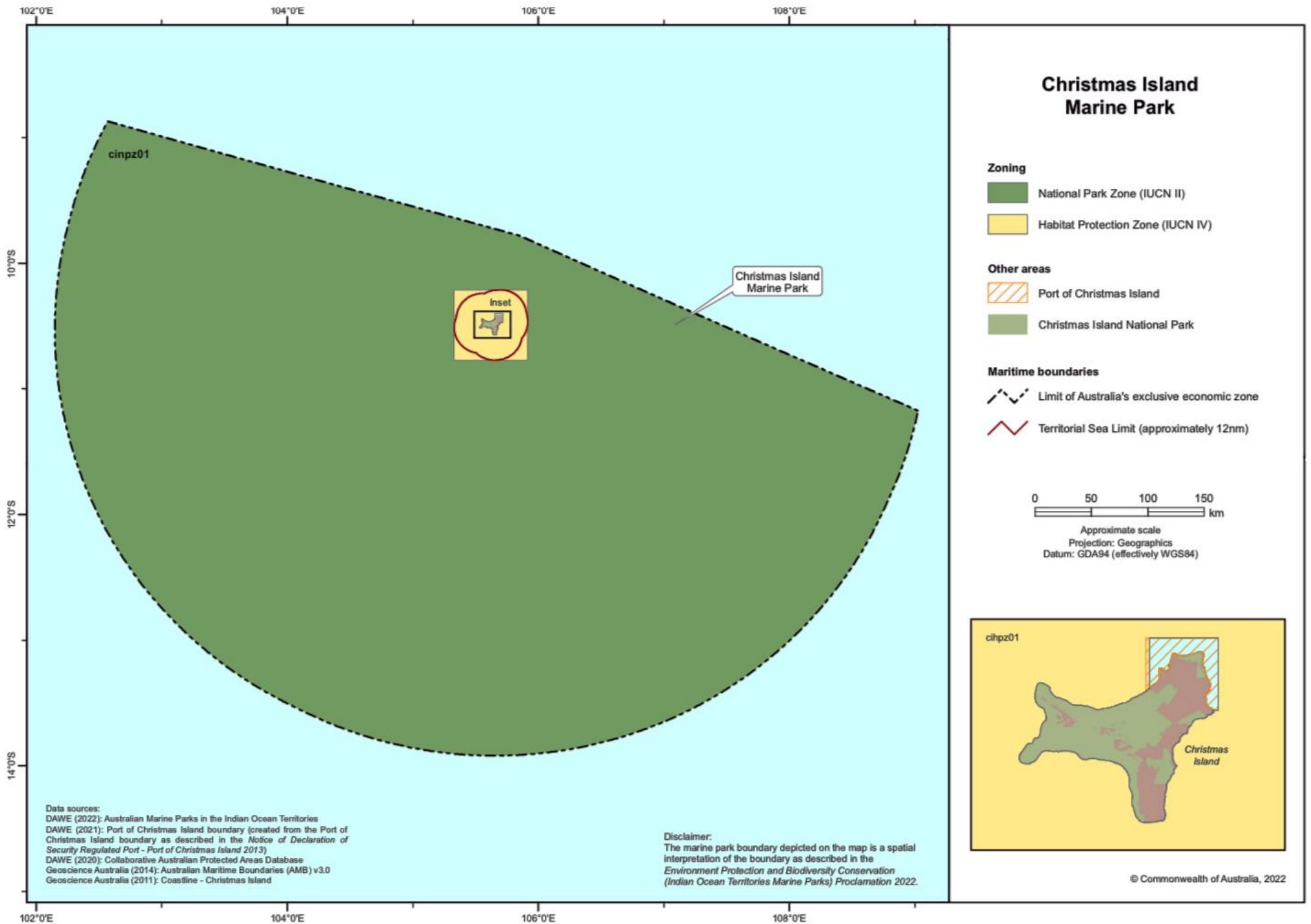
The establishment of the CIMP can be viewed as a new regulated and persuasive canvas capable of attracting a range of marine activities well aligned with the three identified drivers for the island future sustainable economy being:

- Tourism;
- International Education, Research & Development and
- Food and Agri-business.

Foremost to this is marine aquaculture as it could:

- Appeal to marine scientists and researchers
- Become a tourist attractor
- Provide a desirable source of protein;

- Play a measurable role to reduce pressure on wild stock;
- Inform fish resource management
- Create local employment and
- Open up export opportunities



#### 4.11 Fisheries Ordinance

On 17 March 2022, the Hon. David Hurley AC DSC (Retd), Governor-General of the Commonwealth of Australia promulgated the *Christmas Island Applied Laws Amendment (Fish Resources Management) Ordinance 2022* thus establishing the first fishing rules designed to meet the needs and interests of the CI community and its unique marine environment. This ordinance includes the establishment of Advisory Committees to provide information and advice to the Minister with responsibility for the Territories (the Minister) on fisheries matters.

##### **Community focused legal framework**

This contemporary fit-for-purpose fisheries management model reflects the shared priorities of the SOCI, community organisations, marine based businesses and individual fishing stakeholders, while supporting the sustainable management of the local fish populations to ensure their long-term sustainability for generations to come.

The new and historic legal regime also marks the first time that Islanders, with the assistance of independent fisheries specialists and through *the CI People's Assembly*, had influence and input into the laws applicable to the Island.

##### **Community participation in management**

The management of the *Christmas Island Fisheries* will operate with Commonwealth funding and in accordance with *section 42 of the Fish Resources Management Act 1994 (WA)* for the first year with focus on planning the transition to community management followed by 3-5 yearly funding cycle in order to enable the local community to effectively

participate in fisheries and marine management at Christmas Island.

##### **Role of the Fishery Advisory Committee**

The Fishery Advisory Committee will provide information and advice to the Minister, including:

- identifying issues which affect fisheries management;
- on matters relating to the protection and development of IOT fisheries;
- emerging issues facing the commercial and recreational fishing sectors;
- initiatives to foster fisheries development and sustainability; and
- related strategic priorities, as required.

##### **Fisheries Management Services**

The SOCI, assisted by the Fisheries Management Committee (FMC), will have the ultimate responsibility to deliver the day-to-day fisheries management services with funds provided by the DITRDCA.

This will include the employment of fisheries community rangers and the sourcing of expert advice and guidance from partner organisation(s) to support the FMC and assist with the co-ordination of management activities.

The fisheries management services will initially include:

- Compliance and enforcement;
- Fisheries monitoring and assessments;
- Marine science and research and
- Outreach/education and
- Administrative duties



In the future and subject to the DITRDCA approval, the management services may be extended to:

- Issue of research permits
- Issue of commercial fishing licences
- Issue of aquaculture permits and
- Biosecurity/fish health.

### **Synergies with the Marine Park**

Beyond the fisheries ordinance's primary intention to ensure the sustainable management of the local fish populations "by the community for the community", there are identifiable similarity of purpose between the SOCI fisheries management services and the National Parks management of the marine park.

This could induce, between the two organisations, concerted activities such as but not be limited to:

- Outreach/education;
- exchange of data;
- sharing of resources when economy of scale can be achieved;
- collaborative research programs
- evaluation of aquaculture proposals
- coordinated monitoring activities.

### **4.12 Settlement Sports Hall**

The Settlement Sports Hall (SSH) building and the land reserve it lies on are under the ownership of the Commonwealth.

The reserve was placed under Management Order with the SoCI on the 16 April 1999 "*to be utilised for the designated purpose of Recreation-Indoor Sports only*"

### **Background**

Subsequent to the construction of the Phosphate Hill Recreation Centre in 2004 the usage of the SSH as an indoor sports facility ceased. In following years, the building housed skating forms used by youth on an ad-hoc basis. The roof cover was damaged by the 2015 cyclone, it was subsequently repaired but the building was never reopened to the public.

### **2017 Refurbishment Concept**

The SoCI endorsed *May 2017 Settlement Sports Hall Refurbishment Preliminary Design Concept* advocating the refurbishment of the disused SSH took into account prospective land uses and planning opportunities illustrated in the then Department of Infrastructure & Regional Development (DIRD) sponsored and Shire endorsed *Gaze Road Tourism & Commercial Precinct Report for Urban Design* Master Plan Oct. 2011.

The report reviewed background strategic and planning information associated with the SSH building and immediate surrounding areas. It also provided architectural illustrations and measured areas for possible future community uses/functions within the building such as but not limited to Visitors Centre, information/interpretive displays, museum collections, Discovery Centre, cinema, community functions and a coffee/restaurant together with incidental small office/shop tenancies.

Three submissions were made, with the support of the DIRD, in 2017 and 2018 to the then Department of Industry, Innovation & Science seeking funding for the project from the Building Better Regions Fund - Community Investments Stream & Infrastructure Projects Stream. None were successful.

### **2022 Sustainability Hub**

The SSH Refurbishment Project continues to be considered as a catalytic component of the immediate and urgent effort to transition the CI economy from Mining & Immigration to Tourism & Education/Research and Food productions.

The recent creation of the marine park and the introduction of the fisheries ordinance has brought a new set of opportunities for the re-use of the building with the possibility to better take advantage of its location immediately adjacent to the ocean without diminishing its function towards tourism and community activities

Accordingly, the SOCI is in the process of elevating the concept to a *Sustainability Hub* with the following proposed features:

At ground level:

- Marine science research;
- Marine aquaculture studies;
- Shared laboratory and office space;
- Aquaponic & hydroponic LED experiments;
- Aquarium display;
- Shared auditorium (tourism, education & research) and
- Community activities, event and functions.

The Gaze Road level would remain unchanged with:

- The relocated visitors center
- Internet hub
- Shop premises
- Café/restaurant & kitchen
- Share balcony

The mezzanine level could provide:

- Office space for the CITA
- Office space for the fisheries ranger(s)
- Possible office space dedicated to the marine park and
- A shared boardroom

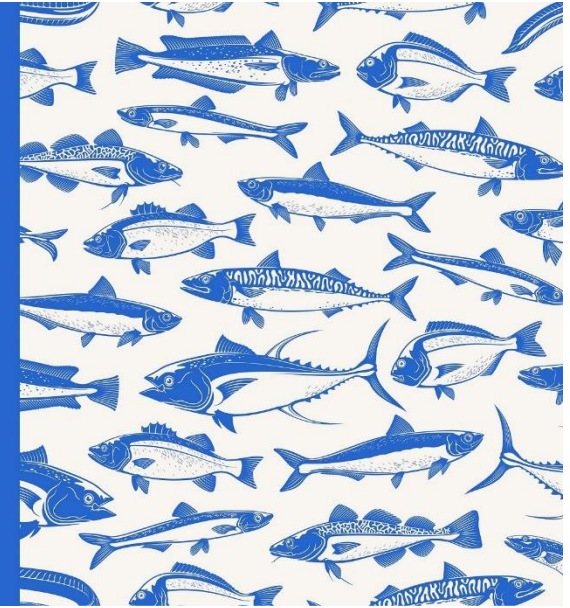
The building would boast zero carbon emission with the solar roof, batteries and the possible addition of vertical axis wind turbines. Finally the facility would offer fibre optic connection to all users.



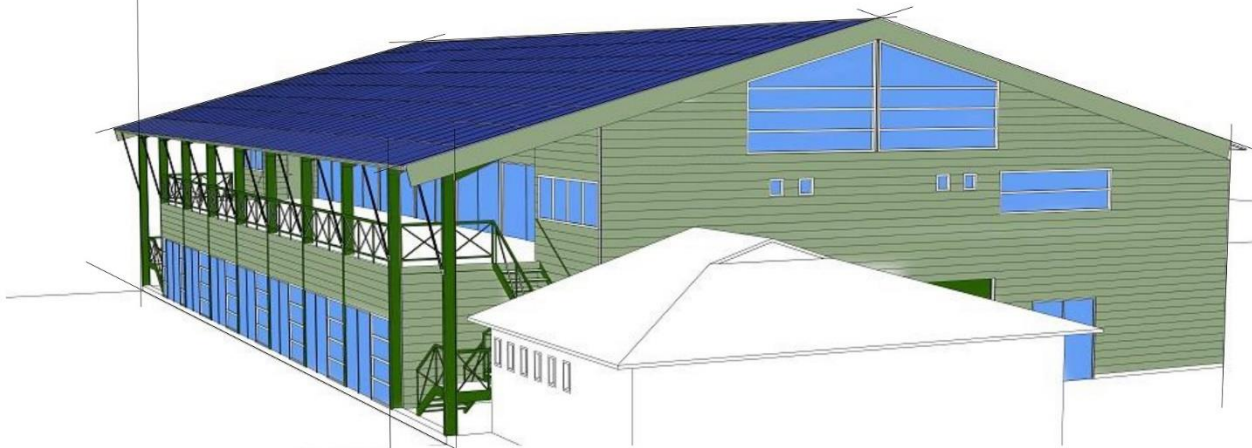


# Christmas Island Fisheries management

Year 1 Planning  
FMC Mtg | 17 Nov 2022



## Settlement Sports Hall Refurbishment



## Preliminary Design Concept

June 2017



SHIRE OF  
CHRISTMAS ISLAND



#### 4.13 Air connectivity with Singapore

People's movements in and out of the island is provided by Virgin Australia through flights to or from Perth direct and alternatively to or from Perth via Cocos.

The Commonwealth sanctions the contract with Virgin Australia thus ensuring continuity of passenger air service twice a week.

Occasional and seasonal charter flights are offered by CI based businesses targeting mainly the Jakarta and Kuala Lumpur destinations.

The island remoteness is not measured solely through physical distances with other places but also the destinations the islanders could easily access in terms of cost, time, social attraction and economic significance.

##### **Christmas Island – Singapore Strategy**

In that respect Singapore is considered by many in the community as one of the top destinations sought after.

The argument is well developed in the SOCI *Christmas Island – Singapore Strategy* (adopted 11/12/2018):

*“The Christmas Island – Singapore Strategy (CISS) recognises the strong historic, cultural and social ties between Christmas Island (CI) and Singapore.*

*It focuses on the immediate and urgent effort to transition the CI economy from Mining & Immigration to Agriculture, Tourism, Education and Defence under the auspices of the November 2016 Australia-Singapore Comprehensive Strategic Partnership (ASCSP) seeking to bring the two economies closer together within a 10-year timeframe.*

*The CISS's foremost function is to foster new investment opportunities on CI, and possibly the Indian Ocean Territories (IOT) as a whole, from South-East Asia's first financial hub and Australia's closest strategic and longstanding Defence partner in the region.”*

The importance of Singapore is also echoed in the Commonwealth's *Our Future: Christmas Island Community Strategic Plan 2030*:

*“Provide export opportunities to our Asian neighbours, particularly to areas that have a focus on ‘clean and green’ produce (such as Singapore)”.*

*“E 1.10 Investigate how best to capitalise on the Australian-Singapore Comprehensive Strategic Partnership, and investigate the potential to capitalise on similar partnerships with Indonesia and Malaysia”.*

##### **International aviation safety and emergency**

The transformation of the island economy is highly dependant on ease and frequency of people's movements. The opening of an air service to Singapore will greatly enhance external investment opportunities in land and marine food productions, tourism and higher education and research.

The primary and immediate technical limiting factor to open up an air service to Singapore (and other destinations in South-east Asia) is the ability to provide international airlines the on-going maintenance of a specialised aviation fire and rescue

personnel and equipment permanently available at the Christmas Island Airport.

### **Runway upgrade**

There are other physical improvements that could be made to the runway itself such as its extension as recognised by the SOCI in the *2016 Town Planning Scheme No.2*

Whilst considered as a longer-term objective, the opportunity to extend the runway would:

- Eliminate the Civil Aviation Safety Authority (CASA) exemption of compliance associated with the shorter than required *Runway End Safety Area* (RESA) and align with the requirements of the International Civil Aviation Organisation (ICAO) recommending the RESA length to be 240m at international aerodromes with code 4 which Christmas Island is.
- Reduce the overall runway average slope. In effect the CI runway clearly does not meet CASA's minimum longitudinal slope standards since two-thirds of the runway has a 2.3% slope, far exceeding the maximum 1.25% slope admissible.

In conclusion, without additional air connectivity, focusing in the first instance towards Singapore, none of the economic engines identified to transition from mining and immigration being tourism, high education and food/agribusiness can realistically be considered sustainable.

## 5. Community Vision

### **“A place for everyone, without exception”**

By 2027, being the mid- term of this Strategic Community 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 becoming more prominent.

All these new industries respect and support the unique natural environment of the Island whilst the deployment of renewable energies is making effective headway to meet the national 2030 target.

The International aviation safety and emergency requirements at the airfield are met and regular flights from Singapore to the IOT are available to sustain tourism, higher education, research and food production industries.

The achievement of economic diversification has been assisted through regional dialogue and partnerships; particularly with our neighbour, the Cocos (Keeling) Islands and key partners in Western Australia and Singapore in particular.

Enabled by sound town planning and sustained Crown Land release, the provision of land and infrastructure required by new industries is progressing at pace.

Strong community capacity is also present and reflected in the people, the range of new housing, facilities and services available. Local youth are offered quality jobs and want to stay on island to develop their careers.

Opportunities that attract a variety of people, including young people staying on the Island to participate in the economy and governance of Christmas Island.

Christmas Island is a safe and harmonious place to live, there is a spirit of common purpose, unity and cooperation at all levels of governance. Everyone is welcome on Christmas Island.



## 6. 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 trust and agree that sustainability is defined as achieving a balance between the natural, economic, social and cultural fabric of the Island.

Within this accepted definition, we believe the following:

Natural resources should be used within their capacity to sustain natural processes while maintaining the life-support systems of the natural environment;

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;

Economic, social and cultural initiatives should be pursued to ensure the Community can be sustained in the longer term: Current and future developments should respond to the possible impacts of climate change concerning in particular the kampong and the generation of clean energy;

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**

We desire to have greater input and ability to determine decisions affecting our future and that of future generations thus 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 supported by strong and accessible leadership, aware of

community interests and aspirations, 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 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.

We seek to develop and maintain positive and mutually beneficial relationships with the mainland as well as regional partnerships with our South-East Asian neighbours whom many of us have historic and on-going family ties with.

### **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.

## 7. Goals, Themes & Actions for our Future

### Land use planning background

One of the areas considered important by almost everyone consulted throughout the preparation of *Our Future: Christmas Island Community Strategic Plan 2011-2021* was land use planning. At the time it was agreed by many that Christmas Island has suffered in the past from insufficient or ineffective land use planning.

Land use planning on the island was controlled by the SOCI *Town Planning Scheme No. 1* gazetted in WA the 4th July 2002. It was based on a long-term resident population of 10,000, significant increase in tourism and the Implementation of the Space Centre. These assumptions did not materialise and/or were unrealistic.

The Commonwealth produced in September 2009 its *Report for Crown Land Management for the IOT – Christmas Island*. The recommendations of that report formed the strategic foundation for the SOCI *Town Planning Scheme No.2* ultimately gazetted in WA on the 17<sup>th</sup> February 2016.

In early 2020 the SOCI initiated the review of its *Local Planning Strategy No.2* designed to occur concurrently with the CISA process and inform the establishment of the CISA Land Use Plan.

A set of new *Strategic Directions* was formulated taking into account suggestions, ideas and recommendations from the following reports:

- *Our Future: Christmas Island Community Strategic Plan 2013* (SoCI)
- *Crown Land Management Plans 2009 & 2016* (DITRDC)
- *Our Strategic Plan 2030* (RDO)
- *Christmas Island / Singapore strategy 2018* (SoCI)
- *Land & Economic Futures Charter 2018* (SoCI)
- *Phosphate Hill Urban Design Masterplan 2011* (SoCI-DITRDC)
- *Gaze Road Urban Design Masterplan 2011* (SoCI-DITRDC)

The 4th draft of these *Strategic Directions* was officially advertised by the SoCI for a 24 days period for public comments through Public Notice on the 29th of June 2020.

Subsequent to amendments born from public submissions, the Shire Council adopted a resolution to accept the proposed changes at its 25 August 2020 Ordinary Council Meeting resulting in the SoCI's endorsed *Strategic Directions August 2020*.

These *Strategic Directions August 2020* were then encapsulated in four discrete themes of action or categories in the SOCI *June 2022 Draft Local Planning Strategy Part 1* as mandated under the *October 2021 WA Department of Planning, Lands & Heritage Local Planning Strategy Guidelines*, namely:

- Planning, urban growth, community & settlements;
- Economy & employment;
- Environment & climate change and

- Infrastructure.

## Planning, urban growth, community & settlements

Proposed SOCI actions:

Ref/ LPS	Action	Priority	Timing
1 - 321	<b>Ageing population</b> - Identify land for additional or expanded aged care facilities.		
2 - 322	<b>Youth housing stress</b> - Reserve/secure land for community housing and affordable housing for youth.		
3 - 322	<b>Jobs decline</b> - Encourage DITRDCA to facilitate the ongoing supply of commercial, industrial and agricultural land.		
4 - 322	<b>Jobs decline</b> - Encourage the consolidation of existing businesses and the establishment of new ones to create 250 FTES by 2025		
5 - 323	<b>Population Decline</b> - Encourage DITRDCA to provide land for a wide range of different residential accommodation types, to meet the diverse needs of the community and visitors.		
6 - 324	<b>Housing shortage &amp; affordability</b> - Develop an Affordable Housing Strategy that could be included in the Planning Strategy.		
7 - 324	<b>Housing shortage &amp; affordability</b> - Consult with DITRDCA to inform land provision for affordable housing in the future release of Crown Land.		
8 - 325	<b>Community fragmentation &amp; cost of new development</b> - Consolidation of urban development within the infrastructure rich existing settled areas.		
9 - 326	<b>Climate risks at the Kampong</b> - Secure & protect the priority areas identified at the 30/09/2021 & 17/11/2021 resident workshops for the exclusive purpose of the progressive relocation of the Kampong residents over time		
10 - 328	<b>Municipal Heritage</b> - Draft clauses in the Town Planning Scheme to protect buildings and or sites included in the municipal Local Heritage Register		
11 - 329	<b>Active Recreation at Phosphate Hill</b> - Make provision of additional playing fields adjacent to the cricket oval.		



LPS Ref	Action	Priority	Timing
12 -3210	<b>Education</b> - Identify and re-zone sites suitable for education facilities at phosphate hill		
13 -3211	<b>Hospital</b> - Identify and re-zone the site suitable for the expansion of the Hospital		
14 -3212	<b>Places of worship</b> - Include the provision of place(s) of worship in urban expansion areas and relevant Structure Plans.		
15 -3213	<b>Cemeteries</b> - Increase capacity of existing cemeteries.		

## Economy & employment

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
16 - 331	<b>Phosphate deposits</b> - The extraction of phosphate deposits within the Townsite and identified in the CISA Plan will attract conditions set by the Shire		
17 - 332	<b>Future of exhausted mining areas</b> - Priority access to all exhausted mining areas outside the National Park, inclusive of the British Phosphate Commission pinnacle fields, should be granted for economic development purposes		
18 - 333	<b>Ex-mining workforce</b> - Re-training of the mining workforce in agriculture and aquaculture related activities as well as training in other sectors		
19 - 334	<b>Unreliable supply of fresh food</b> - Maintain the current rural zoning and support the systematic establishment of Agri-businesses on exhausted mining areas immediately after relinquishment.		
20 - 335	<b>Increasing cost of imported fresh food</b> - Source cheaper fresh food supply through on-Island production via a flexible array of zonings that cater for various intensities and scales of agriculture activities.		
21 - 336	<b>Singapore food security</b> - Facilitate production of fresh food (fruits, vegetables, poultry and fish) for local consumption and encourage export to Singapore.		
22 - 337	<b>Mining to Plant Enterprise (MINTOPE)</b> - Support the Indian Ocean Learning Communities (IOLC) education and research partnership between Murdoch University and the Harry Butler Institute in Perth and Murdoch Singapore Pte Ltd and Temasek Polytechnic in Singapore.		
23 - 338	<b>High-volume tourism</b> - Identify suitable sites for tourism development in proximity to tourism attractors		
24 - 339	<b>Low Impact tourism within the National Park</b> - Identify sites, in liaison with Parks Australia, that will be suitable for low impact tourist accommodation.		
25 -3310	<b>Tourism facilities consolidation</b> - Promote the development of sites suitable for tourism within the existing fabric of the Settlement, Gaze Road and Silver City future urban area.		

LPS Ref	Action	Priority	Timing
26 -3311	<b>Gaze Road tourism focus</b> - Liaise with the DITRDCA to participate in the implementation of the endorsed <i>Gaze Road Masterplan 2012</i> to accelerate the introduction of new commercial and tourism enterprises and new hospitality facilities. Redevelopment of the Settlement Sports Hall in partnership with the DITRDCA.		
27 -3312	<b>Cruise Ship Visits</b> - Develop a Cruise ship visits typical Island Discovery Program (resources, activities, community events, market etc.) with representatives of the SOCI, CITA, National Parks, CLA, IC & Women's Association.		
28 -3313	<b>Derelict Buildings</b> - Derelict buildings include the CI Club, Bahai House, Old Nurses Quarters and the Settlement Sports Hall. Engage with the DITRDCA and CITA to develop a Conservation/Re-development Strategy for derelict buildings.		
29 -3314	<b>Settlement Sports Hall</b> - Continue collaboration with DITRDCA to progress the building is refurbished to house a purpose-built visitor centre, education & research in food & marine science, commercial tenancies, bar-restaurant and community activities.		
30 -3315	<b>Low Impact Tourism in Rural zone</b> - Support, on a case-by-case basis, Low Impact Tourism development in favourable areas of the Rural Zone.		
31 -3316	<b>Vacant CI Resort</b> - Support the re-use of existing vacant CI Resort buildings, facilities and infrastructure controlled by DITRDCA in preference to new development of comparative size		
32 -3317	<b>Tourism Infrastructure Plan outside Nat. Park</b> - SOCI in consultation with CITA to develop a Priority Infrastructure Plan for underlying needs to support tourism including signage, facilities and services.		
33 -3318	<b>Tourism Infrastructure Plan within Nat. Park</b> - Assist Parks Australia to devise a Priority Infrastructure Plan for providing further opportunities to enjoy the National Park, including camping recreational areas, nature walks and mountain biking, identification of sites for eco-adventure and or education/research.		
34 -3319	<b>Construction material import</b> - Identification of suitable land for the extraction and processing of local building materials (e.g. chalk, limestone and timber)		
35 -3320	<b>Construction material exchange within the IOT</b> - In line with past practices, encourage the export of material such as phosphate, chalk & timber to CKI and import from CKI coral sand for concrete to increase synergies between the two economies		

LPS Ref	Action	Priority	Timing
36 -3321	<b>Shire access to limestone &amp; chalk</b> - Liaise with CIP/PRL and the DITRDCA to identify extraction area(s) to be protected for the purpose of the SOCI works.		
37 -3322	<b>Economic diversification</b> - Re-focus economic activities towards alternative sectors such as tourism, agriculture/aquaculture, research & development, training & education, and government projects.		
38 -3323	<b>Investment from Singapore</b> - Engage with the Commonwealth for CI (and CKI) to be fittingly considered and effectively integrated to the Australia Singapore Comprehensive Strategic Partnership framework.		
39 -3324	<b>Higher Education</b> - Promote education & research themes proposed by the <i>Indian Ocean Learning Communities</i> namely: Bio-security; Bio-prospecting; Cereal/legume crops & feedstock manufacturing; Animal farming; Urban vegetable farming & controlled environment technologies; Brewing & distillation techniques; Aquaculture; Insect farming; Productive forestry & fruit trees; Land management & environmental rehabilitation; Micro sustainable energy; Food business development; Food for high end tourism.		
40 -3325	<b>Reliance on Crown Land release</b> - Encourage the Commonwealth Government to take advice from the Singapore Food Agency to reach out to Singapore investors in Agri-businesses, higher education and tourism sectors.		

## Natural Environment & Climate Change

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
41 -341	<b>Red Crab Migration</b> - Maintenance, protection and introduction of new red crab migration protection measures such as Environmental Corridors as part of future urban development.		
42 -342	<b>Unidentified cave formations</b> - Continue to request a whole of Island geological mapping (basalt & limestone) is carried out by the Commonwealth.		
43 -342	<b>Unidentified cave formations</b> - Ensure that new developments are not at risk due to potential cave collapse. Any new development to considers the geotechnical limitations associated with potential cave formations.		
44 -343	<b>Mining Leases within National Park</b> - Support the rationalisation of National Park boundaries and the relinquishment of the central and north western mining leases to Parks Australia.		
45 -344	<b>Mining Leases extinguished by 2034</b> - Maximise the usage of ex mining areas towards economic development such as Agri-businesses.		
46 -345	<b>Enhancement of the natural environment</b> - Investigate environmental contribution to be imposed on new development utilizing mechanisms such as environmental offsets and or the creation of environmental corridors when and where appropriate.		
47 -346	<b>Carbon Emissions Reduction</b> - Devise with the DITRDCA a whole of <i>Christmas Island Clean Energies Strategy</i> focusing on clean energy generation options together with their location, spatial requirements and identify clean energy requirements within the town planning framework for approval of new developments.		
48 -346	<b>Carbon Emissions Reduction</b> - Devise a <i>Shire Carbon Emissions Reduction Plan</i> that will focus on the reduction of carbon emissions generated by the SOCI operations.		
49 -347	<b>Eco-tourism Higher Education &amp; Research</b> - Ensure collaboration between Parks Australia and the <i>Indian Ocean Learning Communities</i> to facilitate research initiatives focusing on the environment and eco-tourism.		

LPS Ref	Action	Priority	Timing
50 -347	<b>Eco-tourism Higher Education &amp; Research</b> - Support the provision of remote ecoadventure and cultural tourist experiences in areas where compatibility with the cultural, environmental and landscape values can be achieved.		
51 -348	<b>Sea level rise &amp; Storm surge</b> - Plan for and encourage a relocation approach for the Kampong residents to safe existing and new urban areas. Develop a long-term residential transition plan for the Kampong towards safer existing and new urban areas.		
52 -348	<b>Sea level rise &amp; Storm surge</b> – Encourage the DITRDCA to Investigate and scope a Coastal Hazard Risk Management and Adaptation Plan for Kampong, as per WA's State Planning Policy 2.6 – Coastal Planning.		
53 -349	<b>Waves undercutting Terrace Cliffs</b> - Minimise geotechnical risks on the ocean side of Gaze Rd. Encourage the DITRDC to investigate and scope a Coastal Hazard Risk Management and Adaptation Plan for the Gaze Road and Settlement precincts, per WA's State Planning Policy 2.6 – Coastal Planning.		
54 -3410	<b>Increased Storm Surges</b> - Ensure the storage of containers is provided at the Light Industrial Area to relieve pressure and minimise risks at the port wharf.		
55 -3411	<b>Increased severity of Cyclones</b> - Ensure future development are resilient to cyclone more severe than those previously experienced and meet requirements for Category 5 cyclones as per the Building Code of Australia standards.		
56 -3412	<b>Import of fossil fuel</b> - Pro-actively move the island away from the fossil fuel economy. Identify suitable options and sites across the island for the establishment of solar farm and wind turbines.		

## Infrastructure

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
57 -351	<b>Potable Water</b> - Continue to request a whole of Island geological mapping (basalt & limestone) is carried out by the Commonwealth  Support the RDO recommendation to DITRDCA for the completion of water mapping across Christmas Island (RDO 2030 Strategic Plan)		
58 -352	<b>Pumping Stations at risk</b> - Encourage DITRDCA to secure power supply to water pumping stations by installing power supply underground. Encourage Watercorp to explore wind/solar/battery systems to drive remote underground pumping station as alternative to carbon emitting power supply		
59 -353	<b>Re-use of Bio-waste</b> - Learn from the Mining to Plant Enterprise Waste Recovery trials and continue to investigate sustainable water management practices, such as bio-waste re-use opportunities for agricultural purposes.		
60 -354	<b>Rockfall risk to Wastewater Infrastructure</b> - Encourage the DITRDCA to take appropriate measures to protect wastewater infrastructure from rock fall risks.		
61 -355	<b>Clean Energy</b> - Include appropriate use classes, and associated provisions within the Local Planning Scheme that relate to the development of renewable energy infrastructure. Promote the enactment of the Australian Local Power Agency Bill 2021.		
62 -356	<b>Gaze Road fuel tanks</b> - Minimise risks associated with the fuel tanks within the Gaze Road precinct in order to allow for the safe increase in much needed accommodation within this prime tourism, residential and commercial location. Promote the appropriate and ultimate location for domestic fuel storage and public fuel distribution at the Light Industrial Area. This is to be reflected in the Local Planning Framework.		
63 -357	<b>Domestic Waste Recovery</b> - Eliminate the concept of waste throughout the Island with a clear focus on waste recovery. Establishment of a Recovery Centre to sort and process recyclable materials, and organic waste treatment plant to process food waste and a composting plant to process other organic waste.		
64 -358	<b>Freight movements</b> - Advocate with the DITRDC to implement the 'Murray Road Link' as outlined in the 2010 Light Industrial Area ODP to remove freight movements from established residential areas.		

LPS Ref	Action	Priority	Timing
65 -359	<b>Connection to the Recreation Centre</b> - Provide direct pedestrian, cycle and vehicular connection between the Recreation Centre and the Poon Saan and Drumsite areas as part of the Phosphate Hill urban expansion area.		
66 -3510	<b>Airport Fire Fighting</b> - Encourage the DITRDCA to provide adequate aviation fire-fighting services at the airport to allow access to all international carriers.		
67 -3511	<b>Runway not to CASA and International Aviation Standards</b> - Encourage the DITRDC to develop a strategy to implement the upgrade of the CI Runway and terminal, improve reliability and diversification of air services, accommodate future larger aircrafts and adequately respond to patronage growth potentially driven by tourism, higher education & research, niche agri-businesses export and possibly Defence.		
68 -3512	<b>Runway expansion</b> - Identify and protect additional land area to allow for the orderly expansion of the runway and the implementation of improved aviation standards. Introduce a Special Control Area in the Local Planning Scheme that include the Airfield and surrounding areas.		
69 -3513	<b>Limited freight storage at the Port</b> – Pursue the implementation of the Light Industrial Area 2021 layout to provide additional container storage and handling facilities for public and private purposes. Include a special provision in the Scheme for the mandatory storage of freight at the LIA.		
70 -3614	<b>Future of phosphate dedicated port areas</b> - Plan to adapt/convert port loading facility to requirements of post mining economic activities such as agri-businesses, cruise ships and construction materials.		
71 -3615	<b>Future of the port facility at Nui-Nui</b> - Encourage the DITRDCA to establish a mooring capability at Nui-Nui to allow shipping access to CI when the port at Flying Fish Cove cannot operate during the swell season.		



## Acronyms

SOCI	Shire of Christmas Island
ABS	Australian Bureau of Statistics
PRL	Phosphate Resources Limited
CISA	Christmas Island Strategic Assessment
IDC	Immigration Detention Centre
CDS	Correctional and Detention Services
CITA	Christmas Island Tourism Association
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CICES	Christmas Island Clean Energies Strategy
SCERP	Shire Carbon Emissions Reduction Plan
MINTOPE	Mining to Plant Enterprise
IOLC	Indian Ocean Learning Communities
IOT	Indian Ocean Territories
CIMP	Christmas Island Marine Park
AEEZ	Australia Exclusive Economic Zone
FMC	Fisheries Management Committee
DIRD	Department of Infrastructure & Regional Development
LED	Light-Emitting Diode
CISS	Christmas Island – Singapore Strategy
ASCSP	Australia-Singapore Comprehensive Strategic Partnership
CASA	Civil Aviation Safety Authority
RESA	Runway End Safety Area
ICAO	International Civil Aviation Organisation
CKI	Cocos (Keeling) Islands