

THE CITY OF
GREATER GEELONG

INTERNATIONAL ENGAGEMENT STRATEGY

POSITIONING GREATER GEELONG
ON THE WORLD STAGE

MARCH 2024





WADAWURRUNG
COUNTRY



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We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past, present and emerging. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Image credit:
Wadawurrung Country with Corrina Eccles, National Wool Museum.
Photo. Mike Dugdale

We would also like to thank the many individuals and stakeholder groups who willingly shared their time, knowledge and experience to help us develop this plan for the benefit of the Greater Geelong community. This plan has been shaped by the feedback given by over 16,000 community members in the development of our Community Vision and subsequent development of *Our Community Plan 2021-25*.

MAYOR'S MESSAGE

We are well on the way to achieving our long-term vision for Greater Geelong to be internationally recognised as a clever and creative region.

The eyes of the world are upon us.

As Australia's only City of Design, we continue to connect with, and be inspired by, like-minded cities across the UNESCO network.

Geelong also has formal Sister City relationships in Japan, China and East Timor, and is developing close cultural and business ties with Changwon City in South Korea.

We are a beacon for international tourism, study, and investment.

Our high population growth is also supported by people from across the world wanting to live here.

Geelong is an increasingly multicultural city, with almost one-in-five residents born overseas.

Whether it's our world standard events calendar; innovations in the advanced manufacturing sector; or award-winning Smart City initiatives, Geelong has much to offer.

We enjoy a lot of competitive advantages, which has led to some of the fastest business growth in regional Australia.

With suitable infrastructure, premier access – via road, rail, air and sea – and available land, Geelong is ideally positioned for further economic growth.

We want to attract and retain world-leading industries and services, to strengthen and further diversify our modern economy.

Our International Engagement Strategy will help us connect with partners across the globe, and realise positive cultural, social, and economic opportunities.

CR TRENT SULLIVAN

Mayor





POSITIONING GREATER GEELONG ON THE WORLD STAGE

PURPOSE

This document guides the City of Greater Geelong's international engagement activities. It sets out our objectives and guiding principles against which international relationships and activities can be evaluated, along with seven priority areas.

The strategy will ensure that the City of Greater Geelong's engagement is purposeful and contributes to major initiatives in the Council Plan, supported by the delivery of actions in the Economic Development Strategy.

VISION AND ALIGNMENT

This strategy, its objectives and initiatives have been developed in alignment to our community's 30-year Clever and Creative Future vision –

"By 2047, Greater Geelong will be internationally recognised as a clever and creative city region that is forward looking, enterprising and adaptive, and cares for its people and environment."

Driven by our communities' aspirations to be:

- A prosperous economy that supports jobs and education opportunities.
- A leader in developing and adopting technology.
- Creativity drives culture.
- A destination that attracts local and international visitors.
- Sustainable development that supports population growth and protects the natural environment

And, delivering on the *Our Community Plan 2021-25* through Strategic Direction 3 – Strong Local Economy which sets out to achieve the following outcomes.

- We have a global, national and local reputation as a place to do business – especially in our key sectors.
- We have a diversified, future-focused and sustainable economy to drive employment and support growth.
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment.

MISSION

Building and growing our international profile as a place to invest, do business, visit and study is a crucial part of cementing our position as a city of global significance.

We will undertake international engagement that supports a strong economy, innovation, sustainability and resilient, thriving communities.

Our initiative, leadership and action on global issues will contribute to a better future for all. Our approach will be identified by the listed key objectives and engagement principles.

OBJECTIVES

The sustainable growth of our city needs to be driven by fostering positive relations that involve diplomatic, economic, and political strategies. The objectives of the City's International Engagement Strategy are:

1. To maximise and uphold existing commitments with international designations and partnership agreements.
2. To identify, build and foster new international designations and partnership agreements that advance the community's aspirations and council's strategic directions.
3. To support the delivery of the region's economic development goals.
4. To ensure identification and participation in international delegations to priority markets.
5. To ensure prioritisation and sponsorship of strategically aligned international delegations to the city.



INTRODUCTION

Geelong is an internationally recognised and celebrated city led by pioneering industry partners, passionate creative networks and civic leaders.

In recent years, Geelong's economy and landscape has changed dramatically, made possible through billions of dollars in investment by both the public and private sector. Global interests have enabled the region to seek and capitalise on opportunity which has seen increased global logistic connections via GeelongPort and Melbourne Avalon Airport, enhanced infrastructure that celebrates the City's UNESCO City of Design designation and securing of major events of international appeal.

With such honour comes great responsibility to share, connect and grow the region so we can continue to compete on the world stage.

Our international aspirations are at the forefront of the community led vision off the back of engagement with over 16,000 people across the region which states, 'By 2047 Greater Geelong will be internationally recognised as a clever and creative city that is forward looking, enterprising and adaptive, and cares for its people and environment.'

Beyond our economic growth aspirations, strong and strategic international engagement with fellow cities, government bodies, and the private sector will enable the City to learn and share best-practice, drive investment and support the development of a thriving arts and culture scene. From increased job opportunities, housing, experience development to enhanced liveability, the social and culture benefits are wide ranging for the whole of community.

This International Engagement Strategy provides a blueprint for our international engagement priorities. It sets out guiding principles against which international relationships and activities can be evaluated, along with our specific focus areas. The strategy will ensure that our engagement is purposeful and contributes to major initiatives that is part of an international focused combined approach well supported by *Our Community Plan 2021-25*, our recently developed Economic Development Plan and Advocacy Framework.





CURRENT STATE

Geelong is Victoria's second-largest city located approximately 75km from Melbourne's CBD. It has transitioned from a traditional manufacturing town into a thriving and vibrant city in one of the fastest-growing regions in Australia.



GREATER GEELONG



276,446

2022 RESIDENT POPULATION



400,000

2041 ESTIMATED RESIDENT POPULATION



47,855

BORN OVERSEAS

(17.7 per cent - compared to 35.7 per cent in Greater Melbourne)



8.3%

POPULATION WITH ASIAN ANCESTRY (22,370 PEOPLE IN 2021)

5.7 per cent in 2016 (13,727 people in 2016). Less than the 17.4 per cent average across Australia in 2021.



63%

INCREASE IN POPULATION WITH ASIAN ANCESTRY SINCE 2016



135,562

LOCAL JOBS



140,336

EMPLOYED RESIDENTS



\$17.6B

GROSS REGIONAL PRODUCT IS ESTIMATED AT (2022)

Average annual growth rate of 5.4 per cent over the last 5 years. More than double the rate of growth compared to Victoria.



22,090

LOCAL BUSINESSES





FIVE LARGEST EMPLOYMENT SECTORS:

Health Care & Social Assistance 26,347 jobs

Construction 15,515 jobs

Retail Trade 14,974 jobs

Education & Training 13,127 jobs

Manufacturing 9,326 jobs



FIVE LARGEST EXPORTING INDUSTRIES

Manufacturing \$424m

Wholesale Trade \$321m

Transport, Postal and Warehousing \$51m

Construction \$32m

Retail Trade \$32m



GEELONG IS BOOMING

\$13.2 billion in major projects

Recently completed \$2.1b

Commenced \$3.6b

Approved \$2.3b

Proposed \$5.2b



GEELONG AND THE BELLARINE VISITATION

Visitors (YE September 2023): 6.3 million

Visitor nights (YE September 2023): 4.6 million

Visitor expenditure (2021-22): \$1.8 billion

Source: Tourism Research Australia (2023)



INFRASTRUCTURE

Second largest port in Victoria managing 12 million tonnes of cargo and 600 vessel visits annually

Spirit of Tasmania car and passenger ferry terminal

Avalon Airport (domestic and international)

Passenger rail links to Melbourne and Warrnambool and freight rail links to Ballarat

GMHBA Stadium with capacity of 40,000 people.



EMERGING INDUSTRIES

Scientific Research

Advanced Manufacturing

Specialist Insurance & Personal Injury Services

Innovative Agribusiness

Information & Communications Technology (ICT)

Creative Industries



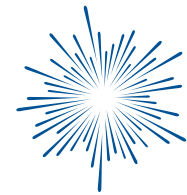
Geelong is Australia's first (and only) City of Design and a member of the UNESCO Creative City Network.

The Creative Industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing, advertising and a range of professional services.

Direct contribution to GRP: \$691 million (4.7% of total)

Direct contribution to employment: 7,660 jobs (5.7% of total)

Source: Lucid Economics (2023)



MAJOR EVENTS (2022-23)

Number of events: 18

Event visitors: 757,500

Economic impact: \$77.5 million



IMPORT/EXPORT

- Victoria is Australia's largest food and fibre exporter by value, and GeelongPort plays a key role in supporting the Victorian agricultural sector.
- As Victoria's largest bulk port, GeelongPort plays a role in sustaining agricultural productivity and contributing to the success of Victorian farmers.
- Grain was Victoria's largest export in 2022-23, increasing by 26 per cent to reach \$5.6 billion in value, up from \$4.4 billion the previous year.
- In 2022-23, GeelongPort facilitated the import of approximately 1.7 million tonnes of fertiliser and anticipates another strong year of fertiliser imports.

GEELONG'S INTERNATIONAL FOOTPRINT

Geelong is a significant, globally connected city by means of water, air, and design.

The region is home to Victoria's second major airport, Melbourne Avalon Airport with International terminal capabilities and global freight connections. In addition, the region boasts one of our nation's premier bulk ports at GeelongPort which currently handles close to 11 million tonnes of bulk product annually.

Our city is celebrated by our UNESCO City of Design designation providing us with invaluable international exposure and channels via the UNESCO Creative Cities Network of over 300 cities across 90 countries.

Geelong also plays host to many blockbuster events including the Avalon International Airshow, a bi-annual event where the world's aviation, aerospace and defence industries come together. The 2024 Cadel Evans Great Ocean Road Race welcomed 187 of the world's best cyclists from 27 countries to tackle exciting courses in the elite races along the world-renowned Great Ocean Road, across Geelong and the Bellarine Peninsula. On the same weekend period the Festival of Sails brings more than 275 yachts and over 2,000 crew from all around the world to Corio Bay for the largest keelboat sailing regatta in the southern hemisphere.

Another significant boost for our capacity to host world class events is the new development of the Nyaal Banyul Geelong Convention and Event Centre. The centre is expected to be complete in 2026 and will revitalise the city and regional economy, encouraging visitors to spend more time in the region by showcasing its natural assets.

Building on a strong base of health, education and tourism, Geelong is forging international credentials in knowledge and professional services, advanced manufacturing, defence, creative industries and clean technology. International organisations such as Hanwha Defense have now constructed a facility within the municipality that will generate more than 10,000 jobs and \$5.7 billion to our state's economy.

INTERNATIONAL RECOGNITION AND AWARDS

Geelong has been elevated onto the world stage further expanding our global profile with recent world class accolades and recognition.

- The City of Greater Geelong was awarded International Smart City of the Year in September 2022, alongside Barcelona City, at the World Smart City Expo in Korea.
- The **Dell Eco Reef project** is part of the City of Greater Geelong's *Environmental Strategy 2020-30* and received four well-deserved accolades in the 2023 Australian Good Design Awards and won the International Dezeen Award for Sustainable Design (Building Product) of the Year 2023.
- **Deakin University Geelong Campus**, whose groundbreaking exhibition, 'Perpetual Pigments: Sustainable Colour Continuous Culture,' received accolades at the prestigious 2024 Anthem Awards in New York, winning gold in the Sustainability, Environment and Climate category, for product innovation.
- **Care Essentials** based in Geelong, exporter of Australian-made medical products to more than 70 markets, as the 2023 Australian Exporter of the Year and winner of the Regional Exporter category in this year's Australian Export Awards
- **Geelong-based Back-to-Back Theatre** is an internationally acclaimed theatre company that usually spends six months a year performing everywhere from Japan to Vienna, New York to London. While critics around the world have praised the company's groundbreaking productions for decades, the international spotlight is now more focused on Geelong than ever after the company was awarded the Ibsen Award; dubbed the Nobel Prize of theatre and the Golden Lion Award for Lifetime Achievement in Theatre from the Venice Biennale.



EXISTING INTERNATIONAL RELATIONSHIPS

Geelong is fortunate to have several formal agreements with other municipal governments in place that serve to strengthen our international ties both on a cultural and economic level.

UNESCO CREATIVE CITY OF DESIGN

Geelong has been recognised as the first and only UNESCO City of Design in Australia since 2017.

Member cities are committed to sharing best practices, developing partnerships that promote creativity and the cultural industries, strengthening participation in cultural life and integrating culture in urban development plans. Notable Asian cities in the Cities of Design Network include Bandung, Bangkok, Beijing, Hanoi, Kobe, Nagoya, Seoul, Shanghai, Shenzhen and Singapore.

In 2023 Geelong hosted the Cities of Design subnetwork meeting which saw 26 delegates from 17 cities visit Geelong to participate in 4 days of presentations, tours and networking.

The quarterly sub-network meetings provide regular opportunity to connect with 48 Cities of Design from across the globe to showcase and promote Geelong, seek opportunities for international collaboration and share knowledge and ideas.



SISTER CITIES AND OTHER CITY TO CITY RELATIONSHIPS

The City has developed valued relationships with sister cities around the world. We also have other important international relationships through an MOU process, this represents a new method of engagement that helps establish and formalise connections and opportunities between each city.

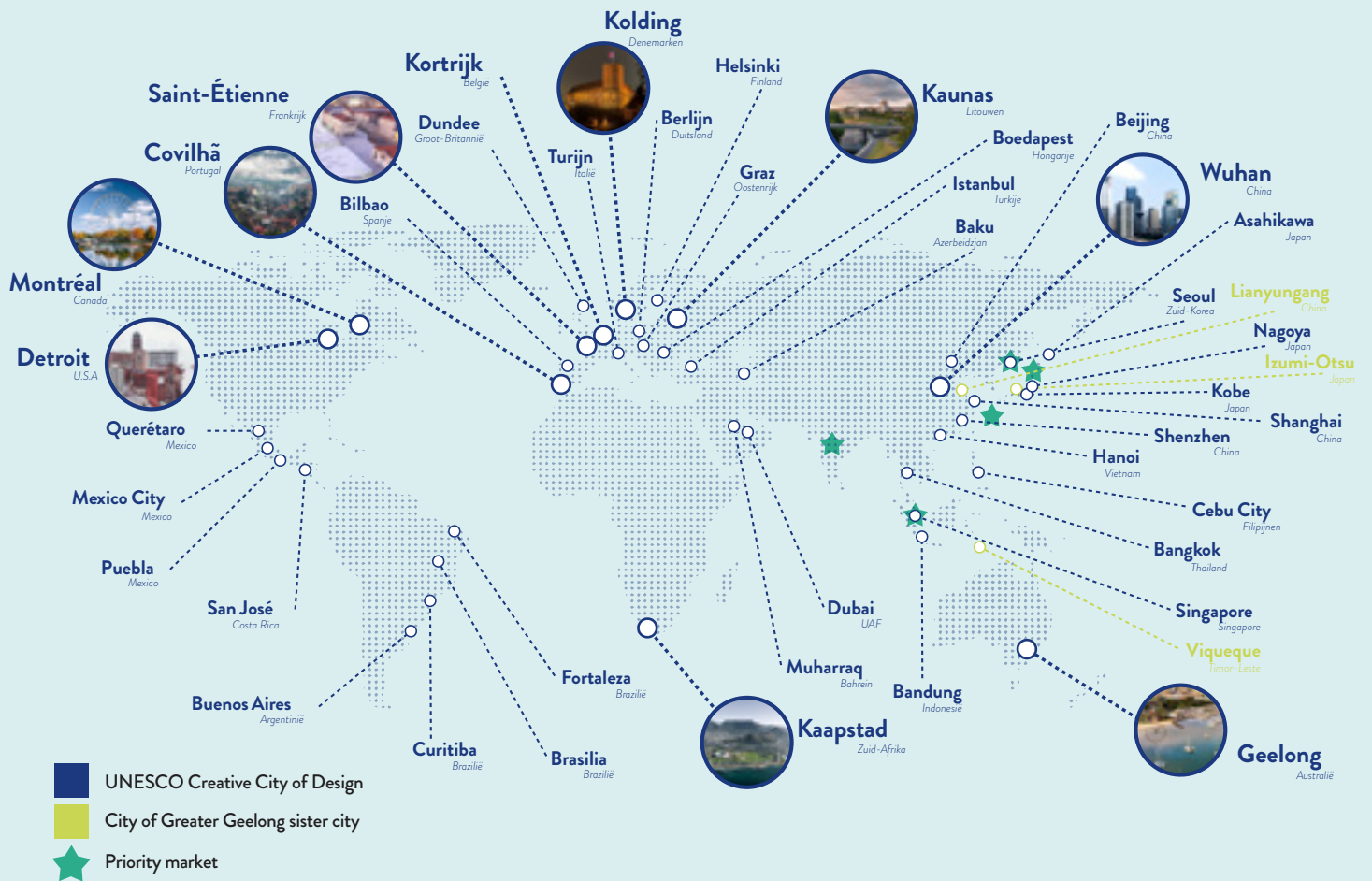
Geelong has sister city relations with the following cities:

- Izumi-Otsu, Osaka Prefecture, Japan
- Lianyungang, Jiangsu Province, China
- Viqueque, East Timor

In April 2022, the City of Greater Geelong Deputy Mayor and Changwon City Mayor of the time signed a Memorandum of Understanding (MOU) connecting the cities.

The memorandum formalises an agreement to collaborate with Changwon City on trade, education, and cultural exchanges, to promote investment and employment opportunities for the two cities.

This MOU aligns with the City's community 30-year vision to be internationally recognised as a 'clever and creative' city with a prosperous economy, that supports jobs and education opportunities. Located on South Korea's southeast coast, Changwon City is a known industrial and manufacturing hub that is home to global manufacturers including Hanwha Corporation and its subsidiary Hanwha Defence Australia. Such relationships bring immense opportunities for the local community through circular economy and tech innovation as global organisations realise the opportunity and strengths of Geelong.



KEY AREAS OF CAPABILITY

Geelong is unique among Australia's other regional cities because it has a diverse group of industries driving sustained business growth.

The region offers a highly sought after lifestyle, an amazing natural environment, world-class education and fantastic infrastructure with road, rail, international airport, and seaport.

INTERNATIONAL BUSINESSES BASED IN GEELONG

Geelong has a longstanding manufacturing and engineering base, with strengths in automotive and textiles and a growing cohort of large and international companies that are increasingly investing locally.

As Geelong continues to evolve as a clever and creative city, its reputation on the national and international level will grow. Our local businesses will export more products around Australia and the world. We will attract additional national and international businesses as well as highly skilled talent from around the country and the world.



EDUCATION INSTITUTIONS

Deakin is one of Australia's most progressive universities, leading in the innovative use of digital technologies and online learning, Geelong is home to two of Deakin's campuses, and the city has played a significant role in the university's development.

Deakin has a long and rich relationship with the South Asia region. Deakin were the first foreign university to establish operations in India in 1994. Since then, Deakin have developed strategic partnerships with India's premier research organisations, academic institutions and corporations.

Deakin has international offices in China, Indonesia and India, supporting successful long-term international alliances with industries, governments, partners and communities. Deakin also have staff based in several countries who contribute to their international work, including Malaysia, Pakistan, Taiwan, Sri Lanka, Vietnam, Kenya, Denmark, the US, Uruguay, and Brazil

In 2023, the Deakin University GIFT City Campus was launched, the first international branch campus in India, in addition to their existing campus in West Java, Indonesia, the Lancaster University Indonesia (DLI).

The Gordon is one of the oldest and largest regional Tafe's in Victoria and has long held an integral role in the education and training of international students in both onshore and offshore delivery.

The Gordon has four campuses with two located in Geelong, with an approximate 12,000 international alumni, the Gordon continues to attract overseas students to study. The Gordon's International Education centre takes care of an increasing number of students who choose to study in a range of certificate, diploma and advanced diploma courses and programmes.



DEAF IN
Worldly

STRATEGIC INTERNATIONAL ALIGNMENT



We recognise the importance of increasing the global visibility and recognition for the region's prosperity through significant economic, political, social, and cultural gains.

As part of our international focus, we have developed key strategies for raising our profile overseas and attracting new partnerships and investment.

These include:

- The successful designation in the UNESCO Creative Cities Network - Geelong City of Design.
- Maintaining sister city relationships to increase trade and investment opportunities as we have with our Changwon City MOU to collaborate on trade, education and cultural exchanges.
- Hosting overseas delegations for investment and/or trade outcomes.

Whether framed by the backdrop of a formal relationship, or through a customised program of engagement, we will take steps to build practical and meaningful links with priority international markets and cities for the benefit of Geelong-based businesses and our community. With continued investment, Geelong is well positioned for continued global growth in the years to come.

EDUCATION AND RESEARCH

The education and research industry in Geelong is well developed and has excellent options across all levels. The Gordon was founded in 1887. It provides training in vocational programs and pathways to university education. Deakin University was founded in 1974 and is ranked in the top 50 young universities in the world. It has a significant economic impact as a local employer, but also as a support for cutting-edge innovative businesses. Participants highlighted the advantages that Deakin provides the region and that Geelong had become a university town.

TOURISM AND CREATIVE INDUSTRIES

Despite the global challenges over the last few years, the region has seen positive signs that the visitor economy is bouncing back. When compared to the year ending June 2019, visitation saw a modest bump of 4.8 per cent to 6.2m; nights increased by 8 per cent to 4.41m and spend skyrocketed 45 per cent to \$1.6b, above pre-COVID highs of \$1.1b making Geelong and the Bellarine the most visited destination in regional Victoria. There is significant opportunity to grow international visitation through the region as global markets seek regional exploration, and free independent travellers are becoming more confident and interested to travel further outside of major cities.

The growth of the creative industries within Geelong during the past five years is clearly visible, with design as the largest sector. These businesses range from sole traders – by far the largest sector, with more than 5,000 businesses in this category – to proprietary limited companies, other limited companies, trusts and partnerships.

Creative industries are an evolving mix of sectors spanning arts, culture, screen, design, publishing and advertising. They cover disciplines as diverse as game development and graphic design, fashion and filmmaking, performing arts and publishing, architecture and advertising, media and music, comedy and craft. They include activities that are commercially-driven and community based, experimental and export-intense.

The creative industries are an important feature of the economy as these areas tend to have high-levels of innovation which often add considerable value to the local economy. Additionally, many of the creative industries in arts and culture can also increase the social and cultural capital in a community, delivering community benefits, supporting talent attraction and retention and attracting international attention.

The creative industries in Greater Geelong is relatively small, contributing 7,660 jobs (5.7 per cent of total) and \$691 million to GRP (4.7 per cent of total). However, together with the tourism industry, these sectors are important as they can contribute positively to local liveability and the unique character of Geelong adding to its sustainable development and international profile.

DEFENCE AND ADVANCED MANUFACTURING

Advanced manufacturing is emerging as a growth area for the Greater Geelong region in areas like carbon fibre research and development and defence innovation. There are growing opportunities in advanced manufacturing stemming from existing connections that groups like Advanced Fibre Cluster in Geelong have through international research partnerships with countries like Japan, South Korea, Taiwan and India. The growth of manufacturing is being encouraged by State and Federal governments and there is potential for more interactivity between local manufacturers and other sectors.

The Advanced Fibre Cluster is an initiative of a group of highly innovative companies and organisations centred around Deakin University and the Geelong region that is accelerating the growth of advanced fibre and composite capabilities. Carbon fibre technology used in wind farms was one example given of the given as an example of its current application. The roundtable also noted Hanwha Défense's announcement from early 2022 of the sites for its proposed manufacturing facility at the Avalon Airport precinct.

HEALTH CARE AND SOCIAL SERVICES

Geelong has world-class health care, and all permanent residents are entitled to benefits.

The City of Greater Geelong is focused on improving the health and quality of life of all residents of Greater Geelong

There are three major hospitals in located in Geelong that have emergency departments.

The Geelong region has a range of medical practitioners and has extensive aged care services and facilities. We also provide public immunisation services and maternal and child health services.

One of our region's biggest healthcare providers is Barwon Health, known as one of the largest and most comprehensive regional health services in Australia, providing care at all stages of life and circumstance. Health services available through Barwon Health cover the full spectrum from primary care, community services, aged care, rehabilitation, mental health, emergency and acute care.

Barwon Health Mental Health Drugs and Alcohol Services (MHDAS) has a proud tradition of welcoming and supporting overseas mental health professionals to make the move and join in providing integrated and recovery-oriented mental health, drugs and alcohol assessment, treatment and community support to people of all ages within the Barwon region.

CLEAN ECONOMY

We are committed to achieving net zero emissions and supporting the clean economy. The clean economy encompasses initiatives, practices and products which address climate change mitigation and adaptation, encourage renewables, and accelerate the transition to a circular economy. Expanding the clean economy is paramount for Geelong to reach its full potential. Clean economy opportunities include investments into innovations, advanced manufacturing, and businesses to deliver products and services.

Significant clean economy assets include:

- Australia's largest lithium storage battery at Moorabool Terminal Station near Geelong.
- Research and demonstration projects in hydrogen energy at Deakin University with trials of hydrogen buses, pipe network testing and fuel cells, and a solar microgrid to power the Geelong Deakin campus.
- The New Energies Service Station being developed by Viva Energy, with Australian Renewable Energy Agency (ARENA) funding, is Australia's most ambitious hydrogen mobility project. It will provide a state of the art publicly accessible, green hydrogen refuelling station co-located with EV charging.
- Australia's first two Renewable Organics Networks pioneered by Barwon Water. Partnering with private industry and G21 councils, the networks use agricultural by-products, municipal food waste, and industrial organic waste to produce dispatchable renewable energy.
- Through the City's Clean Economy Grants program, more than 60 businesses have been aided to expand; creating and maintaining over 670 jobs, increasing skills amongst over 2,600 people, and increasing sales by more than \$19.4m.
- Age-defying geopolymer bridges made in Geelong by the Austeng engineering consortium were developed through the first Procurement for Innovation project to be successfully tendered in Australia. The award-winning bridges have a 100+ year design life, making them durable and recoverable at the end of their life, both strong circular economy attributes.

INTERNATIONAL ENGAGEMENT PRINCIPLES



ENGAGEMENT PRINCIPLES

The sustainable growth of our city needs to be driven by fostering positive relations that involve diplomatic, economic, and political strategies that focuses on.

- Delivering on the City of Greater Geelong's 30-year community vision – *A Clever and Creative Future, Our Community Plan 2021-25 and Geelong on the Rise - Economic Development Plan 2024-34.*
- Our regions current and future major challenges.
- Promote mutual and unique interests.
- Sharing best practices, exchange of knowledge.
- Attracting foreign investment.
- Cultural exchange and economic partnerships.
- Advancing education and research.

KEY CAPABILITY AREAS

- Education and research
- Tourism and creative industries
- Defence and advanced manufacturing
- Renewable energy and clean economy
- Health care and social services.

PRIORITY MARKETS

- Considerations in identifying priority markets were assessed against:
- economic indicators
- the ease of doing business
- the strategic importance of the relationship to the Geelong region.

From an economic perspective, consideration was given to the level of two-way trade with Australia, the level of foreign direct investment, current and potential economic growth, and linkages between key capability areas and international target markets.

Five international priority markets, and within them priority cities, have been identified for immediate targeted engagement.

These markets are:

- India
- Japan
- Korea
- Singapore
- Taiwan

Geelong's designation as one of 48 Cities of Design in the UNESCO City Network, and Australia's only city designated with this title, opens natural opportunities for cultural exchange, sharing knowledge and showcasing our achievements to the international stage.

Membership of the network provides an opportunity to:

- Raise our international profile.
- Collaborate with an international network of practitioners to share projects and ideas.
- Expand our design thinking to solve challenges within the Geelong community.

OUR APPROACH TO INTERNATIONAL ENGAGEMENT

Building and growing our international profile as a place to invest, do business, visit and study is a crucial part of cementing our position as a city of global significance.

We will undertake international engagement that supports a strong economy, innovation, sustainability and resilient, thriving communities. Our initiative, leadership and action on global issues will contribute to a better future for all.

Our approach will be centred around the following objectives.

- To maximise and uphold existing commitments with international designations and partnership agreements
- To identify, build and foster new international designations and partnership agreements that advance the community's aspirations and council's strategic directions
- To support of the delivery of the region's economic development goals
- To ensure identification and participation in international delegations to priority markets
- To ensure prioritisation and sponsorship of strategically aligned international delegations to the City

OBJECTIVE	INITIATIVES
To maximise and uphold existing commitments with international designations and partnership agreements	<ul style="list-style-type: none"> • Participate in UNESCO general meetings and other relevant network and sub-network sessions to enhance our cultural and sustainable development efforts, strengthen our international partnerships and drive global recognition. • Support our local cultural programs and festivals for exchange of ideas, foster creativity, innovation, and the promotion of cultural diversity and inclusivity worldwide. • Support existing sister-city and other city-to-city relationships.
To identify, build and foster new international designations and partnership agreements that advance the community's aspirations and council's strategic directions	<ul style="list-style-type: none"> • Collaborate with local partners on international projects, leveraging local expertise, resources, and relationships, that will lead to more effective, inclusive, and sustainable outcomes for our community on a global stage.
To support of the delivery of the region's economic development goals	<ul style="list-style-type: none"> • Drive global investment and interest in the city that enables the realisation of <i>Geelong on the Rise - Economic Development Plan 2024-34</i>. • Marketing and profiling Geelong on the world stage to expand the city's horizons, attract resources and opportunities, and enhance its reputation and competitiveness in an increasingly interconnected global landscape. • Attract major events and entertainment to our city to raise our profile internationally, expand audiences, boost economic development, enhance cultural exchange, and strengthen our position as an attractive and competitive destination on the global stage.
To ensure identification and participation in international delegations to priority markets	<ul style="list-style-type: none"> • Participate in international delegations to priority markets to enable our city to seize global opportunities, promote our region's interests, and enhance economic prosperity and competitiveness at a local level.
To ensure prioritisation and sponsorship of strategically aligned international delegations to the city	<ul style="list-style-type: none"> • Continue supporting international delegations to promote cross-cultural dialogue, foster understanding and mutual respect and build reciprocal relationships that have the potential to contribute to the growth and development of the region.

MEASURES OF SUCCESS

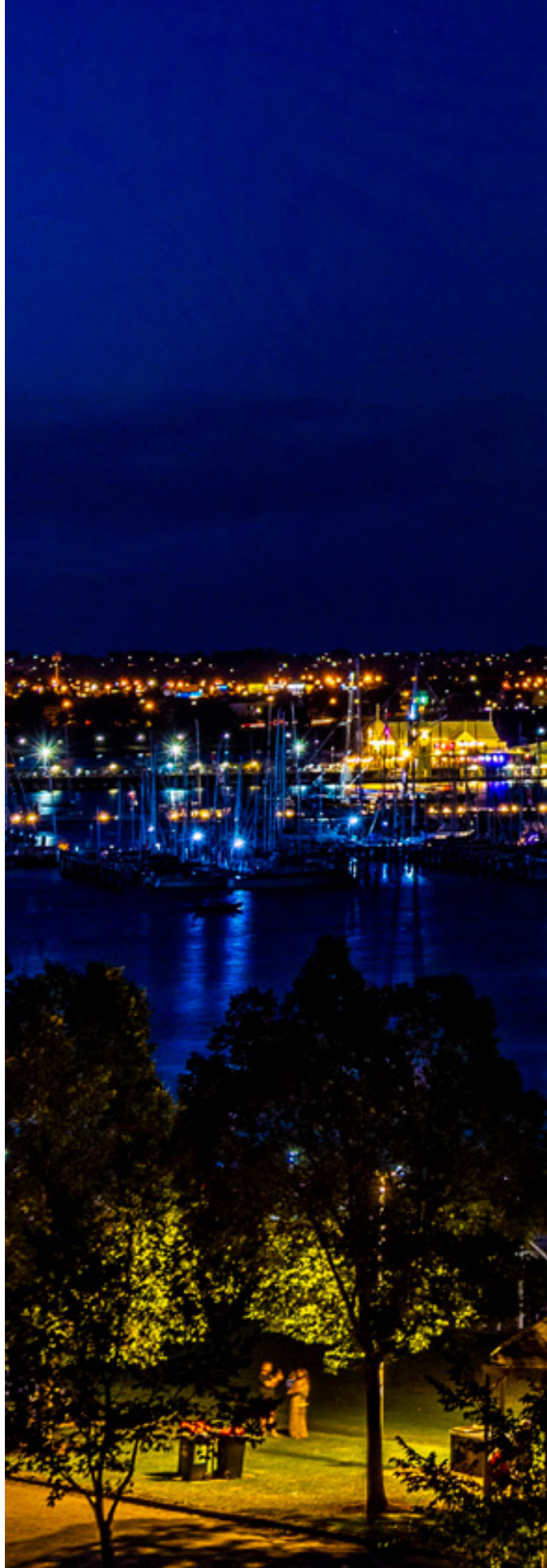
The success of our international engagement activity will be far reaching and provide benefit right across our region and beyond at social, cultural, and environmental and economic level.

Measuring the success of our engagement activity can be challenging in the short-term. Considering our actions collectively and through ongoing collaboration, our actions may result longer term outcomes. That's why it is important the International Engagement Strategy considers a blend of short, medium and long-term success measures.

Our success measures are centred on the following priorities:

- Grow the value of the Greater Geelong export industry.
- Enable the growth and development of businesses through international opportunities.
- Attraction of international events that drive global recognition and interest.
- Global recognition for excellence.
- Strengthen connection with the City's priority markets and sister city partnerships.
- Develop international cultural exchange program and creative partnerships.

The success of our international engagement can be dependent upon unpredictable external events, plans may have to be adjusted often to account for circumstances beyond our control. We will proactively plan and check in on our progress along the way and continuously improve. Throughout our longer-term strategy, we will consider emerging opportunities, threats, and identify promising approaches.





CITY OF GREATER GEELONG

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