



INDIAN OCEAN TERRITORIES
Regional Development Organisation
Australia

OUR CHRISTMAS ISLAND **2030 STRATEGIC PLAN**

NOVEMBER 2018

An Australian Treasure

FOREWORD



Christmas Island has a long and proud history, a diverse heritage, and a strong, dynamic multicultural community. It also has a unique natural environment, characterised by natural rainforest and dramatic beauty. These factors define the island and its community. They also provide the framework for new opportunities.

I congratulate the Indian Ocean Territories Regional Development Organisation and the Administrator of Christmas Island, Mrs Natasha Griggs, on this Strategic Plan and, importantly, their leadership in working with the community, identifying issues and developing solutions.

The Strategic Plan is a plan for the community, by the community, to support economic sustainability and liveability. It captures your views and aspirations, and reflects your goals for the future.

Christmas Island is going through a transition - this offers the potential to do new things and to do the same things differently. The Strategic Plan provides a sound framework to guide the community and economy during this period of change.

Delivery of initiatives in the Strategic Plan will be led by the Administrator and the Regional Development Organisation. While the Administrator is a strong advocate of your community, this is your Plan. Change requires leadership – at the local government, business and community level. Change requires drive and determination, entrepreneurship and a willingness to take on risk. I encourage individuals to take on this leadership role and work together with the Administrator and the Regional Development Organisation to build a stronger economy and enhance liveability.

I, and the Australian Government, are committed to working in partnership with you, the Administrator, the Regional Development Organisation and the Shire of Christmas Island to deliver the initiatives in the Strategic Plan, and to realise the potential of your island.

The Hon Sussan Ley MP

Assistant Minister for Regional Development and Territories

Message from the Administrator and Chair of the Regional Development Organisation, Mrs Natasha Griggs

I am delighted that we were able to deliver a practical plan that has identified a number of priority actions for our community.

I would like to personally thank our consultants C Change Sustainable Solutions Pty Ltd and Phil Gouldson for the excellent work they have done in the development of this plan. My gratitude also to my fellow Regional Development Organisation members whose contribution was invaluable, thanks to Eric Chong, Chris Su, Isa Minkom, Rik Soderlund, Gordon Thomson, Mark Bennett, Ron Grant and Andrea Selvey.

This plan establishes a clear way forward. I am excited about the prospect that the Indian Ocean Territories could be plastic free by 2030 leading the way in waste management or that a strategic assessment of Commonwealth land could pave the way for fast tracking land release and getting us investor ready.

I believe Christmas Island is indeed an Australian treasure and I look forward to doing all I can to work towards us being a prosperous, resilient and sustainable island.





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GLOSSARY

ABF	Australian Border Force
CIDHS	Christmas Island District High School
CIP	Christmas Island Phosphates
CITA	Christmas Island Tourism Association
CKITA	Cocos (Keeling) Islands Tourism Association
CKI	Cocos (Keeling) Islands
CLA	Chinese Literary Association
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
DAWR	Department of Agriculture and Water Resources
DET	Department of Education and Training
DFAT	Department of Foreign Affairs and Trade
DIRDC	Department of Infrastructure, Regional Development and Cities
DOEE	Department of Environment and Energy
EPBC Act	Environmental Protection and Biodiversity Conservation Act 1999
IDC	North West Point Immigration Detention Centre
IOT	Indian Ocean Territories
IOGTA	Indian Ocean Group Training Association
KPIs	Key Performance Indicators
ONA	Office of Northern Australia
PA	Parks Australia
PRL	Phosphate Resources Limited
RDO	Indian Ocean Territories Regional Development Organisation
SDA	Service Delivery Arrangement
SOCI	Shire of Christmas Island
SOCKI	Shire of Cocos (Keeling) Islands

OUR CHRISTMAS ISLAND STRATEGIC PLAN 2030

Our Christmas Island, Strategic Plan 2030 is the Christmas Island Community's plan that provides a road map to ensure a prosperous, sustainable and diverse future for Christmas Island. It has been led by the Indian Ocean Territories Regional Development Organisation (IOT RDO) in close collaboration with the Christmas Island community, as well as consultation with external service providers to the Island, government agencies and political representatives.

The Plan's Mission

is to be a unified platform that clearly notes the aspirations of Christmas Islanders and provides a coordinated road map to assist in achieving the Island's vision. It has a large focus on the regional environment of the Indian Ocean Territories to ensure maximum benefits are achieved. A monitoring strategy that includes review mechanisms, is included in the Plan to enable the Plan to stay current.



A TIMELY INITIATIVE

Our Christmas Island, Strategic Plan 2030 is a timely initiative. Currently, the Island's two economic pillars – the mining operations, Christmas Island Phosphates (CIP) of Phosphate Resources Limited (PRL), and the Immigration Detention Centre (IDC) - are undergoing transition.

By the end of 2018, the IDC will be in 'hot contingency', meaning that while the asset will be maintained in case it is needed by the Australian Government, the regular day to day activity with the operation of the facility as a detention centre will cease. In the 2016 census, around 100 people indicated that they worked in correctional and detention services on Christmas Island. These positions will cease in hot contingency. Estimates from the Department of Home Affairs expects that around 30 or so local jobs will be available in maintaining the facility through hot contingency, and so marginally compensate the loss.

PRL has indicated that given the extent of current resources, CIP operations are only likely to continue into the late 2020s. Currently, the main operations of CIP employs around 130 personnel, and PRL's subsidiaries around 43. Given the support for mining from a large component of the community, trying to ensure mining continues on the Island forms an important part of this Strategic Plan.

In total, the cessation of both these important economic drivers could see the loss of over 230 jobs on the Island, or between a quarter and a third of employment on the 2016 base. When the industry linkages are taken into account, it is more likely that employment losses could double if diversification of the economy does not occur.



Our Strategic Plan's Aim:

The Strategic Plan's overall aim is to ensure that we maximise our prosperity and resilience, and in so doing, become a much more self-sustaining Island.

We acknowledge the support we currently receive from the Australian Government and know that we will continue to require further support into the future.

However, a large part of this Plan is dedicated to getting the Island 'business ready' so we can further develop our private sector. This will allow us to become more self-sustaining and therefore decrease our reliance on the Australian Government.

We look forward to working with all key stakeholders, including the Australian Government, to maximise our Island's prosperity, resilience and economic, social and environmental sustainability.



A PLAN FOR THE COMMUNITY BY THE COMMUNITY

To have the greatest chance of success we were very clear that the Strategic Plan needed to be a plan for the community from the community. To ensure this occurred a four stage approach was adopted (refer diagram on previous page).

The Plan was determined from a combination of statistical analysis, reviews of previous plans and the outcomes of the comprehensive consultation program, which included:

- Six community forums, representing Christmas Island's Seniors, wellbeing groups, sport and recreational groups, tourism and hospitality industry, the Chinese community and Christmas Island Women's Association. Each forum hosted between 10 and 33 participants with a total of 114 people in attendance. Over 50 groups on Christmas Island were represented;
- Two meetings with the Malay Community, and a further meeting with the Chinese Community;
- Two youth forums with 10 attendees at the first meeting and 12 at the second;
- Over 40 individual meetings with politicians, businesses and government representatives on Christmas Island, in Canberra and in Perth;
- A community survey, developed in English, and translated into Mandarin and Malay, was completed by 139 respondents; and,
- Special activities conducted with the Christmas Island District High School's primary school children to show what they love about Christmas Island. Pictures showing what the children value about the Island are interspersed throughout this report.

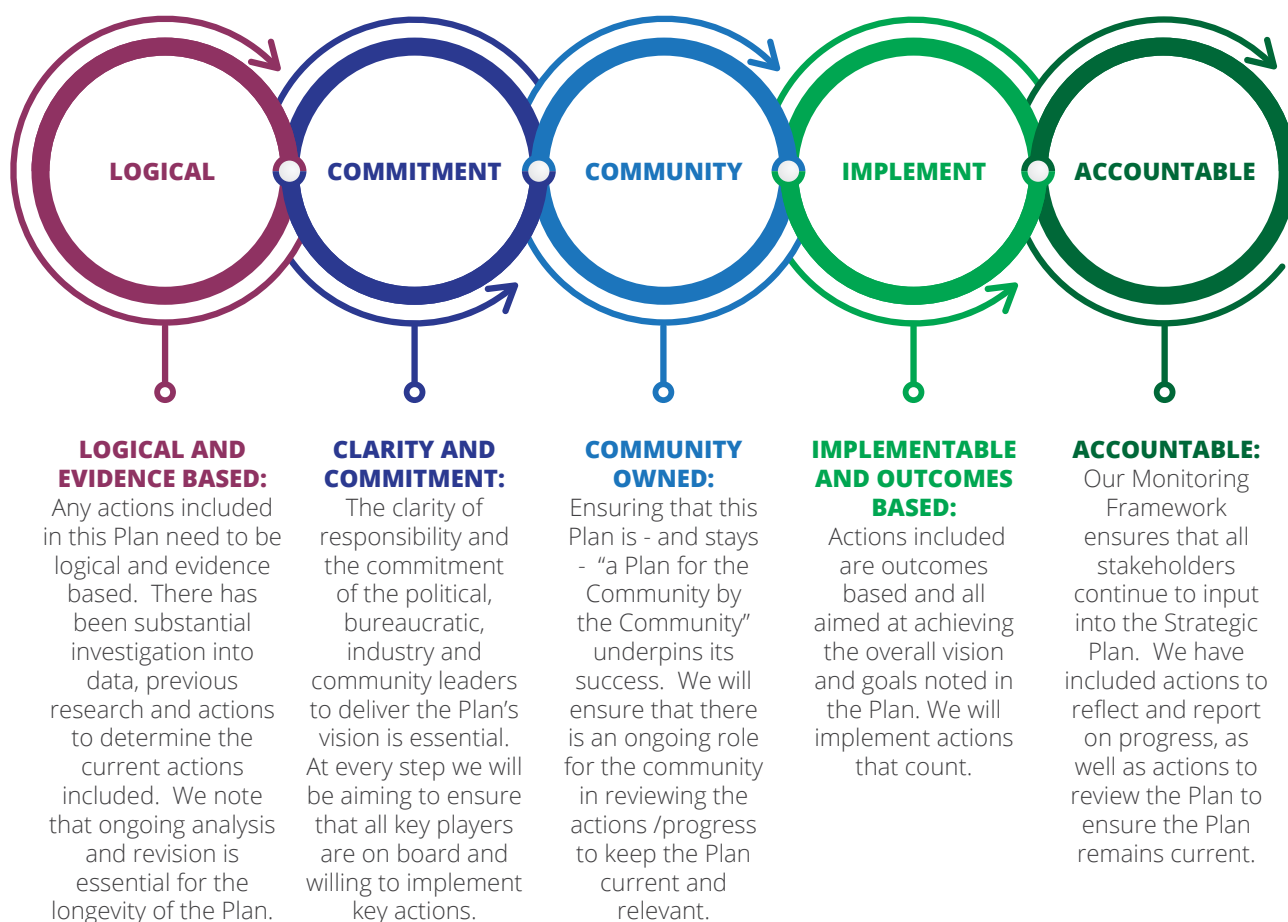
In total, there were over 528 contributions to these consultation activities. This was an incredible result given that the population of Christmas Island at 2018 is likely to be less than 1600 people. Given the range of groups represented, we are confident that this represents the vast range of Christmas Islanders' views.

The output of the consultation by stakeholder group can be found at *Our Christmas Island: An Australian Treasure. Strategic Plan 2030, Consultation Report: June to August 2018.*



HOW THE CHRISTMAS ISLAND STRATEGIC PLAN WILL SUCCEED

To succeed, we are clear that the Christmas Island Strategic Plan will need to have the following attributes:



Through the IOT RDO's Regional Investment Officer, the RDO will continue to provide the coordination role for the Strategic Plan. It is essential to note, however, that the plan will ONLY succeed if each and every stakeholder commits to and implements their part of the plan. Only when we work together as a whole will we realise the immense benefits this plan can bring to our community.

WHERE HAVE WE COME FROM?

In 1958 Christmas Island became an external territory of Australia. Together with Cocos (Keeling) Islands, they are known as the Indian Ocean Territories (IOT) of Australia. The Island has had an interesting and somewhat turbulent history at times, having had no indigenous population, but rather a population established in the late 1800s based on mining phosphate. The first settlement was a British Colony that imported indentured labour from South East Asia. Through the late 1970s and early 1980s, citizenship rights for Asian residents were established, as were equality of working and living conditions for all on the Island.

Now a harmonious community, Christmas Island truly is an Australian Treasure. It has a wonderfully generous community that is deeply committed to Australian values.



ACHIEVEMENTS OVER THE LAST 10 YEARS



CROWN LAND RELEASE

Successful commencement of the Crown Land Release process for the purposes of economic development



INVESTMENT BY THE AUSTRALIAN GOVERNMENT

Substantial investment in infrastructure and services from the Australian Government: Over the last 5 years this has totalled in excess of \$570 million for the IOTs



INVESTMENT IN STRATEGIC PROJECTS

Strategic Projects by the Australian Government: \$27.3 million over 3 years to replace the crane and mooring system on Christmas Island; \$19.6 million over the next four years to continue to underwrite air services to the IOTs; \$7.6 million for the extension of Flying Fish Cove jetty in 2014; and (together with SOCI) development of Senior Citizens Centre and the Tea Gardens Community Park



LOCAL PLANNING SCHEME

An updated Local Planning Scheme for the Shire of Christmas Island; and the designation of 9,000sqm of zoned industrial land



WATER RESOURCES

Early investigation into water resources of the Island and the understanding that growth for at least double 2018's population is not constrained by water resources



TOURISM POSITIVES

Christmas Island recognised by Tourism Australia; Establishment of Extra Divers Christmas Island and Swell Lodge Eco Village; Inclusion of low impact tourism as a key component of the Christmas Island National Park Management Plan; The introduction of two northern charter flights



CONTINUED PROTECTION OF ENVIRONMENTAL RESOURCES

Continued successful management of the National Park and a reduction in over 800 feral cats on the Island



60TH ANNIVERSARY

Successful hosting of the Celebrations for the 60th Anniversary of Christmas Island becoming an Australian Territory



AGRICULTURE SECTOR

Success in the early investigation of the agriculture sector on Christmas Island with the commencement of Hidden Garden Sustainable Farms, and the MINTOPE project



AWARDS

Winning the Peter Maclean Award for Cemeteries Heritage Management in 2016, winning the GWN Best video promotion award for small Islands in 2018



CHRISTMAS ISLAND TODAY

Our Island Home: The Island comprises 136 square kilometres and is located some 2,650 kilometres north-west of Perth. It is full of natural wonders. With 63 percent of the Island as National Park, the Island supports the unique annual red crab migration, rare and endemic birds, glorious deserted beaches, azure waters hiding coral reefs, as well as tall verdant rainforests.



Christmas Island's economy is directly connected to its industry sectors and often suffers from a boom-bust cycle of activity. With mining having been its mainstay throughout history, Christmas Island has also seen the rise and fall of the economy associated with the opening and closing of initiatives – the mine closure in the late 1980s for 3 years, saw the population dip below 1000 people, a casino economy in the mid 1990s saw a rise to around 2000, only to fall again once the operation closed, and now a detention centre economy through the early 2000s to 2018 where the population peaked at over 2000 people and is now likely to be around 1600 or less. Due to the boom - bust cycle, we are all acutely aware of the necessity to diversify the economy to ensure that we are not relying on one industry or business.

The cultural characteristics of the Christmas Island community are still reminiscent of its past - the community is comprised of mainly Asian and European cultures, and over 63 percent of people speak a language other than English at home. This diverse community brings life to our Island, and a uniqueness that is found nowhere else in Australia.

NATURAL ENVIRONMENT

63%
National park

256
endemic species

80+
species of crabs

600+
fish species

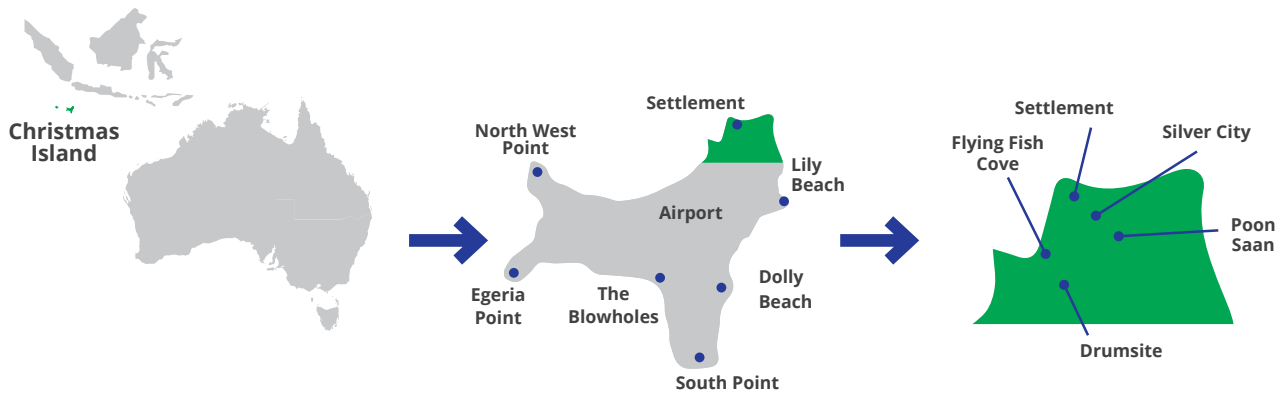
110
protected species

Significant nesting colonies of Indian Ocean birds

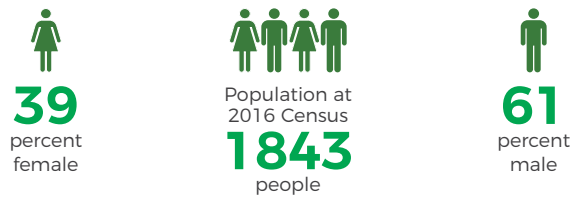
2 Ramsar
Wetlands of International Importance

SCENIC
landscapes and seascapes that could rival many areas around the world

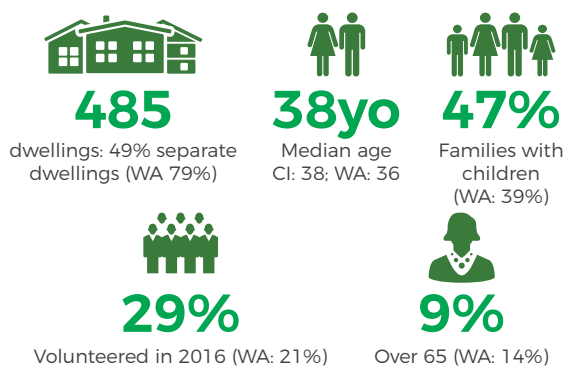
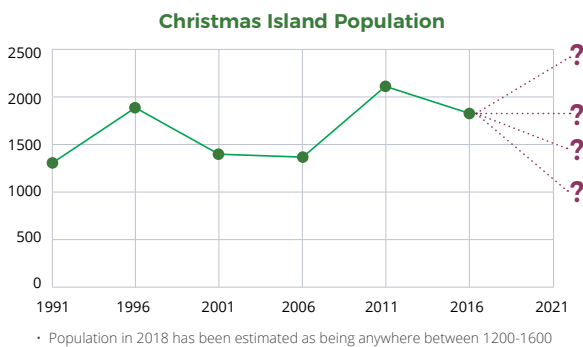
Geomorphological prominence. One of only two Anichaline cave systems in Australia



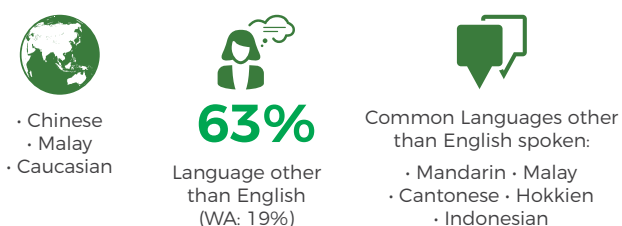
POPULATION



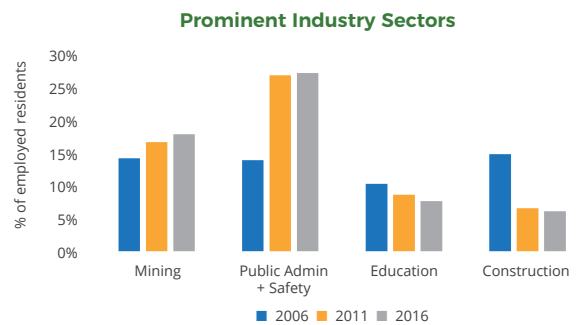
POPULATION FLUCTUATIONS



CULTURALLY DIVERSE



ECONOMY - RELIANT ON GOVERNMENT & NARROW RANGE OF BUSINESSES



HIGH INCOMES

Income 2016 (\$/weekly)

MEDIAN TOTAL PERSONAL	MEDIAN TOTAL FAMILY	MEDIAN TOTAL HOUSEHOLD
Cl: \$1,164 (WA: \$724)	Cl: \$2,389 (WA: \$1,910)	Cl: \$2,141 (WA: \$1,595)

Jobs - virtually no unemployment... until now?

	2006	2011	2016
Labour force	714	814	840
Unemployed	5%	1%	2%

Contributions by Phosphate Resources Limited:



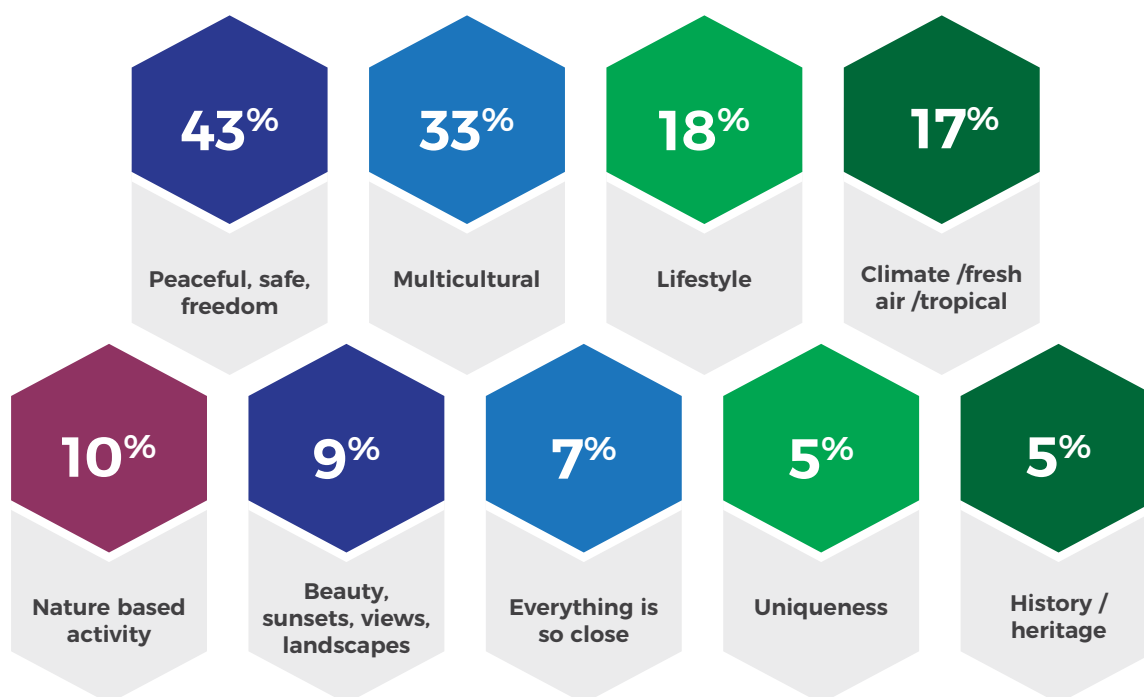
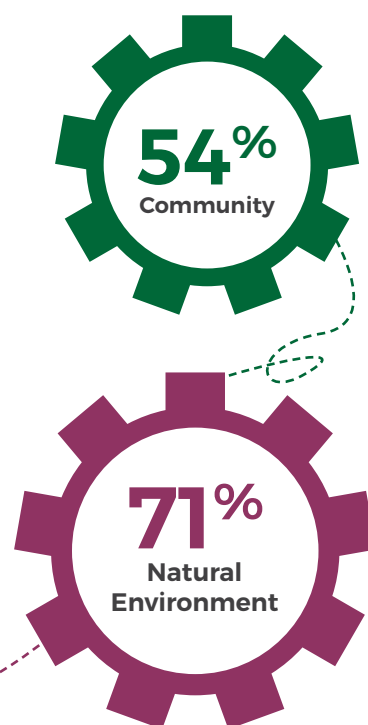
Christmas Island Economy

GROSS REGIONAL PRODUCT	2009	2012 (WITH IDC)	2018+
Estimate	\$71 MIL	\$126 MIL	??

CONSULTATION OUTCOMES WHAT WE HEARD

Our voices: As previously noted, a comprehensive consultation process was conducted between June and August in 2018 to feed into the development of this Plan. A key part of the consultations was a community survey which was completed by 139 people. The following few pages note the outcomes from the Community Survey. The 'Stakeholder Feedback' page summarises key messages from other consultation processes.

What we love about Christmas Island:



Other responses that were under 5% included:

- › Employment
- › Remoteness/isolation
- › The Cove
- › Fishing
- › The School
- › Diversity
- › Affordable/great services
- › Unique flora and fauna
- › The Mine
- › Cleanliness
- › Settlement
- › Financial prosperity
- › Links to Asia
- › The Cinema



What Christmas Island does well:



What Christmas Island could do better:



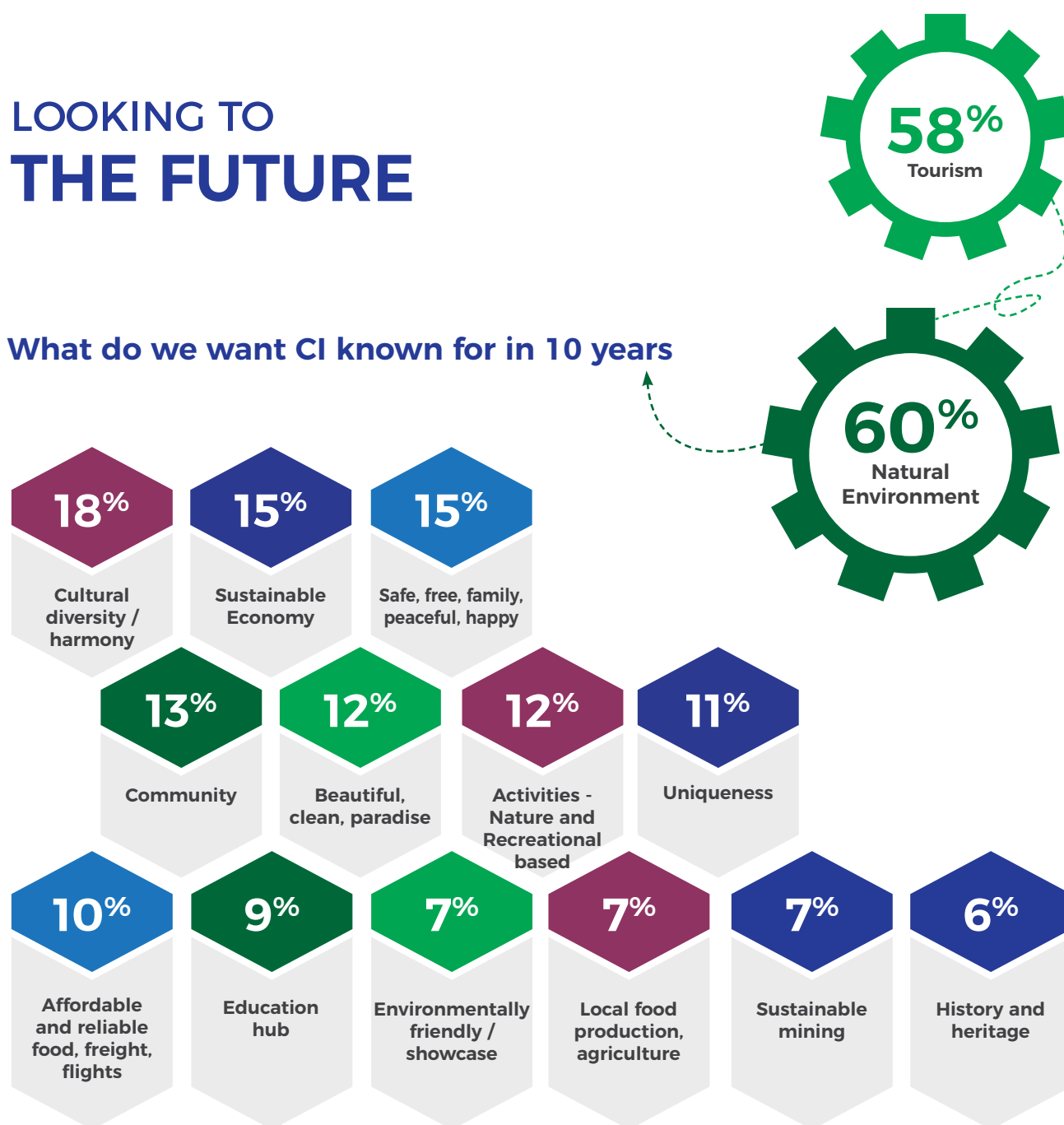
Those 5% or below

- › Protect heritage and history
- › Protect flora and fauna
- › Accommodation
- › Youth activities
- › Freight options
- › Continue mining
- › Clear communications
- › Flying Fish Cove
- › Community working together
- › Communications infrastructure
- › Casino
- › Environmental initiatives / clean energy
- › Housing - Affordable / Modern
- › Plan for future
- › Diverse retail
- › Keep IDC
- › Get rid of IDC
- › No Mining
- › Public Transport
- › World showcase
- › Fishing regulations
- › Reduce discrimination
- › Maintaining culture
- › More funds for community organisations
- › More imports
- › Training
- › Self determination



LOOKING TO THE FUTURE

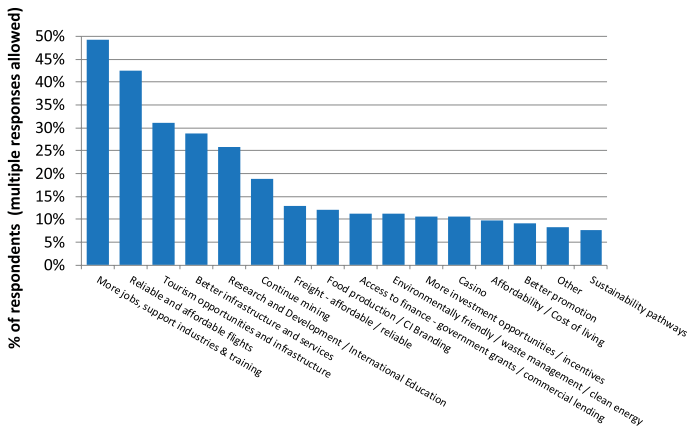
What do we want CI known for in 10 years



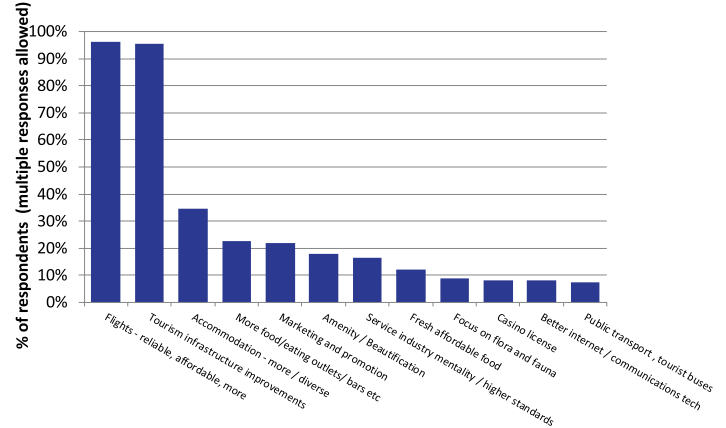
Other responses less than 5 percent included:

- › Effective governance
- › Health services, including aged care and retirement living
- › Coastline
- › Increased military presence
- › Links to Asia
- › Great infrastructure

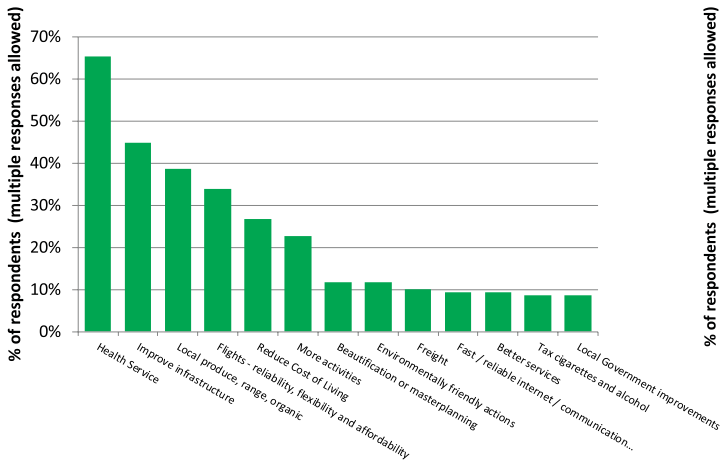
What could be done to improve business, industry, education & training



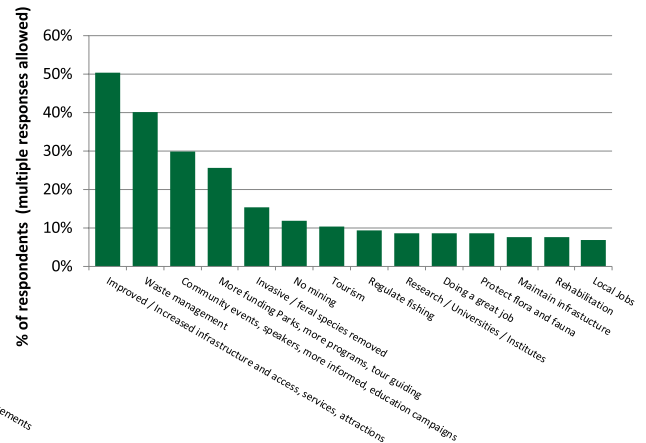
What would improve the experience for tourists and/or increase tourism numbers



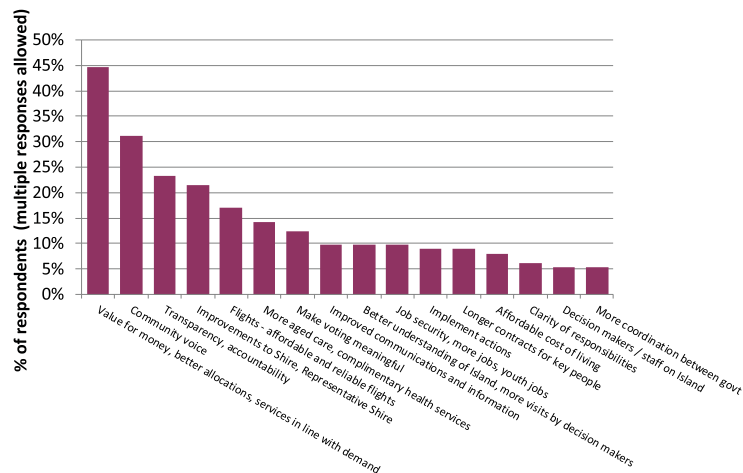
What would improve Health, Well-being, Liveability



What would you like to see to improve the appreciation / management / protection of CI's natural environment



What would improve the quality of Government Services provided to CI



STAKEHOLDER FEEDBACK

YOUTH

Youth Needs

More jobs Youth Council
Nightlife Public transport
Youth drop in centre Dogs / pets
Amenities Youth facilities & activities
More safe water access
Affordable housing

We Value

Nature, Environment
Community, Cultural diversity
Safety, Peaceful Beaches, Sunsets
History Heritage
Opportunities School

Vision

Diverse tourism Pets
Festivals, Celebrations
Diverse retail, Cafes More jobs
Customer service
Community Infrastructure Affordable

SENIORS

Important Actions

Aged care home
Aged care services
Fresh local food
Coordinated Senior's discounts
Universal access to areas
Maintain temples
Luggage to arrive
Respect from non-locals
Medicines to be available

SPORT AND REC

Needs

Unified Sports and Recreation Voice
Coordinated Communication and promotion
Events Calendar New Events
Facilities maintenance and new facilities
Broadening experience for Youth

BUSINESSES

Needs

More people, more jobs, more industries
Many support sustainable mining, tourism
Need people to buy locally - hard to compete with on-line
Heritage conflicts need to be sorted
Recruitment is an issue (and no pets contribute to this)
Need a business / community voice
Access to finance

WELL-BEING GROUPS

Vision

Environmental sustainability
Nature, World Heritage Listing
Celebration of culture
Aged care facilities & services
Tourism, Integrated Resort Development, Wellness, EcoTourism, Casino
Fresh Food
Affordability
Environmental Health Officer
Good infrastructure
Investment
Public Transport
Campgrounds
More safe access to water

Vision

Leave no Trace
Tourism
CI a leader in Waste Avoidance, Waste Reduction, Waste Management
World Heritage Status
Plastic Free CI
Potential for Tourism Levy
Biosecurity essential

ENVIRONMENTAL TOURISM GROUPS

Vision

Sustainable economy
Safe, happy, integrated and harmonious multi-cultural community
Clean & green environment, World Heritage Listed, Leave no Trace
Beautiful & vibrant physical environment

MALAY COMMUNITY

Vision

Foster local growth and skills
More employment on-island
Christmas Island's most valuable asset is its People
Create employment pathways for Islanders

CHINESE COMMUNITY

Vision

An Island Paradise with Nature's gifts galore
Back to basics adventure Island
Warm, safe and friendly community
Industries: Tourism, Mining
A must visit place
Infrastructure and services

SHIRE OF CI

Needs

CI - Singapore Partnership 2015 opportunities, Casino licence to Soft Star, visas, mining, international education, flights
Apology, vote on self-determination, Crown land to Shire, Cabinet Plan, Grants reviewed
Infrastructure - Sports, Firefighting at airport, Trails implemented, water mapping, waste management
Health services, aged care home, Commonwealth assets, rent-to-buy

IN SUMMARY

COMPARATIVE STRENGTHS & WEAKNESSES

Currently, Christmas Island's economy is reliant on industries that require Australian Government decisions: Access to mining leases requires the Department of Environment's approval and the extent to which the Immigration Detention Centre is active is dependent upon border protection policies. These industries are still important to us, but we are acutely aware that to be resilient and sustainable, our economy needs to be broadened and also include private sector industries that do not require ongoing government assistance/approval.

The need for at least a 'tripod' economy is evident – spreading our economic prosperity across a number of sectors means that we increase our resilience and our economy can better withstand global or domestic 'shocks' and/or changes.

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 and Development
- › Food and Agri-business

In addition, there is considerable support for **mining** to continue, so long as it is on a sustainable basis and is not at the expense of our National Park.

There are many reasons why these industries have been chosen. A discussion of Christmas Island's strengths and challenges is provided on the following pages.



STRENGTHS

Tourism

- Christmas Island has such natural advantages with our pristine environment that sustainable and sensitive opportunities for tourism are only limited by our imagination.
- In addition, we have such a wonderfully unique and generous multi-cultural community. Broadening our tourism offer to incorporate cultural experiences can produce significant benefits.
- We are located 900km away from another Australian Treasure – Cocos (Keeling) Islands and together the IOTs have even stronger, more diverse and unique offerings.
- We have over 600 million potential tourists at our doorstep when we look to the North and capitalise on the South East Asian market.
- In the last few years we have seen two new operators, one of which has opened in the National Park. Consultation outcomes indicate that there are other potential investors out there, should the Island be business ready.
- Parks Australia has indicated that they are 'open for business' if proposals can show minimal impact on our precious environment and ensure visitor safety.
- Tourism is a key focus of Austrade and was a key focus of the Office of Northern Australia in their 2017 forum. Thus, linking with these partnerships will benefit our Island.

International Education Generally, Research and Development

- Given our harmonious and multi-cultural community, coupled with our proximity to Asia, the IOTs are uniquely positioned to host international students. The understanding and respect for the Muslim community and Chinese culture make Christmas Island a perfect 'stepping stone' for people wanting to learn English prior to studying in Western Universities.
- Christmas Island also has unique attributes that make it a logical place to capitalize on research and development opportunities. There are clear opportunities capitalizing on our environment through the development of an Environment Centre of Excellence, and also opportunities to have extension projects with Universities and TAFEs in agriculture, horticulture, social sciences and sustainable living. Established links, past and present, with Universities such as Murdoch, Notre Dame and Edith Cowan should be built upon, and new networks with other universities and TAFEs established.
- In addition to International Education, research and development, there are opportunities for Christmas Island to further develop capacity in education generally through developing a boarding school / billeting arrangement with Cocos (Keeling) Islands for years 11 and 12. Currently, schooling on Cocos (Keeling) Islands is offered until Year 10, at which stage children generally attend school on the mainland of Australia. Investigating the interest in completing school on Christmas Island would be beneficial for both Islands.

Food and Agri-Business

- Food is the cornerstone of well being for many communities. Not only does it provide a nutritional basis to ensure the health of people can flourish, food can also bring people together in a spirit of celebration.
- Food on Christmas Island is treasured. Our local Chinese and Malay cuisine, together with our fresh fish, seafood and local 'treats' such as papaya, banana and mango are often prized experiences on the Island.
- However, given the lack of arable soil, the harsh weather and pest conditions, we are only in the embryotic stages of securing our local sources of fresh food and produce.
- Many people on Christmas Island are lucky to have relatively high incomes, and can therefore pay the high food cost (albeit at the expense of other purchases). Other Island communities around the world are not so lucky and cannot afford high food costs, which heightens statistics in nutritionally based diseases like diabetes, heart disease and obesity. Nonetheless, due to the quality and price, Christmas Islanders have indicated that they eat less fresh produce than they would like, and much less than what they would if local nutritional, affordable fresh food was available.
- Developing food and agri-businesses as a clear industry will have many benefits for Christmas Island and indeed the Region. It will:
 - Provide affordable and good quality food year round, bringing not only economic benefits but also a

high level of health and wellbeing benefits;

- Provide the impetus to develop a Christmas Island 'brand' and cottage industries utilising the fresh produce;
 - Provide export opportunities to our Asian neighbours, particularly to areas that have a focus on 'clean and green' produce (such as Singapore).
 - Be a 'food security' showcase to all other isolated communities.
- Food and agri-business is a focus for Austrade and was a key focus of the Office of Northern Australia in their 2017 forum.

Resources

- Apart from the brief time periods in which mining was not in operation (during WW2 and 1987-1990), phosphate mining has been the mainstay of the economy of Christmas Island. Many families on the Island today have generational links to the resource sector on the Island.
- Many of Christmas Island Phosphate's employees, their families and their friends have an affinity with mining due to the equality struggles that occurred in the late 1970s and 1980s. These struggles provided all Christmas Islanders with equality in working and living conditions, and provided all parts of the community access to citizenship rights.
- Phosphate Resources Ltd, the owner of Christmas Island Phosphates, as well as their subsidiaries Indian Ocean Oil Company and Christmas Island Maintenance Services, has shown dedication to the Island in many ways.

Economically it contributes over \$30 million per annum to the economy of Christmas Island, and it is a firm supporter of local businesses and organisations. Estimates produced by Acil Tasman in 2009 indicate that for

tourism to replace the contribution mining brings to the economy, 15,500 visitors per annum would be required. Currently, tourism numbers per annum are around 1,200.



CHALLENGES

Despite there being clear reasons why tourism, international education, food and agriculture and mining will lead us into a successful future, there are challenges ahead. Actions included in the Strategic Plan are aimed at overcoming these challenges so we can prosper in the future.

Shipping

- In virtually all consultations and investigations undertaken for the strategic plan, the reliance on one carrier to the IOTs, coupled with the expense and unreliability of deliveries, was seen as a major obstacle to business and industry development. Investigation into how we can ensure reliable and affordable shipping to the IOTs underpin a prosperous Christmas Island.

Investment Ready

- Consultation conducted as part of this Plan indicated that there are investors interested in Christmas Island, but that in order to invest, the Island needs to be business ready.
- Currently land release and development processes are not clear and do not have clearly specified timeframes. This acts as a significant obstacle as it produces a high level of uncertainty.

For example:

- While the Release of Crown Land has been a welcomed initiative, currently the process and timeframes from EOI through to the start of the development process are unknown. Extended time periods for approvals can convert into high costs and a disincentive to prospective investors.
- In addition, it would appear that the release of crown land does not necessarily equate to unencumbered land parcels, as heritage and environment may still render parcels 'undevelopable' – either in full or part - due to the EPBC Act or Heritage requirements. And the uncertainty of how heritage may be dealt with is not confined to only crown land.
- Discussions with stakeholders also indicated that even if some environmental assessments are approved through the EPBC Act, WA requirements may necessitate further assessments, and therefore, further delays and additional costs.
- There are a number of underlying infrastructure requirements that, if implemented, would support a range of industries as well as the community generally. However, presently there is no comprehensive prioritised infrastructure plan for the Island.

Tourism

Most Christmas Islanders would agree that tourism has huge potential, particularly if we focus our marketing efforts to the north, take an IOT region-wide perspective, widen our scope to include many different tourism markets, and provide a diversity of experiences on the Island. However, there are many challenges associated with this occurring, including:

- Cabotage is the transport of goods or passengers between two places in the same country by a transport operator from another country. Australia's restrictions on cabotage prevent foreign airlines carrying domestic passengers on flights between Australia's IOTs. Thus the charter flights to Christmas Island from Asian airports are restricted to one domestic stop and therefore cannot include Cocos (Keeling) Islands. Passengers travelling to Christmas Island from northern destinations must use our domestic flights to travel onto Cocos (Keeling) Islands. This is unlikely to occur for the following reasons;

 - The unreliability of flight times (and therefore connections) between Christmas Island and Cocos (Keeling) Islands due to weather events, and technical issues;
 - The difficulty in securing overnight accommodation on Christmas Island while waiting for connections (which is required due to Virgin operating on a Friday and Tuesday, and charter flights to the north operating on different days)
 - The cost of securing flights on separate carriers.
- Lack of representation in State-wide tourism campaigns (due to the IOTs lack of State Government). The Tourism Associations in the IOTs have recently been acknowledged by Tourism Australia and this is proving beneficial. Further access to national marketing campaigns and forums would greatly assist and fruitful discussions with Tourism Australia are occurring.
- Limited diversity in tourism products, accommodation and underlying infrastructure. For example, there are no 5 star resorts on the Island, no premises that currently serves breakfast or provides a full service, a limited 'service' mentality, by some operators, particularly in peak periods, little coordination between service providers, a limited number of tourism sites that are easily accessible, and a constant need for maintenance and upkeep, particularly given our weather and climate.
- Marketing of our Island has been in the past focused almost solely on our natural assets. While this our natural drawcards will always be one of the main reasons people visit, the tourism forum conducted as part of the Strategic Plan identified a range of additional markets that would benefit the Island. Marketing of events also featured strongly in the tourism forum as well as in the sport and recreation forum. A number of key tourism opportunities were also noted, and these have been passed on to the Christmas Island Tourism Association and the Regional Investment Officer.

Key IOT's Tourism Markets*

- › Nature based
- › Event based
- › Ex-Islanders
- › Adventure / Extreme
- › Wellness/detox
- › Photography
- › Experiential / Volunteers
- › Families
- › Yachties
- › Cultural
- › Ghost / Dark Tourism
- › Island collectors
- › Bucket Listers
- › Cruises
- › Food Buffs
- › Backpackers
- › Gamblers
- › Edu-tourism
- › Train buffs
- › Religious tourism
- › Women's tourism
- › Reality TV Shows
- › Mine tourism

* as identified by the Tourism Forum conducted through Consultation

International Education

- › In order to implement opportunities in International Education, institutions are required to have a Cricos number. While Christmas Island has had one in the past, neither the Christmas Island District High School (CIDHS) nor the Indian Ocean Group Training Association currently have access to a CRICOS number.
- › The types of International Education envisaged for Christmas Island would be akin to a 'stepping stone' approach for students wishing to engage in tertiary studies on the Mainland, but needing to gain better English skills to be most effective. In this sense, a Language school for international students, either post secondary level, or in combination with attendance at the CIDHS would be ideal. This could be run by either a private or government funded operation.
- › It is noted that the WA Government has a large focus on International Education. However, consultation conducted as part of this Plan's development indicated that the IOT's Service Delivery Arrangements with the Western Australian Government precludes Western Australia from providing support to the IOTs in any area where, to do so, would put the IOTs in direct competition with Western Australia's markets. In addition, there seems to be some uncertainty regarding how.
- › Given the Island's multi-cultural composition, its safe and harmonious community, its unique environmental attributes and its remote location from the Mainland but proximity to Asia, we would argue that there are no comparable areas within Western Australia that could attract the types of international education being espoused by Christmas Island. Therefore Christmas Island could be viewed as an 'additional' market for Western Australia. In fact, should international education be allowed on Christmas Island in the way we are envisaging, then this could provide 'ready made' international students for

the Western Australia market (as well as other areas on the Mainland).

Food and Agri-business

- There are many obstacles associated with growing fresh produce on Christmas Island.
 - There is little topsoil or arable soil.
 - Pests such as fruit fly and grasshoppers are a large issue that precludes open row growing of many types of produce on a large scale.
 - Weather events are unpredictable and often severe.
- Due to these challenges it is essential that pest management is seen as a high priority, and that there are

controlled growing systems utilized to produce food on a large scale. However, controlled growing systems are expensive and access to finance difficult. These challenges need to be overcome if we are going to secure a nutritional pathway for our future.

Resources

- CIP has indicated that their current resources will enable mining only until the late 2020s. Given the downturn in the economy, it may now be time for discussions around 'how' a win-win situation can result for the community-environment-mine.



OTHER ISSUES AND OPPORTUNITIES

Regional Content and Locals First

- › Major projects have the opportunity to add substantially to the economy of Christmas Island, and indeed the IOTs generally. Given the investment in the Island (including the recent \$27 million upgrade for the port infrastructure), local content clauses could contribute significantly to the Island's economy. Furthermore, the Cocos (Keeling) Airport Runway Upgrade is currently considering its tender process, there is a proposed resort development on Cocos (Keeling) Islands, and if some of the actions included in this plan are enacted, a major resort development with a casino might also be on the horizon for Christmas Island. However, currently there is no pre-specified requirement for regional content in major projects. Regional content, such as a proportion of regional (IOTs) employment required in any project, should be a pre-requisite in any major project.
- › As well as regional content, social and economic impact assessments should also occur prior to sign off on major projects to understand and mitigate any potential negative impacts and enhance any opportunities for the region. Wherever possible, major projects should be required to deliver local benefits and add value to the underlying infrastructure on the Island.
- › Government purchasing practices sometimes preclude local purchases of goods and services. For small exemptions in these 'rules' huge benefits to the economy and businesses in the IOTs could result.
- › Retail businesses are also struggling to compete with on-line shopping. Conducting a 'local's first' campaign and investigating innovative means of assisting people to 'shop locally' would go a long way in sustaining Christmas Island's retail tenancies.

Access to Finance

- › Access to finance was also indicated as very difficult on the Island. The requirements for loans for start up businesses (and houses) are much more stringent in the IOTs due to our economy being reliant on a narrow range of sectors.

Affordable Training

- › Due to our complex governance arrangements, training carried out in the IOTs needs to abide with national standards. This means that the IOTs must use nationally accredited Registered Training Organisations, (RTOs) which limits the number of WA RTOs that can be utilised. Sourcing RTOs from the East Coast of Australia adds to the cost of delivering training.

Clarity, Accountability and Transparency

- › The governance arrangements of the IOTs are complex.
- › Consultation found that many in the community would like more clarity about the roles and responsibilities of Ministers, the Administrator, Senators, Federal Members of Parliament, Government Department Staff, the Shire and major contractors to the Islands.
- › In addition, many views were expressed about wanting to ensure that there was value for money associated with the millions spent on the Island.
- › Many people questioned why the IOTs had DIRDC staff in Perth, rather than having them on-Island. Moving the Perth IOTs office to Christmas Island was seen as beneficial in two ways. Firstly, it would stimulate the economy by having more people on the Island, and secondly, it would ensure that the local issues and requirements on Christmas Island were more clearly understood and delivered.

A Global Opportunity - Waste Management & Environmental Initiatives

- › In many of the consultations, the issue of waste management came up time and time again. Many people on the Island understand that our practices around local waste can be vastly improved, as well as Christmas Island acknowledging the 'global' waste issue. Many in the community wanted a key part of the Strategic Plan to have laudable goals around waste management and to take a pro-active stance to improve the understanding and actions around global waste management.
- › As well as recycling, which was seen to be clearly linked with waste management, there was also a high proportion of support for other environmental initiatives such as green energy and showcasing sustainability. Moving towards World Heritage Status was also suggested by many in the community.

Health and Wellbeing

- › Many in the community were also concerned about the extent to which people smoked and drank alcohol. The lack of anti-smoking and anti-drinking campaigns, coupled with the cheap prices of alcohol and tobacco, were noted as compromising the health and wellbeing of the community.

Governance arrangements in the IOTs

- › Christmas Island is an external territory of Australia. The Australian Government has the power to make laws for the government of any territory, including Christmas Island, under section 122 of the Australian Constitution.
- › Christmas Island has no state-level of government, which means the Australian Government is responsible for the provision of state-type laws and services to the territory.
- › The IOTs are administered by the Commonwealth through the Department of Infrastructure, Regional Development and Cities. Most of the state-type services are provided by the Western Australian government under Service Delivery Arrangements with the Commonwealth. The Service Delivery Arrangements Information Kit (2005) indicates a more detailed outline. However, some state-type services are also provided by the Indian Ocean Territories Administration, for example health services, staff housing, public housing, power, as well as licensing and responsibility for some community infrastructure on Christmas Island. Local Government operations are run through the respective Shires on each of the Islands, with part of the funding for the Shires also being provided by the Department.
- › The Federal Assistant Minister for Regional Development and Territories has responsibility for administering the Territories. The Department of Infrastructure, Regional Development and Cities delivers services directly and also enters into arrangements with the private sector and the Western Australian Government to deliver services. The Administrator appointed by the Governor-General is the most senior Australian Government representative in the Territories.
- › IOTs' Residents are represented in the House of Representatives by the Division of Lingiari in the Northern Territory and in the Senate by Northern Territory senators.
- › The Shire Council of Christmas Island has the same responsibilities as a local government on the Australian mainland under the Local Government Act 1995 (WA)(CI).

IN SUMMARY

COMPARATIVE STRENGTHS & WEAKNESSES



Comparative Advantages

Significant unique fauna and flora species, including unique events such as the annual red crab migration on Christmas Island, Ramsar environment (international wetlands convention), beautiful National Park

Unique marine environments with significant numbers of species and excellent conditions for snorkelling, diving and recreational fishing

Multi-cultural community with the open and inclusive Chinese and Malay cultures on Christmas Island

Interesting and varied history
– culturally, economically,
environmentally

Safe environment with Australian standard facilities. Tolerant and harmonious community for all

Proximity to Asia, links with Northern Australia and Mainland Australia. Also links to Europe and Japan through diving

A proactive and innovative community who are dedicated to the Island and interested in new opportunities

Duty free and GST free status, and a high speed internet network that opens up industry, research and training opportunities

Excellent level of social services for a remote area

Ideal position to be a leader in global waste management and environmental sustainability, and a supportive community who want to make a difference



Comparative Weaknesses/ Issues

Dependency on imports, and therefore tied to aviation, shipping and the associated expenses and reliability issues

The lack of clarity of development processes, and inherent conflicts and/or uncertainty about environment and heritage issues. The Island is not yet 'Ready for Business'

A population base tied to major employers and/or government services: The finite life of Christmas Island Phosphates for Christmas Island, and the Detention Centre in 'hot contingency'

Reliance on volunteers in many cases, and lack of coordination of economic development efforts in some cases

A need to develop tourism – but the need for significant underlying infrastructure

Absence of direct state government level resourcing and in some cases restricted access to economic development assistance programs and funding

Impediments to international education currently through lack of support from regulatory authorities

Need for renewal / diversity and additional infrastructure to support economic development opportunities

Unclear approvals processes and land development timelines

Need for beautification works and a focus on amenity generally

A full-page photograph of a woman standing in a natural rock pool at the base of a large waterfall. The waterfall is cascading over dark, mossy rocks. The surrounding area is a lush, green forest with sunlight filtering through the trees. The woman is wearing a dark swimsuit and is looking towards the waterfall. The text "LOOKING TO THE FUTURE" is overlaid in a blue speech bubble in the upper right corner.

**LOOKING TO
THE FUTURE**

CHRISTMAS ISLAND **Our Vision at 2030**

*A prosperous, resilient and
sustainable Island*







OUR VISION AT 2030

Christmas Island is now a tripod economy, with significant and stable employment in **tourism, international education and agriculture**. **Mining** is still active on the Island, and its contribution to the Island's social and economic fabric, past and present, are celebrated and remembered. Employment opportunities are available to all cohorts of the population.

Our community is **safe and harmonious** and all aspects of the community are well catered for in terms of services and facilities. Our Chinese and Malay cultures are considered an **Australian Treasure** and cultural festivals are now a key component of the Island's tourism. **Health and wellbeing** are highly regarded and our community is more **active** than it's ever been. The ability to source fresh food and produce is taken for granted. **Generosity of spirit** is still 'king' amongst true Islanders.

Our **natural environment is treasured**, appreciated, experienced and protected. We are well on our way towards World Heritage Status and coordination between the National Park and other players from around the world have created environmentally sensitive and **highly successful showcases of eco-tourism**.

Christmas Island is at the forefront of **global initiatives** for **Waste Avoidance and Management**, as well as **green energy**. Our built environment is well

cared for and has a focus on amenity - we could easily be regarded as a tidy town. The Island is progressively **implementing its Masterplans** in key areas.

Our **governance is clearly defined** and in place to serve Christmas Islanders well. Governance arrangements and processes contribute to ensuring that **economic development initiatives** can be efficient and effective. Several key projects have commenced, including an International Language School and an environmentally sensitive 5 Star Resort, and all of these have achieved **substantial benefits for the local community**. Numerous other smaller projects have been implemented and their contribution to the Island's economy is well recognised.

Our **partnerships** with our neighbours are **effective and mutually beneficial**. In all of our projects we look for regional benefits for **Cocos (Keeling) Islands**, and likewise, they do for us. Our connections with the **Office of Northern Australia and Austrade** have opened up pathways to an extensive market to the north of Australia, and we have constant interest from our connections in **South East Asia**.

We truly are an **Australian Treasure**, and a showcase to the world that while we may be small, we are a wonderfully inspiring example of a prosperous, resilient and sustainable Island.



OUR VALUES

Our values show what we, as Christmas Islanders, respect. All actions included in this plan are underpinned by our values.

In no particular order, as Christmas Islanders we value:

› **Fairness / Equal Opportunity:**

We value fairness and processes that allow everyone the chance to contribute to the Island. We value clarity, transparency and accountability.

› **A Community Voice:**

We value playing an active part in our future, and value when our community voice is heard.



› **Generosity:**

We are generous people with a huge community spirit. We are always willing to go the extra mile to help fellow Islanders, our Region generally and other communities.

› **Cultural Harmony:**

We value and respect our multi-cultural community. We consider ourselves a world showcase of harmony between cultures.

› **Safe Island Lifestyle:**

We love our safe Island lifestyle – it is a key reason many of us choose to remain here.

› **Our Natural Environment:**

Our natural environment is a true Australian Treasure. We are all very proud of it. We want to ensure that all Islanders, visitors, and industries respect, appreciate and sustainably support it.

› **Economic Sustainability:**

We value sustainable projects and industries that provide employment opportunities, not only for us, but for our future generations. We are deeply dedicated to the Island and understand that a robust economic base is essential in ensuring that Christmas Island can continue to be our home.







OUR THEMES

Five key themes have been developed for the Christmas Island Strategic Plan. These are:

- › **Our industries:** Tourism; International Education; Education Generally, Research and Development; Food and Agribusiness; Resources; Underlying Requirements
- › **Our community:** Wellbeing / Lifestyle; Community Assets; Affordable Housing; Services
- › **Our environment:** Environmental initiatives; Flora and Fauna; National Park; Environmental Centre of Excellence
- › **Our partnerships:** Cocos (Keeling) Islands; Northern Australia; Austrade; Asia
- › **Our governance:** Value for money; A Community Voice; Access to funding; Clarity

Goals associated with these themes and the overall vision are noted below. All actions have been developed to assist in achieving the goals.



THEMES

GOALS

BY 2030



OUR INDUSTRIES

Tourism, International Education, Food and Agri-Business, Mining

Our Industries

- › Christmas Island has a robust tripod economy
- › Employment has grown to 820 FTE jobs
- › Christmas Island's tourism numbers have grown to 5000 visitors annually



OUR COMMUNITY

Wellbeing / Lifestyle; Community Assets; Affordable Housing; Services

Our Community

- › Our harmonious multi-cultural community is a showcase to the World
- › Community infrastructure is high quality, commensurate with community need, and well maintained



OUR ENVIRONMENT

Environment initiatives; Flora and Fauna; National Park protection and showcase

Our Environment

- › The Island has moved towards obtaining World Heritage Status
- › There are considerable diverse and sustainable opportunities to enjoy the National Park
- › Christmas Island is a world leader in Waste Management for remote Islands
- › Green energy is the major source of energy



OUR PARTNERSHIPS

Cocos (Keeling) Islands; Northern Australia; Asia

Our Partnerships

- › Regional activities and promotion are regarded as 'business as usual'
- › Investors from off-Island and visitors from Asia are a major market



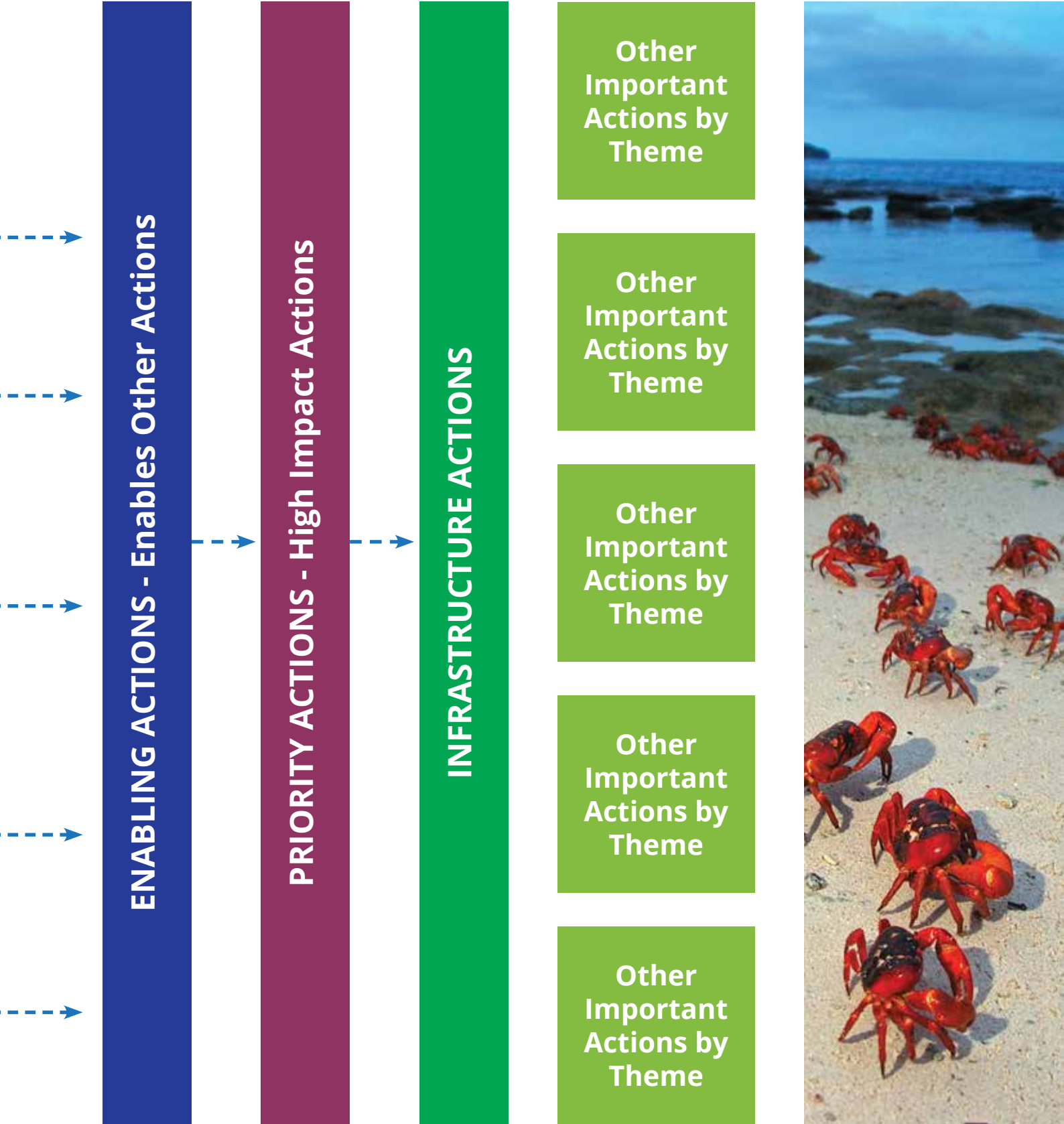
OUR GOVERNANCE

Value for money; A Community Voice; Access to Funding; Clarity

Our Governance

- › All parts of the community have a representative and accountable voice
- › Development processes are timely and efficient
- › Our governance structures benefit all Christmas Islanders and are clear, transparent and accountable

ACTIONS





OUR GOALS AND KPIs

Our Christmas Island community wants to make a difference. As such, we have set out brave and daring goals, with courageous KPIs that will ‘push’ us into action. We believe that if we are truly focused on the desired Vision for the Island, fantastic outcomes can result.

Theme Goals by 2030	KPIs	
	By 2024	By 2030
Our Industries		
<ul style="list-style-type: none"> Christmas Island has a robust tripod economy 	Additional 50 jobs on the 2018 basis (estimated at 600)	Employment reaches 820 FTE employed residents
<ul style="list-style-type: none"> Employment has grown to 820 FTE jobs* 	Mining still active, and Tourism, Education, Agriculture to gain in prominence in overall employment	Tourism, Education, Agriculture to exceed public administration (Government Sector) employment
<ul style="list-style-type: none"> Christmas Island's tourism numbers have grown to 5000 visitors annually 	Tourism numbers have increased by 50 percent on the 2018 basis to 2400 visitors annually	Tourism numbers have reached 5000 visitors on an annual basis
Our Community		
<ul style="list-style-type: none"> Our harmonious multi-cultural community is a showcase to the World 	Crime rates remain low and in low impact types of crime	Crime rates remain low and in low impact types of crime
<ul style="list-style-type: none"> Community infrastructure is high quality, commensurate with community need, and well maintained 	Community surveys indicate a high level of satisfaction with lifestyle, infrastructure and services	Community surveys indicate a high level of satisfaction with lifestyle generally, plus a high proportion of people moving to the Island because of its lifestyle
	At least 10 percent of visitors come to Christmas Island to experience the multi-cultural community	Over 40 percent of visitors come to Christmas Island to experience the multi-cultural community, and key researchers have used Christmas Island as a basis for research into Cultural Harmony



* 820 jobs reflect the CI economy when there were least 2-3 strong industries operating (eg. in 1996 and 2016)

Theme Goals by 2030	KPIs		
	By 2024	By 2030	
Our Environment			
› Christmas Island is a world leader in Waste Management for remote Islands	Bottled water is no longer available on Christmas Island	Christmas Island is plastic free by 2030	
› Green energy is the major source of energy	At least 20% of the Island's energy is in renewable sources	At least 60% of the Island's energy is in renewable sources	
› The Island has moved towards obtaining World Heritage Status	Investigation of the process for World Heritage Status has commenced	Christmas Island is on the pathway to achieving World Heritage Status	
› There are considerable diverse opportunities to enjoy the National Park	There are at least 3 more opportunities to enjoy the National Park	There are over 10 more opportunities to enjoy the National Park	
Our Partnerships			
› Regional activities and promotion are regarded as 'business as usual'	At least 3 events per year are IOT events	Marketing and promotion of the Islands has a regional focus	
› Investors from off-Island and visitors from Asia are a major market	30% of visitors to Christmas Island are from Asia	60% of visitors to Christmas Island are from Asia	
	Christmas Island has hosted Northern Australian Forum	At least 3 visits per year to IOTs from Off-Island investors	
Our Governance			
› All parts of the community have a representative and accountable voice	Establishment of a representative Christmas Island Strategic Plan Monitoring Committee that provides feedback on progress made on the Strategic Plan Establishment of a Business Forum	At least 70 % of the population feel that the governance on Christmas Island is clear, transparent and accountable (as per World Governance Indicators for 1996-2007 ¹)	
› Development processes are timely and efficient	Clear processes for the development of land (including heritage and environment) at the Australian Government and Shire level		
› Our governance structures benefit all Christmas Islanders and are clear, transparent and accountable	Assessments of value for money are completed for every level of government		

¹ World Governance Indicators for 1996-2007, World Bank.

OUR ENABLING ACTIONS

The following includes actions that are considered instrumental in us achieving our Vision. While many of them require input and action from the Australian Government, once these actions are implemented Christmas Island will be able to establish robust industries and outcomes that are focussed on the private sector.

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions		Regional Benefits	Theme	Who	Timing
E 1.1	Define and make available to developers, an approval process, with timings, for the Release and Development of Crown Land across the Australian, State and Local Governments.	✓	Industry	DIRDC	
E 1.2	Recommend that the Australian Government complete strategic assessments under the EPBC Act with the view to clearly noting land parcels that are available for development, prior to release from the Crown.		Industry	RDO, CIP, Business Forum, DIRDC, DOE	
E 1.3	Recommend the completion of water mapping across Christmas Island.		Industry	DIRDC	
E 1.4	Advocate for the Australian Government to provide a CRICOS Number for CI to enable the development of International Education.		Industry	RDO, DIRDC, DET, Austrade	
E 1.5	Advocate for the Australian Government to remove Cabotage Restrictions for International-CI-CKI-International flights (Northern Triangle).	✓	Industry	RDO, CITA, CKITA, DIRDC	
E 1.6	Advocate for the Australian Government to fund an IOT-wide tourism marketing and events coordinator that works with CITA and CKITA.	✓	Industry, Partnerships	RDO, DIRDC, CITA, CKITA	
E 1.7	Advocate for Australian Government to include standardised 'IOT Regional Content' clauses in all major projects, and the requirement for developers to produce Social and Economic Impact assessments prior to development approval or commencement of major projects.	✓	Industry	RDO, Business Forum, DIRDC	
E 1.8	Investigate innovative funding mechanisms that could produce a revenue stream for implementing strategic actions. Prepare a business case for those innovative mechanisms that would produce the best outcomes for Christmas Island or IOTs (eg. Community levy tax on tobacco & alcohol, potential tourism/visitor levy, potential national park preservation levy).	✓	Industry, Community, Environment Governance	RDO, DIRDC, SOCI, Parks Australia	
E 1.9	Implement a targeted Fruit Fly eradication project on the Island (similar to Carnarvon Mediterranean fruit fly eradication pilot project - DPIRD but on a smaller scale).		Industry	RDO, Business Forum, DIRDC, DAWR	
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.	✓	Partnerships	RDO, SOCI, ONA, DFAT	



OUR PRIORITY ACTIONS

The following includes actions that will have a large impact on assisting us achieve our Vision. We believe these should be priority actions for Christmas Island.

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions	Regional Benefits	Theme	Who	Timing
Pr 2.1 Advocate for the Australian Government to issue a whole of government shipping freight contract to encourage competition in shipping services in the IOTs.	✓	Industry, Community	RDO	■
Pr 2.2 Recognise the importance of mining and support the longest possible extension of leases. New mining lease applications should require PRL to develop a clear transition plan to a post-mining economy. Acknowledge the mine's generous contributions to environmental management and community activities to date and explore the feasibility of the mine contributing to the implementation of strategic infrastructure projects where there is a nexus to their operations.		Industry	RDO, CIP, Business Council, DIRDC, DOEE	■
Pr 2.3 Advocate for the Australian Government to provide an exemption to the Australian Government Procurement Guidelines to enable agencies to purchase goods and services locally and support the 'Buy Local' initiative in the 'Retail and Service Industries' action.	✓	Industry	RDO, Business Council, DIRDC	■
Pr 2.4 Advocate for the Australian Government to undertake an open and transparent international tender for the development of an integrated resort. Ensure the tender specifies the need for regional content, a thorough assessment of social and economic impacts and how local opportunities can be enhanced and any potential negative impact mitigated.	✓	Industry	RDO, DIRDC	■
(Pr 2.4a) Develop an Investor Prospectus aimed at national and international investors. Also develop an Investment Prospectus for Local Investors.	✓	Industry	RDO	■
Pr 2.5 Establish a representative Business Council for Christmas Island.		Governance	Business Community	■

Actions	Regional Benefits	Theme	Who	Timing
Pr 2.6		Industry	RDO	
Pr 2.7		Community	RDO with Youth Council, (see Action C 5.1) DIRDC	
Pr 2.8	✓	Community	RDO, DIRDC	
Pr 2.9		Community	DIRDC	
Pr 2.10	✓	Environment	DIRDC, SOCI, SOCKI	
(Pr 2.10a)		Environment, Community	SOCI	
Pr 2.11		Environment	RDO	
Pr 2.12	✓	Governance	DIRDC, SOCI, RDO	
Pr 2.13	✓	Governance	DIRDC	
Pr 2.14	✓	Governance, Industry, Community, Environment	RDO	
Pr 2.15	✓	Industry, Community	RDO, Contractor, DIRDC	
Pr 2.16		Environment, Community, Industry	RDO, DIRDC	

OUR INFRASTRUCTURE ACTIONS

In addition to our Priority Actions, there are several Infrastructure Actions that underpin us maximising benefits for Christmas Island. They are summed up in one action, but we note that this action will include consideration of a variety of infrastructure types which are listed as sub-actions under I 3.1.

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions		Regional Benefits	Theme	Who	Timing
I 3.1	Prepare a comprehensive prioritised infrastructure plan for the Island. Highlight projects that are shovel ready. The plan should include a stocktake of Island infrastructure and identify new and improved infrastructure that needs to be provided to create a sound economic base. Check against all master plans completed to date but not implemented. Ensure community included in prioritisation process. Utilise this plan to leverage funding.		Industry, Community		■
I 3.1a	Develop a priority infrastructure plan to support key development sites.		Industry, Community		■
I 3.1b	Develop a priority infrastructure plan for underlying needs to support tourism, including signage, facilities and services.		Industry, Community	SOCI, DIRDC, Community Organisations and other Australian Agencies as required	■
I 3.1c	Develop a priority infrastructure plan for community infrastructure, sport, recreation, wellbeing. Amongst other things, prioritise the upgrade of the community cinema facility.		Industry, Community		■
I 3.1d	Develop a priority infrastructure plan for providing further opportunities to enjoy the National Park, including camping, recreational areas, nature walks, identification of sites for eco-adventure and/or education/research.		Industry, Community		■
I 3.1e	Develop a priority infrastructure plan to support resource sector.		Industry, Community		■
I 3.1f	Develop a priority infrastructure plan for temples and cultural elements.		Industry, Community		■

Actions		Regional Benefits	Theme	Who	Timing
I 3.1g	Develop a priority seafaring infrastructure plan. Include investigations into the access and quality of boat ramps, the development of a new boat ramp on the western side of the Island, more safe access points to the ocean.		Industry, Community	SOCI, DIRDC, Community Organisations and other Australian Agencies as required	
I 3.1h	Improve asset management to ensure that critical infrastructure is maintained and renewed in a timely manner to mitigate public risks and economic disruptions to the local economy.		Industry, Community		
I 3.1i	Work with the Youth Council (see Action C 5.1) to establish costings and priorities for youth infrastructure and facilities required.		Industry, Community		
I 3.1j	Develop a masterplan for 'gateway' precincts to ensure a welcoming presence on the Island. Gateway areas could include at least the airport, Roundabout precinct, Poon Saan shops.		Industry, Community		
I 3.1k	Address the future of derelict buildings on CI (e.g. CI Club, Bahai House, Virgin's Castle, Sports Hall).		Industry, Community		



OTHER IMPORTANT ACTIONS BY THEME OUR INDUSTRIES

There are many other important actions that will help us achieve our Vision and reach the Goals we have set. By theme, these are listed below.

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions		Regional Benefits	Theme	Who	Timing
Tourism					
Ind 4.1	Continue to discuss issues with Tourism Australia (TA) to determine ways that the IOTs can have more exposure on TA's social channels.	✓	Industry	Tourism Australia, CITA, CKITA	■
Ind 4.2	Ensure that the IOTs are represented in Tourism Australia's 2019 Australian Tourism Exchange (and ongoing Exchanges). Include discussions with TA regarding the potential for bringing visiting journalists to the IOTs.	✓	Industry	Tourism Australia, CITA, CKITA	■
Ind 4.3	Investigate how Christmas Island / IOTs could embark on a national campaign for tourism / flight promotions (eg. similar to the reduced Virgin flight prices for Broome).	✓	Industry	RDO, Virgin, DIRDC	■
Ind 4.4	Develop a refreshed marketing plan for Tourism to include the markets and opportunities outlined in the consultation plan. Ensure Regional promotion is prominent.	✓	Industry	CITA, CKITA	■
Ind 4.5	Investigate the extent to which the lack of fire fighting services at the CI airport is restricting access to CI for non-Australian international carriers. If confirmed, prepare a business case to advocate for the Australian Government to provide adequate fire fighting services to attract other international carriers.		Industry	DIRDC, Toll Group	■
Ind 4.6	Request that a proportion of Australian Border Force dwellings be used for short term accommodation when required and when commercial accommodation is unavailable while the IDC is in hot contingency.		Industry	RDO, ABF, CITA	■
Ind 4.7	Conduct the Parks Australia EOI for tourism projects process every 24 months. Ensure that both domestic and international markets receive the EOI. Include the investor prospectus and if there is known interest, target potential investors.		Industry	Parks Australia	■
Ind 4.8	Investigate new visa types to facilitate efficient entrance into the IOTs.		Our Industry	RDO	■
Fresh Food and Agri-Business					
Ind 4.9	Conduct trials associated with different growing mechanisms to determine the best way to maximise production of local fresh food and produce.		Industry	Agricultural sector, CIP, DAWR	■

Actions		Regional Benefits	Theme	Who	Timing
Fresh Food and Agri-Business					
Ind 4.10	Establish a Christmas Island food 'identity' & encourage local business to develop cottage agri-business enterprises.		Industry	RDO, Agricultural sector	
Ind 4.11	Explore the export potential associated with luna-tail, sea cucumber, red-tail.		Industry	RDO	
Education					
Ind 4.12	Renew the proposal to establish a language school and a boarding school on Christmas Island.		Industry	RDO, DIRDC, potentially CIDHS	
Ind 4.13	Investigate Inter-Island and international potential students to complete Year 11 and 12 at CIDHS.			RDO, DIRDC, CIDHS	
Ind 4.14	Investigate the appetite of universities to be involved in the development of an Environment Centres of Excellence or other areas.		Industry	RDO, potentially CIP	
Resources and Tourism					
Ind 4.15	Ensure the design of the port marine infrastructure is such that it is capable of facilitating simultaneous moorings.		Industry	DIRDC, CIP	
Retail and Service Industries					
Ind 4.16	Instigate a 'locals first' buying campaign to encourage locals to buy on-island wherever possible. This could be coupled with an on-line enquiry service that links all retailers to the Island population. (See Action re: RDO hosting a 'portal' website in Our Governance).		Industry, Community	RDO, Business Council	
Capacity Building					
Ind 4.17	Advocate for the Australian Government to allow IOGTA to be exempt from national requirements, and utilise WA's RTOs for training to ensure the most affordable training can be delivered.	✓	Industry	RDO, IOGTA	
Ind 4.18	Establish a Women in Business Group for Christmas Island.		Governance	Community	
Ind 4.19	Work with Ausindustry and Westpac to host workshops every 6-12 months regarding business establishment requirements.		Industry, Community	Ausindustry, Westpac	
Ind 4.20	Develop an IOT's CV showcasing all capability and capacity of businesses on Christmas Island and Cocos (Keeling) Islands. Include this on the resource website suggested for the RDO.	✓	Industry	RDO, IOGTA, SCKI, SOCI	
Ind 4.21	Discuss opportunities with Westpac to establish a fund that assists in micro business loans and business set up loans for well researched private business establishments.		Industry, Community	Ausindustry, Westpac	
Ind 4.22	Explore opportunities with Ausindustry to provide small business guidance/assistance to operators on CI to increase their capacity.		Industry	RDO, Ausindustry	

OUR COMMUNITY

Timing Legend

■ Immediate - Now

■ Short term - Within 3 years

■ Medium Term 3 - 6

■ Long Term 7-10 years

■ Ongoing

Actions		Regional Benefits	Theme	Who	Timing
Youth					
C 5.1	Develop a Youth Council.		Community	RDO, CIDHS	■
C 5.2	Develop a Youth Leadership/Mentor program, and include a Youth Enterprise Scheme for the purposes of assisting youth business start ups. This could be an extension of the current CIDHS program.		Community	RDO with Youth Council	■
C 5.3	As part of Infrastructure Actions, develop a prioritised list of youth facilities and services.		Community	RDO with Youth Council	■
Seniors					
C 5.4	Develop a coordinated seniors discount card, and develop a pamphlet indicating all discounts seniors are currently entitled to. Host discussions with the business groups to determine if further discounts can be provided. Include information on RDO website 'portal' and also disseminate information to all seniors in pamphlet (and translated) form.		Community	SOCI, DIRDC, Business Council	■
Sport, Recreation, Arts and Culture*					
C 5.5	Develop a sports, recreation, arts, culture and events (SRACE) Council.		Community	SOCI, SRACE Committee	■
C 5.6	Establish a coordinated calendar of events for sport, recreation, arts and culture. Determine any areas requiring funding and volunteers. Coordinate funding requests, and volunteer services. Include regional activities.	✓		SRACE Committee	■
C 5.7	Investigate options for better supporting the current and potential volunteer base on CI and attracting further volunteers from outside CI (eg. for volunteer tourism). Include investigations regarding innovative funding stream to assist volunteer organisations.		Community, Industry	SRACE Committee	■
C 5.8	Investigate the requirements and potential for Christmas Island to host an Indian Ocean Territories Games, and prepare a plan to move the IOTs more into nationally and internationally recognised sporting events.	✓	Community	SRACE Committee	■
C 5.9	Together with the Cocos (Keeling) Islands, continue to host and promote the CI-CKI Inter-Island Games. Seek sponsorship for this project on and off Island.		Community	SRACE Committee	■
C 5.10	Apply for funds to continue a public art program like 'Our Streets are our Museums' (SOCI) to provide murals on key infrastructure requiring beautification.		Community	SOCI, SRACE Committee	■

* Wherever culture is mentioned, the intention is to encompass and showcase the harmonious multi-cultural community on Christmas Island.

Actions		Regional Benefits	Theme	Who	Timing
C 5.11	Continue to preserve the rich history of Christmas Island through the Oral History program commenced by SOCI and ensure that a photographic history of the Island's heritage is included.		Community	SOCI, SRACE Committee	
C 5.12	Request nominations to commemorate people who have significantly contributed to the community of Christmas Island.		Community	SRACE Committee	
Health and Wellbeing					
C 5.13	Participate in the Road Map for Aged Care Services being conducted by CIP. Gain regular feedback to ensure that health service needs are being met.		Community	RDO, CIP, DIRDC, Health Advisory Group	
C 5.14	Advocate for the Australian Government to conduct a Cost Benefit Analysis to determine the health benefits and government savings associated with investing in healthy local food production. Utilise the findings to assist in advocating for Action E 1.9.	✓	Community	DIRDC	
C 5.15	Investigate the impact of tobacco and alcohol use on the health and well being of the community. Assess the extent to which the cheap cost of alcohol and tobacco contribute to people using these substances. Feed results into Action E1.7.		Community	Health Advisory Group, DIRDC	
C 5.16	Investigate how physiotherapy and complementary health services can be provided on the Island.		Community	DIRDC	
C 5.17	Prepare costings and a business case with Day Care to expand their premises to allow partitioning to occur and enrolments to increase.		Community	DayCare	
C 5.18	Reinstate the community bus and ensure timetables are reliable and relevant		Community	RDO with SOCI	
C 5.19	Work with the community on the potential transfer of community assets on Crown Land to interested community organisations.		Community	DIRDC	
C 5.20	Investigate the possibility of allowing pet dogs on the Island. Ensure an extensive and inclusive consultation program.		Community	RDO, Parks Australia, Islamic Council	
C 5.21	Investigate the feasibility of developing workshop space for community projects (eg. innovative waste management - turning plastics into art and furniture).		SOCI, Community Organisations	SOCI	
C 5.22	Explore options to provide wi-fi enabled 'hot spots' (free or user pays) in key tourism / recreation locations.		Community	CITA	
Affordable Housing					
C 5.23	Advocate for DIRDC to prepare and publicly release a housing policy for public and government housing in IOTs.	✓	Community	DIRDC	
C 5.24	Develop an affordable housing strategy for the IOTs. Include in this the establishment of a rent-to-buy system for public housing, a review of grants to ensure CI benefits (such as first home buyers and other initiatives related to affordable housing).	✓	Community	DIRDC	



OUR ENVIRONMENT

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions		Regional Benefits	Theme	Who	Timing
Env 6.1	Investigate the feasibility of obtaining World Heritage Status for Christmas Island.		Environment	CITA	
Env 6.2	Publicise DIRDC's green energy initiatives and investigate further green energy projects.		Environment	DIRDC	
Env 6.3	Reinvigorate the concept of a Discovery Centre to showcase Island's natural and cultural treasures. Determine the best location for the Centre in consultation with the community.		Environment	Parks Australia, CITA, SOCI	
Env 6.4	Explore the potential to have 'showcase' examples of sustainable living in tropical environments. Build on examples from the Forever Project and localise these to the Christmas Island environment.	✓	Environment, Community	RDO, Environmental Groups	

OUR PARTNERSHIPS

Many of the actions included within this Plan have a regional focus, indicated by the 'tick' in the Regional Benefits column. For each of these actions we intend to partner with our Cocos (Keeling) Island neighbours to ensure maximum benefit for the whole of the IOTs. Other partnership actions are listed below.

Actions		Regional Benefits	Theme	Who	Timing
P 7.1	Initiate discussions with the Office of Northern Australia to allow Christmas Island to host a Northern Australia Forum. Link this with an 'Asian Ambassadors Visit' to the Island.		Partnerships	RDO, ONA	
P 7.2	Develop a list of potential investors through on-island contacts and host them on the Island when development ready parcels are available.		Partnerships	RDO, CIP, CLA, Poon Saan Club, Chinese Consul, Islamic Council	
P 7.3	Work with Austrade to link into their Regional Investment initiatives and host their investors on the island to determine interest in opportunities associated with our (and their) key areas - Tourism, International Education, Food and Agribusiness, Technology Potentials.		Partnerships	RDO, Austrade	

OUR GOVERNANCE

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Long Term 7-10 years
- Ongoing

Actions	Regional Benefits	Theme	Who	Timing
Representation				
G 8.1	Establish the Christmas Island Strategic Plan Monitoring Committee to assist in reviewing the progress made on the actions noted in the Plan (refer to 'Keeping the Plan on Track' at the conclusion of the Plan).	Governance	RDO	■
Transparent Development processes				
G 8.2	Provide certainty regarding heritage processes and requirements. Research best practice innovation in heritage preservation to ensure that development on Christmas Island is not stifled.	Governance	DOEE, SOCI, DIRDC, DPLH	■
G 8.3	Investigate and seek a review of the appropriateness of existing Heritage listed buildings and facilities.	Governance	DOEE, SOCI, DIRDC, DPLH	■
G 8.4	Resolve the conflicts / duplication associated with EPBC Act environmental processes and the requirements of WA Lands.	Governance	DOEE, DPLH, DIRDC	■
Overall Governance				
G 8.5	Develop a Service Charter spanning all levels of Government to provide the community with clarity regarding roles, responsibilities and levels of service that can be expected from Government agencies.	Governance	DIRDC	■
G 8.6	Assess the effectiveness of current and potential governance arrangements for Christmas Island.	Governance	RDO with input from all Govt and community	■
G 8.7	Advocate for the Australian Government to complete annual Cost of Living surveys on Christmas Island.	Governance	DIRDC	■
Information Portal				
G 8.8	Develop a resource website for the RDO (our 'Portal'). This could include the capacity and capability statement for the IOTs, the enquiry page for retailers and businesses on Island, as well as being a portal of information for governance issues, contact information for Government agencies, important announcements associated with regional development, have a 'post your ideas' page and host the annual reports for the review of the Strategic Plan, plus any other government reviews that might be of interest to the community.	✓ Governance, Industry, Community, Environment	RDO	■

KEEPING THE PLAN ON TRACK

The Christmas Island Strategic Plan is our plan for our future. It embodies:

- › What we value about our community
- › What we could improve on or do better
- › What we want to be known for and our opportunities

The Plan is our statement of our vision, goals, actions and timeframes. Keeping ourselves and the Plan on track will require our collective commitment and effort. Keeping it alive and relevant is our responsibility as a community.

Many organisations and individuals are required to participate in the plan if we are to implement each of the actions. Responsibilities for each of the actions are outlined in the Plan. However, it is noted that the responsible parties outlined are only the lead agencies. We acknowledge that to be successful and for us to reach our Vision, each and everyone of us on Christmas Island must play our part.

Keeping it on Track will involve:

1. The Christmas Island Administrator to facilitate the ongoing monitoring of the success of the plan. This will be done in collaboration with and assistance of:
 - a) Regional Investment Officer,
 - b) the RDO, and,
 - c) the Christmas Island Strategic Plan Monitoring Committee.
2. An annual community reflection (report) to the community on the progress and successes of the plan. This will also facilitate a review of the Christmas Island Strategic Plan to keep it up to date.

3. An annual report to the Joint Standing Committee on the National Capital and External Territories to ensure accountability and enable information to filter up to the political sphere.
4. A five yearly review of the Plan.

CHRISTMAS ISLAND STRATEGIC PLAN MONITORING COMMITTEE

The Christmas Island Strategic Plan Monitoring Committee will provide ongoing ownership and discussion about the Strategic Plan's progress. The Administrator will chair the Committee.

The Christmas Island Strategic Plan Monitoring Committee will meet regularly. Membership will be for a 12-month period and expressions of interest will be sought for the new Committee.

OUR ANNUAL SUCCESS REFLECTION

The Administrator will arrange and facilitate an annual reflection and report to the community on the success of the plan. This will be open to all community members. A community survey on elements of the plan will be completed. The discussion and presentations will help inform the next steps, priorities, etc of the plan.

The aim is to keep the plan on track, alive and relevant.

COMMUNITY NEWSLETTER

In addition, a regular community newsletter will be produced to report on progress, next steps and successes.

ACKNOWLEDGEMENTS

The IOTs RDO would sincerely like to thank each and everyone who was involved in preparing Our Christmas Island: Strategic Plan 2030. It truly has been a whole of community effort and we could not have done it without you.

We know that the real work lies ahead of us. We will be doing our very best to keep this plan current and active, and we hope you will play your part too. We sincerely appreciate your ongoing support and input in turning the actions included in here a reality.

We thank you in advance for all your current and future contributions.

