

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**21 November 2017**

**Agenda Item 10.4      2017 International Engagement Progress to Date**

**Attachment 1            China Report and Actions 2017 ..... 429**

**Attachment 2            Greater Shepparton International Engagement Strategy. 443**



# CHINA REPORT

## 2 - 9 SEPTEMBER 2017

### The delegation consisted of:

- Mayor Dinny Adem - Greater Shepparton
- Peter Harriott - Greater Shepparton City Council CEO
- Rohan Sali - Economic Development Project Officer
- Matt Nelson - Regional Development Victoria Hume Director
- Phillip Weiping - Jiangsu Province Government
- Shannan Mehmet - Local grower and exporter

# INTRODUCTION

Further to last year's visit to Jangsui as part of the Regional Cities Alliance China Delegation 19 - 23 September 2016 China Greater Shepparton recently visited China as part of a business delegation.







## GCL ENERGY

Council visited the GCL headquarters located in Suzhou. GCL energy has visited Greater Shepparton previously and are working closely with them to facilitate investment.

GCL Energy is one of world's leading renewable companies:

- China's biggest non-state owned energy company
- Employs 30,000 around the world
- Second global renewable energy company with operating assets worth nearly \$2 billion RMB
- Primary business is in solar power generation, covering development, construction and operations





## BUSINESS VICTORIA SHANGHAI

Council met with Commissioner Tim Dillon providing Greater Shepparton City Council with increased knowledge about the way China conducts business, and this will enable Council to progress with international relations outcomes.

Council made Business Victoria aware of its commitment to International business and has recently adopted an International Engagement Strategy to guide Council in facilitating international investment. The Business Victoria Office has already provided Council with potential leads to investment. Council will continue to keep Business Victoria updated on the great things happening in Greater Shepparton and will package information on investment opportunities.



## SUNFLOWER ENERGY

Council met with Sunflower Energy in Shanghai and discussed large scale solar projects. The company has visited Greater Shepparton previously and we are working closely with them to facilitate investment in our region.

A large scale solar project aligns with Greater Shepparton Council Plan 2017 – 2021: Objective 5.5 'Alternative energy sources with both environmental and economic gains are promoted and encouraged'

A project of this nature would provide both direct and indirect economic benefits for Greater Shepparton and reduce the regions greenhouse emissions. A development will also generate employment opportunities for local contractors and businesses and has the potential to reduce energy costs for the community.





## AUSTRADE

Council met with Austrade in Shanghai. Discussions were held with Trade Commissioner Brent Moore to lobby and advocate in relation to fruit protocols. The meeting was very productive and gave Greater Shepparton City Council increased knowledge about the way China conducts business and this will assist with future international negotiation.

Council provided a presentation about the area and expressed its vested interest in International business and spoke about the recently adopted International Engagement Strategy that will guide and resource Council in facilitating international investment.

Greater Shepparton is renowned as the food bowl of Victoria with a strong agricultural and manufacture base, supported by a state of the art world class irrigation system. Council will continue to dialogue with Austrade to keep them informed of our lobbying and advocacy efforts in relation to plum and other fruit variety protocols.

Council will continue to exchange information with Austrade, and disseminate relevant information to business and industry to assist with their growth and development on a global scale.





## FRIENDSHIP CITY – JINTAN DISTRICT

Further to the visit to Jiangsu as part of the Regional Cities Alliance China Delegation held from 19 - 23 September 2016. Council signed a Friendship Agreement with Jintan. Council visited the Jintan district to progress our Friendship City Agreement and work on business, education and tourism related interest. Council was introduced to key business representatives and the Jintan School and Council will continue work to engage with them.

Discussions were held with key companies that included a crop science organisation that currently exports herbicides to Landmark in Australia. We spoke with large wine distributor who we have got in touch with a local supplier. Another large producer of solar products and LED lights was very interested to visit Greater Shepparton and explore opportunities.

Council friendship agreement with Jintan aims to:

- Increasing the potential of trade between the two cities
- Facilitating investment between both cities
- Establish international student placement opportunities
- Promote mutual communications and business trades as well as communication and cooperation on fields of renewable energy, culture, education



## NANJING

Council toured a large wholesale fruit market in Nanjing. The tour provided a greater understanding of the various standards of markets in China. Council can now share these insights with growers to assist them to increase their access to international markets.

Council will continue to advocate for changes to fruit protocols which currently restrict the regions export opportunities to China.





# ASIA FRUIT LOGISTICA HONG KONG 2017

ASIA FRUIT LOGISTICA is where every link of the international fresh fruit and vegetable supply chain meets face to face each year to make contacts and do business. It is 2nd largest expo of its kind in the world. This was an opportunity to meet with several of our local growers who attend this expo annually and to better understand the marketing requirements and free trade/protocol hurdles for our fruit.



## SUMMARY

The China Delegation enhanced investment opportunities and we were able to build relationships with overseas investors and build our knowledge in International business.

Council has developed an action plan that aligns with the key objectives from our international engagement strategy. Council is committed to supporting our local businesses with international relations and our strategy will aid Council in facilitating international investment.



# ACTION PLAN

## Preamble:

1. A very busy worthwhile trip
2. Follow up from Premiers invite to Jiangsu Province Regional Mayors Forum last year.
3. Aligns with an action within our International Engagement Strategy.
4. Supported by Mr Phillip Weiping (Jiangsu Province Government) Mr. Matt Nelson - RDV and Mr Shannan Mehmet - Local Fruit Grower

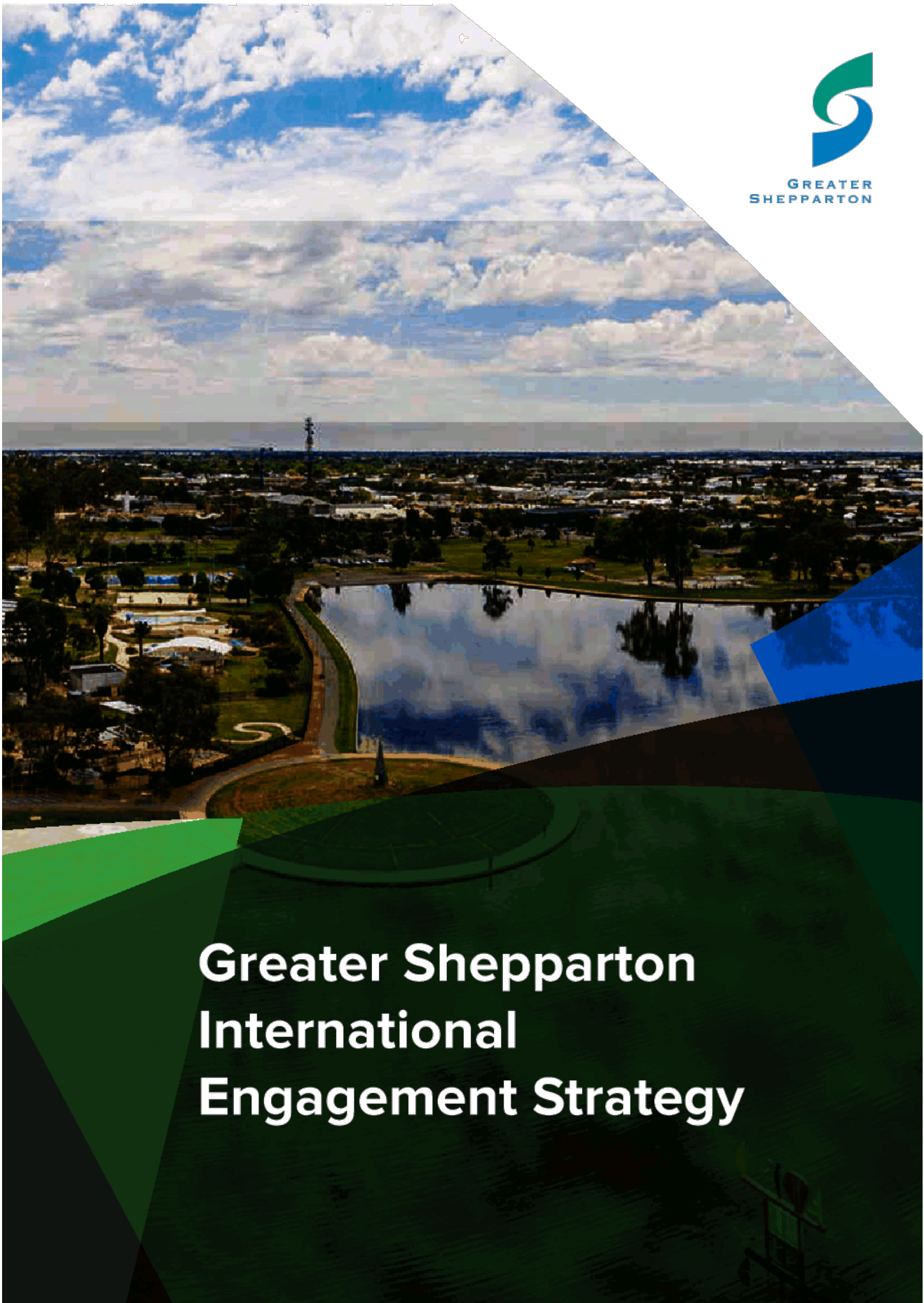
DATE	ITEM	DISCUSSION POINTS	OPPORTUNITIES	ACTIONS	LINK TO I.E.S.	R.O
Sun, 3 Sept 2017	GCL Solar, Suzhou	<ul style="list-style-type: none"> <li>• Victorian Government ambitious sustainability energy targets of 40% by 2025.</li> <li>• GSCC large scale solar projects</li> <li>• Interest in Solar in Victoria in general.</li> </ul>	<ul style="list-style-type: none"> <li>• Sale of cells</li> <li>• Establishment of a base in Shepparton</li> <li>• Access to knowledge of solar projects</li> <li>• Assistance with development</li> </ul>	<ul style="list-style-type: none"> <li>• Continue regular Business Updates to GCL</li> <li>• Liaise with Business Victoria for guidance on what will attract them? What do we need to prepare &amp; do to attract them? *Invite Justin Xu and others to Shepparton &amp; thank GCL for their hospitality.</li> <li>• Consider the broader regional projects and opportunities and workshop with RDV</li> <li>• Offer to present at the Vic Govt. Regional Sustainability Forum being held in Shepparton.</li> </ul>	<p><b>2. Business</b></p> <p>2.5 - Regularly engage with business to gain understanding regarding Council's priorities and ensure that they align with business objectives.</p> <p><b>4. Visitation</b></p> <p>4.3 - Maintain dialogue with state and federal government regarding delegations and trade show opportunities and provide opportunity for local business to participate.</p> <p>4.4 - Offer opportunity to participate in both inbound and outbound delegations to relevant business.</p>	Economic Development
Mon, 4 Sept 2017	Business Victoria, Shanghai	<ul style="list-style-type: none"> <li>• Business opportunity matching</li> <li>• Relationship building</li> </ul>	<ul style="list-style-type: none"> <li>• Exchange of information</li> <li>• Investment matching</li> </ul>	<ul style="list-style-type: none"> <li>• Letter of thanks for meeting with us.</li> <li>• Package up information on investment opportunities such as GV Link, Airport Development, Solar Projects, Kidstown Accommodation.</li> <li>• Provide regular business updates to Business Victoria.</li> <li>• Investigate the Summer Camp discussion and how this might fit with the Kidstown Accommodation.</li> <li>• Develop a prospectus on tourism/ accommodation offerings and opportunities.</li> <li>• Develop a prospectus on education</li> <li>• Develop a business support and market access document, localised for our local businesses.</li> <li>• List businesses who are known to require equity support.</li> </ul>	<p><b>3. Promotional</b></p> <p>3.1 - Produce a short video of fruit product available for export in multiple languages.</p> <p>3.2 - Produce hard &amp; soft copy prospectus in multiple languages.</p> <p>3.3 - Promote the international opportunities that present themselves to business</p> <p>3.4 - Continue to promote Greater Shepparton as a place to invest through the Great Things Happen Here Campaign</p> <p>3.5 - Create a web page which identifies export ready businesses &amp; products with contact details.</p>	Economic Development Marketing Communication

DATE	ITEM	DISCUSSION POINTS	OPPORTUNITIES	ACTIONS	LINK TO I.E.S.	R.O
	Sunflower Energy, Shanghai	<ul style="list-style-type: none"> <li>Victorian Government ambitious sustainability energy targets of 40% by 2025.</li> <li>GSCC large scale solar projects</li> <li>Interest in Solar in Victoria in general.</li> </ul>	<ul style="list-style-type: none"> <li>Sale of cells</li> <li>Establishment of a base in Shepparton</li> <li>Access to knowledge of solar projects</li> <li>Assistance with development</li> </ul>	<ul style="list-style-type: none"> <li>Continue to liaise with Sunflower Energy with Mr Michael Jiang and thank him for meeting in Shanghai and invite his company to visit Shepparton.</li> <li>Provide regular business updates to Sunflower.</li> <li>Liaise with Business Victoria for guidance on what will attract them? What do we need to prepare &amp; do to attract them?</li> </ul>	<p><b>2. Business</b></p> <p>2.5 - Regularly engage with business to gain understanding regarding Council's priorities and ensure that they align with business objectives.</p> <p><b>4. Visitation</b></p> <p>4.3 - Maintain dialogue with state and federal government regarding delegations and trade show opportunities and provide opportunity for local business to participate.</p> <p>4.4 - Offer opportunity to participate in both inbound and outbound delegations to relevant business.</p>	Economic Development
	Austrade, Shaghai	<ul style="list-style-type: none"> <li>Fruit Protocols</li> <li>Tourism</li> <li>Relationship Building</li> </ul>	<ul style="list-style-type: none"> <li>Exchange of information</li> <li>Improving knowledge of the foodbowl of Australia.</li> </ul>	<ul style="list-style-type: none"> <li>Letter of thanks for meeting with us.</li> <li>Keep Brent Moore informed of our lobbying and advocacy in relation to Plum protocols.</li> <li>Draft Ready Reckoner for the Asian Market. As you grow you need 1. 2. 3. 4. Run this past Brent for comment.</li> <li>Yashian Schauble - Meet in Australia, invite to Shepparton to discuss Art/SAM/ Indigenous Art</li> </ul>	<p><b>1. Support</b></p> <p>1.1 - Regularly liaise with Austrade, FIAL, ACBC, State Government, Federal Government, Victorian Trade Office and RDV regarding export, development and delegation (inbound and outbound) opportunities.</p> <p>1.3 - Educational and training opportunities made available to support development and knowledge regarding standards, free trade and exports.</p>	Economic Development SAM
	Jintan District Government, Jintan	<ul style="list-style-type: none"> <li>Friendship City, Agreement</li> <li>Wine / Agriculture / Solar</li> </ul>	<ul style="list-style-type: none"> <li>*Ongoing exchange of information</li> <li>Wine / Agriculture / Solar</li> </ul>	<ul style="list-style-type: none"> <li>Letter of thanks to Deputy Mayor, Mr Wang Bin &amp; Deputy Mayor, Mr Zhou Xinsheng</li> <li>Provide regular business updates to the Jintan District Government.</li> <li>Continue to progress Freindship City Agreement objectives, including engaging with: <ul style="list-style-type: none"> <li>- Mr Ji Li Xin (Chemicals to Australia, wine to China)</li> <li>- Mr Jiang Lin Zhong (agriculture, fruit)</li> <li>- Mr Wang (William) Ying Chon (Znshine P.V. Tech Sustainable Energy)</li> </ul> </li> </ul>	<p><b>Friendship Cities</b></p> <p>5.2 - Circulate quarterly Council reports to cities with Friendship Agreements and maintain regular communication.</p> <p>5.3 - Monitor Friendship/Sister City agreements to ensure economic/cultural objectives are being achieved.</p> <p>5.4 - Host Friendship/Sister Cities to continue to build the relationship and promote Greater Shepparton as a place to invest, visit and enhance trade opportunity.</p>	Economic Development



DATE	ITEM	DISCUSSION POINTS	OPPORTUNITIES	ACTIONS	LINK TO I.E.S.	R.O
Tue, 5 Sept 2017	Jintan Primary / Secondary School	<ul style="list-style-type: none"> <li>Education facilities in China</li> <li>Teaching methods in China</li> </ul>	<ul style="list-style-type: none"> <li>Student and teacher exchange</li> <li>International Students</li> <li>Summer camps</li> </ul>	<ul style="list-style-type: none"> <li>Letter of thanks to the School Principal for allowing our visit.</li> <li>Hold a discussion with Shepparton schools in relation to teacher and student exchange.</li> <li>Assist Currawa Primary School with their initial connection with Jintan Primary School.</li> <li>Produce a video and prospectus on Education and education opportunities &amp; distribute to Business Victoria and Jintan District Government.</li> </ul>		
	Nanjing Fruit Market	<ul style="list-style-type: none"> <li>Excellent Learning experience</li> </ul>	<ul style="list-style-type: none"> <li>Limited opportunity, limited cooling</li> </ul>	<ul style="list-style-type: none"> <li>Document our understanding of the various standards of markets in China.</li> <li>Provide our local growers with the knowledge gained and information on market access opportunities.</li> <li>Letter of thanks to Mr Sam He and his colleagues for hosting us and touring their market and invite him to Shepparton to view the fruit we produce.</li> </ul>	<p><b>2. Business</b></p> <p>2.1 - Survey business and industry to determine current and future export interest, activity and readiness.</p> <p>2.2 - Develop a business database which outlines our businesses:</p> <ul style="list-style-type: none"> <li>- Products</li> <li>- Export capabilities</li> <li>- Desire to increase or commence exporting</li> <li>- Desire to attract investment</li> <li>- Current Export Activities</li> </ul> <p>Document and maintain this database.</p> <p>2.3 - Establish a database of export ready businesses interested in hosting delegations and discussing export opportunities with overseas delegations.</p> <p>2.4 - Encourage businesses to become involved in professional memberships (such as the Australia China Business Council) and activities with the objective of increasing export capabilities.</p> <p>2.5 - Regularly engage with business to gain understanding regarding Council's priorities and ensure that they align with business objectives.</p> <p>2.6 - Establish an internal support group dedicated to assisting local business to increase international economic outcomes.</p>	Economic Development

DATE	ITEM	DISCUSSION POINTS	OPPORTUNITIES	ACTIONS	LINK TO I.E.S.	R.O
Wed, 6 Sept 2017	Fruit Logistia, Hong Kong	<ul style="list-style-type: none"> <li>Market Access</li> <li>Methods of promotion &amp; marketing</li> </ul>	<ul style="list-style-type: none"> <li>Combined regional marketing and promotion.</li> </ul>	<ul style="list-style-type: none"> <li>Discuss the benefits of Council support for growers at Fruit Logistica with local growers prior to a bigger commitment.</li> </ul>	<p><b>2. Business</b></p> <p>2.4 - Encourage businesses to become involved in professional memberships (such as the Australia China Business Council) and activities with the objective of increasing export capabilities.</p>	Economic Development
Thur, 7 Sept 2017	Fruit Logistia, Hong Kong	<ul style="list-style-type: none"> <li>Competition strengths and weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>Consolidating support amongst local growers to lobby for protocol changes.</li> </ul>	<ul style="list-style-type: none"> <li>Invite John Moore of Summer Fruits Australia to Shepparton to meet with growers and lobby for plum protocols to be prioritised and progressed.</li> <li>Plan a meeting with the Federal Minister for Trade, Tourism &amp; Investment. Mr Steven Ciobo to discuss protocols &amp; trade opportunities for the G.V.</li> </ul>	<p><b>1. Support</b></p> <p>1.1 - Regularly liaise with Austrade, FIAL, ACBC, State Government, Federal Government, Victorian Trade Office and RDV regarding export, development and delegation (inbound and outbound) opportunities.</p>	Economic Development
Friday, 8 Sept 2017	Fly Home	Action Plan was discussed and drafted				



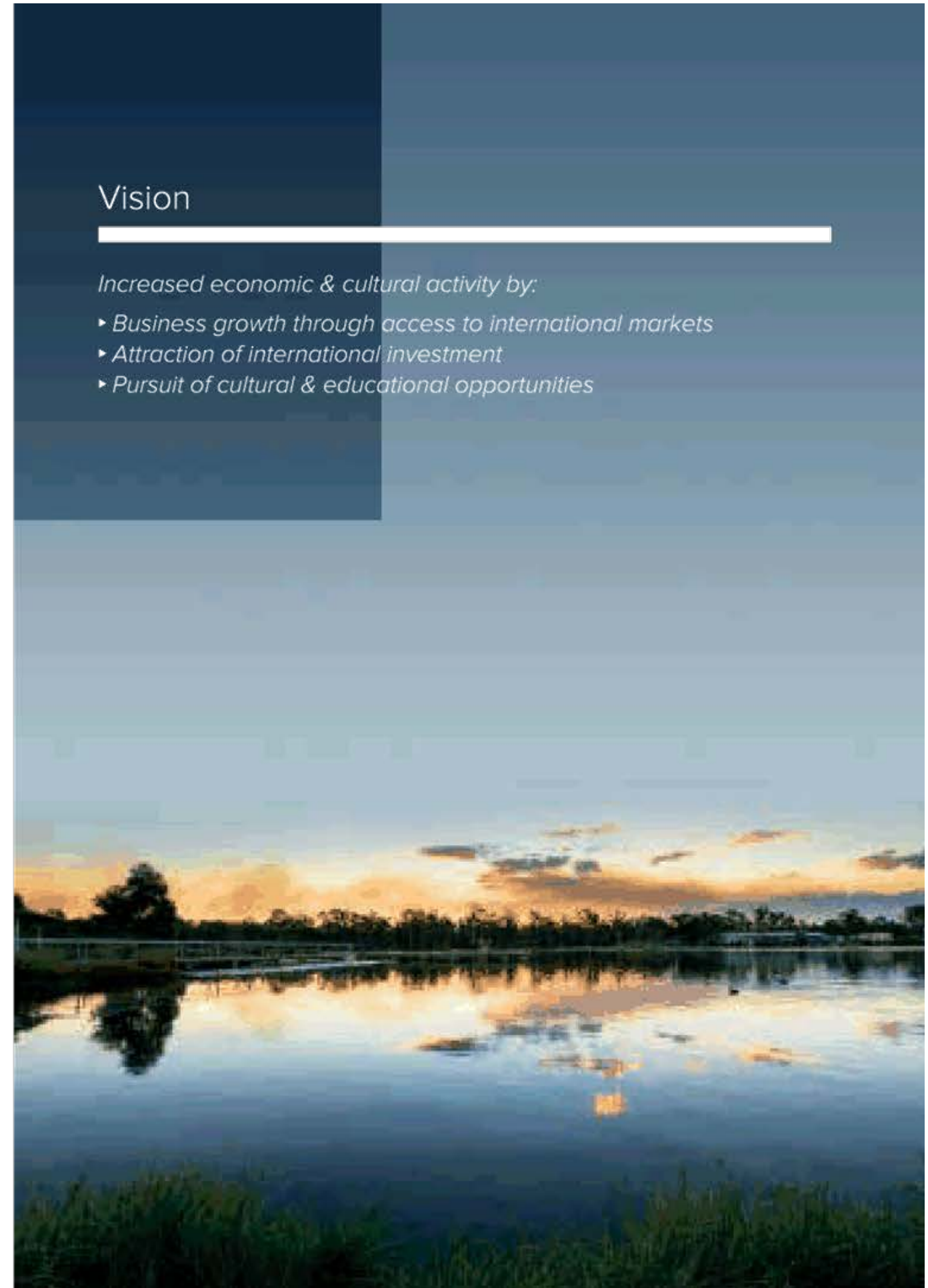
# Greater Shepparton International Engagement Strategy





## Contents

<b>Vision</b>	<b>1</b>
<b>Greater Shepparton</b>	<b>2</b>
<b>The International Strategy</b>	<b>3</b>
1. Support	4
2. Business	5
3. Promotional	6
4. Visitation	7
5. Friendship Cities	8
6. Resources to implement international strategy	9
7. Review	9





## Greater Shepparton

Greater Shepparton is a vibrant, diverse community located approximately two hours north of Melbourne in the heart of the Goulburn Valley, the Foodbowl of Australia.



- Greater Shepparton is a regional centre in Victoria extending over 2,421sq kilometres. 60+ localities.
- Greater Shepparton's population is almost evenly split between the main urban centres of Shepparton and Mooroopna (53%) and the surrounding rural areas (47%).
- Greater Shepparton's population is approximately 64,803 and is forecast to grow to 77,974 by 2031 (ABS).
- Cultural diversity



Greater Shepparton has a state of the art irrigation system, ideal climate, quality soils and produces 25% of Victoria's agricultural product. It is the largest producer of nashi, pear and peach crop in Australia. The central location of Shepparton gives it a competitive advantage compared to other regional cities, demonstrated with 25% of Victoria's truck registrations occurring within Greater Shepparton. Greater Shepparton has a strong manufacturing sector with SPC, Pactum Dairy, Tatura Milk, Campbell Soups and Unilever. Greater Shepparton has a significant opportunity to develop relationships with overseas investors and to encourage investment within the region.



## The International Strategy

International trade has generated a significant amount of interest in recent times due to the numerous economic opportunities that exist outside of Australia. Major population growth, particularly in Asia has presented a plethora of opportunity for the Greater Shepparton region. Both State and Federal Governments are dedicating resources and expertise towards enhancing knowledge of the opportunities for trade and Greater Shepparton City Council is driven towards making such opportunities available to local business and industry.

The China Free Trade Agreement (2014) provides a strong incentive for increased trade of foods and services between Australia and China. There is also increasing visits from Chinese Government officials and business groups seeking trade opportunities. Greater Shepparton City Council will establish a contact person to co-ordinate incoming and outgoing delegations and business groups.

In addition there are many private organisations and consultants seeking to facilitate trade. One such trade platform is the annual Gulfood tradeshow hosted in Dubai UAE. Gulfood is the world's largest annual food & beverage exhibition which presents Greater Shepparton with the opportunity to promote trade between more than 120 countries and showcase the trends and innovations that are shaping the future of food and beverage consumption worldwide.

The International Engagement Strategies purpose is to strategically increase the economic and cultural prosperity of the Greater Shepparton region through relationship building, facilitation of business growth via access to international markets, and the attraction of international funds for economic growth.

The strategy highlights outcomes that can be achieved within the region and details associated action plans.

The strategy features five major themes which include developing best practice in attracting investment to the region, drive investment and employment growth in the food industry to capitalise on exporting opportunity, diversifying the economic base and capturing investment in emerging industries, growing the export economy through improved knowledge and export servicing.





### 1. Support

Support Greater Shepparton businesses by facilitating:

- Education
- Training
- Mentoring
- Funding Opportunities,
- Business Visits
- Participation in trade shows

To foster and strengthen international relationships

#### Actions

Item	Action	Timeline	Responsible Department	Budget
1.1	Regularly liaise with Austrade, FIAL, ACBC, State Government, Federal Government, Victorian Trade Office and RDV regarding export, development and delegation (inbound and outbound) opportunities.	Ongoing	Economic Development	\$2,000
1.2	Utilising data from Action 2.2 ascertain the business appetite to increase export business and attract investment.	Ongoing	Economic Development	\$2,000
1.3	Educational and training opportunities made available to support development and knowledge regarding standards, free trade and exports.	Ongoing	Economic Development	\$3,000
1.4	Creating opportunity for local business to participate in delegation visits and trade expos.	Ongoing	Economic Development	\$2,000
1.5	When the opportunity arises, connect potential buyers with locals who have demonstrated an interest in trade / investment.	Ongoing	Economic Development	\$2,000
<b>Sub Total</b>				<b>\$11,000</b>

### 2. Business

The Greater Shepparton International Engagement Strategy will seek to identify businesses that are investment or export ready and to assist in increasing their level of knowledge, to aid trade facilitation and identify those that need assistance to become export ready.

#### Actions

Item	Action	Timeline	Responsible Department	Budget
2.1	Survey business and industry to determine current and future export interest, activity and readiness.	Ongoing and conducted yearly	Economic Development	\$1,000
2.2	Develop a business database which outlines our businesses: - Products - Export capabilities - Desire to increase or commence exporting - Desire to attract investment - Current Export Activities  Document and maintain this database.	Feb 2017 - Ongoing	Economic Development	\$2,000
2.3	Establish a database of export ready businesses interested in hosting delegations and discussing export opportunities with overseas delegations.	Feb 2017 - Ongoing	Economic Development	\$2,000
2.4	Encourage businesses to become involved in professional memberships (such as the Australia China Business Council) and activities with the objective of increasing export capabilities.	Ongoing	Economic Development	\$1,000
2.5	Regularly engage with business to gain understanding regarding Council's priorities and ensure that they align with business objectives.	Ongoing	Economic Development	\$2,000
2.6	Establish an internal support group dedicated to assisting local business to increase international economic outcomes.	Ongoing	Economic Development	-
<b>Sub Total</b>				<b>\$8,000</b>





### 3. Promotional

Promote region as 'investment ready' and opportunistic towards exporting our clean and green produce.

Promotional material should be showcased to international markets promoting Greater Shepparton's products, strengths and interest in trade.

#### Actions

Item	Action	Timeline	Responsible Department	Budget
3.1	Produce a short video of fruit product available for export in multiple languages.	March 2017	Marketing & Communications	\$5,000
3.2	Produce hard & soft copy prospectus in multiple languages.	June 2017	Marketing & Communications	\$5,000
3.3	Promote the international opportunities that present themselves to business	Ongoing	Marketing and Communications and Economic Development	\$5,000
3.4	Continue to promote Greater Shepparton as a place to invest through the Great Things Happen Here Campaign	Ongoing	Marketing and Communications and Economic Development	\$5,000
3.5	Create a web page which identifies export ready businesses & products with contact details.	October 2017	Marketing & Communications	\$1,000
<b>Sub Total</b>				<b>\$21,000</b>



### 4. Visitation

Trade delegations are an important promotional tool for the implementation of the international strategy. To maximise returns it is essential that the coordination of delegations be carefully considered, well organised and properly leveraged.

Inbound and outbound Trade delegations are often resource intensive, however are an integral way of building relationships and increasing economic and cultural opportunities. With limited budget and resources, it is imperative that participation is evaluated based on economic and cultural benefit.

#### Actions

Item	Action	Timeline	Responsible Department	Budget
4.1	Develop a policy that provides guidance on assessment of participation in inbound and outbound delegations and assess each invitation based on this policy.	March 2017	Economic Development	-
4.2	Participate in one outbound delegations per year in accordance with policy 4.1	Ongoing	Economic Development	\$15,000
4.3	Maintain dialogue with state and federal government regarding delegations and trade show opportunities and provide opportunity for local business to participate.	Ongoing	Economic Development	\$5,000
4.4	Offer opportunity to participate in both inbound and outbound delegations to relevant business.	Ongoing	Economic Development	\$5,000
<b>Sub Total</b>				<b>\$25,000</b>





## 5. Friendship Cities

Greater Shepparton City Council currently has a Sister City relationship with the following cities:

- Baguio, **Philippines**
- City of Tieling, **China**
- City of Toyoake, **Japan**
- Oshu City, **Japan** (formerly Esashi City)
- Florina, **Greece**
- Lijiang City, **China**
- Novato, **USA**
- Resen, **Yugoslavia**
- Shangqiu City, **China**
- Shepperton, **England**
- Korce, **Albania**

Greater Shepparton City Council currently has a Friendship City Agreement with the following cities:

- Shangqiu City, **China**

A number of these cities have relationships with local schools, universities and TAFE.

### Actions

Item	Action	Timeline	Responsible Department	Budget
5.1	Proactively research opportunities to enter into agreements, to increase economic & cultural opportunities in accordance with policy development in action 4.1	Ongoing	Economic Development	\$5,000
5.2	Circulate quarterly Council reports to cities with Friendship Agreements and maintain regular communication.	Ongoing	Economic Development	\$5,000
5.3	Monitor Friendship/Sister City agreements to ensure economic/cultural objectives are being achieved.	Ongoing	Economic Development	-
5.4	Host Friendship/Sister Cities to continue to build the relationship and promote Greater Shepparton as a place to invest, visit and enhance trade opportunity.	Ongoing	Economic Development	\$10,000
5.5	Review current Sister City and Friendship City Relationships and determine which relationships should remain active in accordance with action 4.1.	April 2017	Economic Development	-
			<b>Sub Total</b>	<b>\$20,000</b>

## 6. Resources to Implement International Strategy

Most actions within the International Strategy will be resourced and supported by the existing Economic Development and Market and Communications departments. Actions such as 1.1, 1.3, 1.4, 1.5, 3.3, 4.2, 4.3 and 5.1 will require expert assistance and guidance from international contacts that Council has dealt with previously.

## 7. Review

This strategy will be reviewed annually to measure performance against these actions and the key performance indicators are listed below.

Item	Measure
7.1	Number of local businesses assisted in export endeavours
7.2	Number of international investment opportunities
7.3	Degree of cultural and education exchange interest generated









