

# SISTER CITIES WORK TRIP

## REVIEW



Mayor Kris Bolam JP

For Presentation: 17.11.25

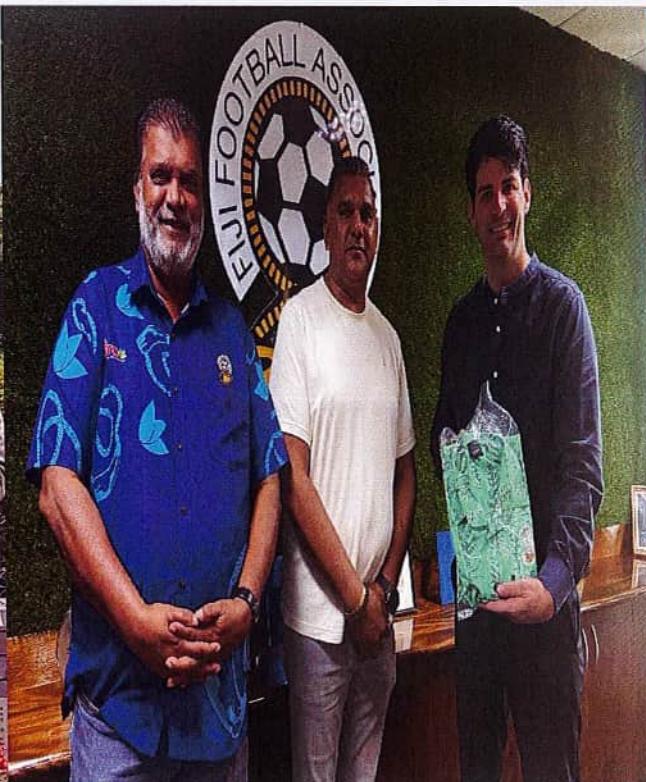


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\* Note: identity details have been redacted to satisfy privacy provisions.



**A special appreciation to all international partners and their stakeholders, relevant Council staff, and specifically:**

- The Japanese Consul-General (Melbourne), His Excellency Tokuro Furuya;
- The Chinese Consul-General (Melbourne), His Excellency Fang Xinwen;
- The Embassy of the People's Republic of China (Canberra), His Excellency Ambassador Xiao Qian;
- The Wuxi Municipal Government;
- The Chief of Staff to the Mayor of Annapolis, Ms Cate Pettit;
- City of Wichita Councilman Dalton Glasscock;
- The Nebraska Cornhuskers;
- The Australian Wuxi General Chamber of Commerce;
- The Frankston Business Collective;
- Frankston City Council Acting Manager for Community Relations, Ms Kristen Thomson;
- Frankston City Council Executive Assistant to the Mayor and Deputy Mayor, Ms Melissa Ritter;
- Frankston City Council Business Support Officer, Ms Karen Colquhoun;
- Ms Jaunita George; and
- Mr Donald Betts;

***To one and all - your support has been invaluable in strengthening relationships and advancing Frankston's strategic relationships. Thank you!***

### Introduction

As Mayor of Frankston City Council (FCC), one of my core priorities has been to cultivate and strengthen partnerships - advancing those that deliver value and critically evaluating those that do not yield positive outcomes for our community.

Following meetings with the Japanese Consul-General, the President of the Australian American Association, the Chinese Consul-General, the Chinese Ambassador to Australia, and the Fijian Ambassador to Australia - and in light of Frankston's evolution from town to city (commonly referred to as 'T2C'), marked by the approval of the Frankston Metropolitan Activity Centre (FMAC) Structure Plan in Q2 2025 - I concluded that mayoral leadership was necessary to assess the vitality of our Sister City relationships.

Additionally, outreach from Annapolis, Maryland in 2021, prompted by our shared coastal characteristics, and from Wichita, Kansas in 2025, driven by the advocacy of a Frankston resident with strong ties to Kansas, signalled emerging opportunities for international engagement.

The rationale for undertaking the work trip was multifaceted and included:

- Responding to the opportunities and challenges posed by an unstable and evolving global economic landscape.
- Exploring strategic advantages arising from the ongoing trade dispute between the United States and China, by fostering and revitalising relationships with cities in both nations.
- Addressing the lack of outbound delegations from FCC to its Sister Cities—one of which had not been visited in nearly a decade.
- Reinvigorating inbound delegations from Sister Cities, which have declined in recent years.
- Promoting social uplift through Sister City programs that foster a more pluralistic, multicultural, and diverse community in Frankston.
- Supporting the modernisation of Frankston's local economy by identifying international investment opportunities.
- Creating cultural immersion experiences for Frankston residents, including students and those with heritage ties to our Sister Cities.
- Unlocking international tourism potential for Frankston City.

Recognising the current cost-of-living pressures, I chose to personally fund my airfares and incidental expenses, with Frankston City Council covering accommodation costs related to the official work trip.

Meetings abroad were arranged to assess the status of existing Sister City relationships and to explore new avenues for collaboration. FCC also procured gifts to demonstrate goodwill and reinforce diplomatic ties.

Sister and Friendship City relationships hold immense potential to generate positive cultural, organisational, economic, and social outcomes. These partnerships can foster mutual understanding, stimulate trade and investment, promote educational and institutional collaboration, and enrich community life through cultural exchange.

Recognising this potential, I made a deliberate and comprehensive decision to visit each of Frankston's international partner cities in one concerted effort—to assess both the health of these relationships, and the opportunities they present for future engagement and growth.

## Costings

**Approved Budget: \$11,500.00**

**Actual Expenditure: \$8,026.99**

**Variance: 30.2% (Under Budget)**

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### **Accommodation Costs by City**

This year's international engagement activities were delivered efficiently and well within the allocated budget. The program included visits to key sister cities and strategic locations, fostering cultural exchange and strengthening diplomatic ties. As evidenced by fidelity to the allocated budget, accommodation choice and expenditure was reasonable.

<b>Location</b>	<b>Cost (AUD)</b>
Shanghai, China	\$841.66
Lincoln, USA	\$943.80
Wuxi, China	\$999.16
Suva, Fiji	\$878.54
Washington DC, USA	\$1,550.56
Tokyo, Japan	\$1,076.00
Wichita, USA	\$678.80
<b>Subtotal</b>	<b>\$6,968.52</b>

### **Gifts & Cultural Items**

Gift-giving plays a vital role in diplomatic and cultural storytelling. These items not only serve as tokens of goodwill but also contribute to the development of respective archives. In many cultures, the act of giving a gift is deeply symbolic, representing respect, hospitality and the strengthening of partnerships:

<b>Location</b>	<b>Cost (AUD)</b>
10 x Aboriginal-themed tea light candles	\$374.50
4 x Billy Nye artworks	\$220.00
4 x Framing of artworks	\$416.00
Wrapping materials	\$46.20
<b>Subtotal</b>	<b>\$1,056.70</b>

### Non-Council Expenditure

In addition to council-funded costs, the following items were covered through my own personal finances without placing additional burden on council resources. This culminative contribution ensured the success of the engagement program while maintaining fiscal responsibility:

Item	Cost (AUD)
Airfares	\$6,000.00
Additional Gifts	\$700.00
Incidentals	\$2,000.00
<b>Total</b>	<b>\$8,700.00</b>

### Summary

The total actual expenditure of **\$8,026.99** reflects a **30.2% saving** against the approved budget of **\$11,500.00**, demonstrating prudent financial management while achieving meaningful international trade and engagement outcomes.

## Return on Investment (ROI)

### **Premise:**

I hold a Master of Business Administration and am well-equipped to conduct ROI evaluations, drawing on the financial analysis skills developed during my degree and thus apply in real-world environments.

This evaluation presents the Return on Investment (ROI) of Frankston City's international engagement activities, incorporating council-funded expenditure (\$8,026.99). The analysis outlines both tangible outcomes and estimated financial returns, accompanied by clear rationales for each item.

A standard financial management formula is used to calculate ROI, ensuring transparency and enabling peer review to confirm its accuracy. This formula expresses the return as a percentage of the original public investment, allowing for a straightforward comparison between the value generated and the cost incurred.

## **Financial Summary**

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Council Expenditure: \$8,026.99

Total Estimated Return: > **\$26,201,000.00**

Estimated ROI: ↑ **326,311.27%**

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## **Tangible Outcomes and Justifications**

<b>Outcome</b>	<b>Estimated Value</b>	<b>Rationale</b>
Warehouse relocation (30+ jobs, \$20M+ investment)	\$25,000,000.00	Represents a major infrastructure investment by Wuxi Wangxing Curtain Wall Decorative Engineering Ltd, expected to create over 30 local jobs and stimulate economic growth, including modest indirect benefits.

Chinese artefacts exhibition at Frankston Arts Centre	\$50,000.00	Cultural enrichment through international exhibition hosted by Xinl Museum, enhancing community engagement and tourism. <u>Note:</u> Several porcelain artefacts are estimated to be over 1,000 years old, which will be of particular interest to the Australian Chinese community given the emphasis on Sino history in Chinese culture.
New health business (7 jobs)	\$840,000.00	Potential establishment of a health business contributing to local employment, healthcare innovation, and activation of vacant commercial space.
Sister Chamber relationship (Wuxi)	\$10,000.00	Formal offer to strengthen business ties and mutual support between chambers.
Wuxi Friendship Garden signage unveiling	\$5,000.00	Symbolic gesture by Wuxi Municipal Government reinforcing sister city ties and public diplomacy.
Chinese-style pagoda construction funding	\$150,000.00	Fully funded public infrastructure gift celebrating the 10th anniversary of Frankston-Wuxi relationship. <u>Note:</u> this is likely to be more in the \$200,000 region based on current Australian construction practices. However, given the conservative nature of this analysis, I have grounded the price tag at \$150,000.
Academic collaborations (Jiangnan University, Wuxi Institute, Life Sciences Park)	\$50,000.00	Opportunities for research, education, and innovation partnerships with leading institutions.

Use of Frankston soccer grounds by Fiji professional / national soccer clubs.	\$10,000.00	Sporting collaboration promoting international goodwill and community engagement.
Sister Chamber relationship (Wichita)	\$10,000.00	Formal offer to strengthen business ties and mutual support between chambers.
Sister Chamber relationship (Anne Arundel)	\$10,000.00	Formal offer to strengthen business ties and mutual support between chambers.
Friendship City MoU with Annapolis	\$25,000.00	Official agreement establishing diplomatic and cultural ties with Annapolis.
Re-affirmation MoU with Susono	\$25,000.00	Renewal of long-standing sister city commitment ensuring continuity of international cooperation.
Gift exchange: Frankston Historical Society & Annapolis Commission	\$5,000.00	Cultural diplomacy through historical gift exchange promoting mutual heritage appreciation.
Gift exchange: Frankston RSL & American Legion	\$5,000.00	Veteran community engagement fostering international camaraderie and respect.
Potential Friendship City relationship with Wichita	\$10,000.00	While not yet formalised, active discussions with Wichita City officials signal a strong intent to establish a Friendship City relationship. This would enhance cultural, educational, and economic ties between Frankston and Wichita.
Donations for Accessible Beach Pilot on the Frankston Foreshore	\$15,000.00	Direct financial contributions supporting inclusive community infrastructure and accessibility initiatives.

## Methodology for ROI Estimation

This ROI analysis is based on a combination of quantitative valuation and qualitative impact assessment. Each outcome listed in the report was assigned an estimated dollar value using the following principles:

### *1. Direct Economic Contributions:*

- For outcomes involving business investment or job creation, values were based on publicly stated or estimated investment figures.
- For example, the warehouse relocation was valued at over \$20 million using a conservative 1.25x multiplier on the \$20 million investment to reflect modest indirect economic benefits.
- Job creation was valued at \$100,000 per job, a very conservative figure for small-to-medium enterprises in Australia.

### *2. Cultural and Civic Engagement:*

- For cultural exhibitions, gift exchanges, and symbolic gestures, values were estimated based on comparable costs of hosting exhibitions, producing public infrastructure, and the civic value of international recognition.
- The pagoda valuation was adjusted to \$150,000 to reflect realistic construction costs in Australia.

### *3. Health, Sciences and Academic Partnerships:*

- For MoUs and collaborations with universities and chambers, estimated values ranged from \$5,000 to \$25,000 depending on the scope of the partnership, potential for future projects, and alignment with strategic goals.

### *4. Conservative Valuation Approach:*

- All estimates were intentionally conservative to ensure credibility. No speculative or inflated figures were used.
- Where outcomes are still in discussion and unrealised (e.g., Wichita Friendship City), values were assigned based on anticipated civic and economic benefits if formalised.

### *5. Expenditure Scope:*

- This analysis distinguishes between council-funded expenditure (\$8,026.99) and non-council contributions, which were excluded from ROI calculations.
- Only publicly funded activities were included in the ROI assessment.

### *6. Calculation:*

- ROI was calculated using the formula:  $((\text{Total Estimated Return} - \text{Council Expenditure}) / \text{Council Expenditure}) \times 100$ .

- This provides a percentage return on the council's investment based on tangible and conservatively estimated outcomes.

### 7. Actualisation (optional)

Whilst not a principle in the traditional sense of an ROI assessment, this facet outlines the outcomes that have already been confirmed and/or effectuated. These items are not speculative and represent direct value delivered through this international engagement exercise.

These figures are presented as standalone and do not impact the overall ROI percentage or scope of the main analysis.

- Donations for the Accessible Beach Pilot: \$16,000
- Formal Friendship MoU with Annapolis: \$15,000
- Re-affirmation Sister MoU with Susono: \$15,000
- Pagoda funding commitment: \$150,000 (minimum/modest costing)

**Actualised ROI: > \$196,000.00**

**ROI Percentage (actualised): ↑ 2,341.76%**

### Findings:

The ROI assessment of Frankston City's international engagement activities demonstrates a highly favourable return on council investment, with a conservatively estimated total economic impact of \$26.21 million and an ROI of 326,423.39%. This figure reflects tangible outcomes across infrastructure investment, job creation, cultural exchange, academic collaboration, and civic diplomacy — all underpinned by a methodology that prioritises transparency, realism, and fiscal prudence.

Additionally, a standalone analysis of already realised outcomes — including formal MoUs, infrastructure commitments, and direct donations — reveals a further \$195,000 in actualised value, reinforcing the credibility and effectiveness of the trip undertaken and the efficacy of most FCC-based international agreements.

As will be recommended in my concluding remarks, given the strengths and tangibles resultant from this exercise, it is integral to have the correct strategy and the correct resourcing to demonstrate the awesome potential of our international agreements.

### Cultural Gifts Exchange (Frankston-Annapolis)

Explanation: As part of the formalisation of the Friendship City relationship between Frankston City and Annapolis, it was agreed that a cultural gift exchange would occur. Although negotiated between each party, I agreed to facilitate the exchange.

The following is inventory/receipt of the exchanges that occurred:

Organisation	Item	Description of item	Date Received	Date Gifted
Annapolis Historic Preservation Commission	Framed photograph	A framed original photograph of the pier district in Annapolis. Awarded to the Frankston Historical Society.	7.09	16.11
The American Legion (Annapolis Branch)	Plaque	A plaque commemorating US-Australian military fellowship. To be awarded to the Frankston RSL. <u>Note:</u> Given the 'government shutdown' at the time of my visit, the United States Naval Academy were unable to meet or procure a gift as initially agreed upon.	7.09	10.12
RSL - Returned and Services League of Australia (Frankston Branch)	Sands of Gallipoli	A commemorative case that contains sand samples taken from the Gallipoli campaign in the first World War. Awarded to the American Legion.	-	7.09
Frankston Historical Society	Book	A book on Frankston's history indigenous and colonial history. Awarded to the Annapolis Historic Preservation Commission.	-	7.09
Frankston Historical Society	Framed photograph	A framed original photograph. Awarded to the Annapolis Historic Preservation Commission.	-	7.09

## Overview

### **THE REPUBLIC OF FIJI** (September 23 to 25)

#### Engagement: *Fiji Football Association*

##### Summary:

*Given the tourism potential and opportunities for capability-building, I met with representatives of the Fiji Football Association to discuss the use of Frankston's municipal sporting fields by Fiji's national and premier football teams when competing in Australia. In return, visiting teams would engage with and immerse themselves in the local club culture during their stay.*

##### Outcome:

*The Fiji Football Association has accepted my offer and will contact Frankston City Council should the need arise to utilise our sporting facilities for national or premier-level matches.*

#### Engagement: *Suva City Council – Meeting with Special Administrator Tevita Boseiwaqa*

##### Summary:

*This meeting was particularly difficult to arrange. I met with the Special Administrator of Suva City Council to discuss the status of the Frankston–Suva Sister City relationship. The Administrator appeared genuinely unaware of the relationship's existence. After I raised concerns regarding the lack of communication from Suva City, the Administrator committed to improving engagement moving forward. However, since my return, I have observed no evidence of such improvement.*

*During the meeting, the Administrator proposed naming a prominent public park in Suva's tourist district in honour of Frankston. This proposal was contingent upon Frankston City Council providing financial support for the construction of a playground within the park.*

##### Outcome:

*Given electoral changes in federal leadership, and internal shifts within Suva City Council, since the signing of the MoU with FCC in 2021, this Sister City relationship requires critical re-evaluation.*

**THE PEOPLE'S REPUBLIC OF CHINA** (September 26 to October 1)

Engagement: *Australian Wuxi General Chamber of Commerce – Reception*

**Summary:**

*I met with the leadership of the Australian Wuxi General Chamber of Commerce (the Chamber) to celebrate the Frankston–Wuxi Sister City relationship. I shared updates on Frankston's growing reputation and its increasing rate of investment. The Chamber expressed a strong interest in deeper collaboration and highlighted the potential for the Wuxi business community to further contribute to Frankston's economic growth. Following the formal proceedings, I networked with several business leaders and exchanged contact details to continue discussions around potential investment opportunities in Frankston. Notably, I estimated the collective wealth present at the reception to be close to \$5 billion!*

**Outcome:**

*The following outcomes were achieved:*

1. *A commitment from the Chamber to construct a Chinese-style pagoda for public use, to be located at Wuxi Way near the Frankston Foreshore.*
2. *An offer from the Chamber to establish a Sister Chamber relationship with the Frankston Business Collective.*

Engagement: Australian Wuxi General Chamber of Commerce – Meeting with the President

Summary:

*Following the reception, I met with the President of the Australian Wuxi General Chamber of Commerce to discuss strategies for maintaining trust and momentum in the Frankston–Wuxi Sister City relationship. We agreed that a formal agreement between the Frankston Business Collective and the Chamber would serve as a cornerstone of this partnership.*

*The Chamber President confirmed his intention to visit Frankston in November 2025, where he hopes to finalise an arrangement with the Frankston Business Collective. I offered for Frankston City Council to assist in facilitating this process. Additionally, I extended an invitation for the Chamber to undertake a formal delegation to Frankston in 2026 to explore investment opportunities. This invitation was accepted both verbally and subsequently in writing.*

*During the meeting, at my behest, the Chamber President also committed to a \$10,000 donation on behalf of the Chamber to support Frankston's Accessible Beach Pilot initiative.*

Outcome:

1. *Commitment of a \$10,000 donation from the Chamber in support of Frankston City Council's Accessible Beach Pilot (note: this has been paid as of 12.11).*
2. *Verbal and written acceptance of an invitation for a Chamber delegation to visit Frankston City in 2026 to explore investment opportunities.*

**Engagement: Wuxi Friendship Garden – Unveiling of Frankston Sister City Signage**

**Summary:**

*I attended the Wuxi Friendship Garden to view several information panels showcasing Frankston City. During this engagement, I also witnessed the formal unveiling of a directional sign indicating Frankston City as a Sister City, including its distance and location relative to Wuxi.*

**Outcome:**

1. *A letter is to be sent to the Wuxi Municipal Government and the Chamber expressing Frankston City Council's appreciation for the installation of the new directional signage.*
2. *In the same correspondence, FCC will request a refresh of the existing information panels, which appear outdated.*
3. *It is noted that last year, FCC installed Sister City signage at Ballam Park Regional Playground, prominently featuring Wuxi and its distance from Frankston.*

**Engagement: Wuxi Wangxing Curtain Wall Decorative Engineering Ltd**

**Summary:**

*At the reception hosted by the Australian Wuxi General Chamber of Commerce the previous evening, I established a connection with the founder and owner of Wuxi Wangxing Curtain Wall Decorative Engineering Ltd. The following day, I was invited to tour two industrial warehouses where a combination of manual labour and automated machinery produced construction materials for high-rise developments. During the visit, I built a strong rapport with the owner's son, who spoke English proficiently.*

*After the inspection, we discussed the company's strategic intentions. Wuxi Wangxing is eager to establish an Australian presence and expressed strong interest in locating its operations within Frankston. I outlined Council's bespoke commercial concierge service and provided details on the Seaford and Carrum Downs Industrial Estates. Subsequent discussions continued via WeChat, culminating in receipt of a formal Letter of Intent.*

**Outcome:**

1. *Wuxi Wangxing Curtain Wall Decorative Engineering Ltd is prepared to invest between \$20 million and \$25 million to establish an industrial warehouse within the Frankston municipality, a development expected to create over 30 new jobs.*
2. *Given the significant economic and employment benefits, the Chief Executive Officer must prioritise this proposal and ensure Council's concierge service delivers comprehensive support to facilitate the project.*

**Engagement: Jiangnan University**

**Summary:**

*I met with faculty representatives from its food sciences division. There was interest by faculty representatives to build a relationship with Monash University – Peninsula Campus. This could include information sharing, student/staff exchanges and joint research initiatives. I undertook to introduce the two education institutions.*

**Outcome:**

*I am in the process of writing to Monash's Vice-Chancellor to introduce my contact from Jiangnan University. Given the rise in Chinese students studying throughout the Australian tertiary education system, this potential synergy between Monash and Jiangnan universities is sensible.*

Engagement: *Wuxi Municipal Government – Reception*

Summary:

*I attended a formal reception where I was officially welcomed to Wuxi by Mayor Jiang Feng, alongside senior municipal government officials and representatives of the Chinese Communist Party. The Deputy Mayor of Wuxi was also present. Both Mayor Feng and I delivered speeches highlighting the importance of the relationship between our cities, followed by an exchange of gifts to mark the occasion.*

Outcome:

*While primarily ceremonial, the reception reinforced the shared commitment to strengthening the Frankston–Wuxi partnership. Both mayors emphasised the significant strategic potential of this relationship and acknowledged that many opportunities remain untapped.*

### Engagement: Wuxi Municipal Government – Meeting with Mayor Jiang Feng

#### Summary:

*Following the formal reception, I held a private meeting with Mayor Feng to discuss the future potential of the Frankston–Wuxi relationship. Mayor Feng concurred, given the economic nature of our partnership, its growth should be primarily driven by our respective business chambers. He expressed strong interest in renewing our Memorandum of Understanding (MoU) agreement to mark the 10-year anniversary of our sister city relationship in 2026. Therefore, he formally invited Frankston to return to Wuxi in 2026 for this purpose and to celebrate the 10-year milestone.*

*I confirmed that I had extended an invitation to the Australian Wuxi General Chamber of Commerce to visit Frankston in 2026, which by extension includes the Wuxi Municipal Government.*

#### Outcome:

*The meeting reaffirmed Wuxi's commitment to strengthening ties with Frankston:*

1. *A letter is being prepared to Mayor Feng inviting Wuxi Municipal Government officials to visit Frankston in 2026 alongside the Australian Wuxi General Chamber of Commerce.*
2. *Council to consider a delegation to visit Wuxi in 2026 to celebrate the 10-year anniversary.*
3. *As was done recently for Susono, the renewal of the MoU agreement with Wuxi is to be pursued given ten years has elapsed since the last MoU was effectuated.*
4. *Future engagement between Frankston and Wuxi is to be predominantly led by our respective business chambers, ensuring economic collaboration remains a priority.*
5. *Confirm of \$5,000 from Sinopec in recognition of the renewed Sister City relations between Frankston and Wuxi, for Frankston City Council's Accessible Beach Pilot (note: this has been paid as of 12.11).*

**Engagement: LongShine Technology****Summary:**

*I met with representatives from LongShine Technology to explore potential collaboration opportunities. However, the discussion revealed a disconnect, as the company was mainly interested in accessing the Frankston region's domestic energy market—a space outside the remit of my local government. I clarified the role and limitations of local government in Australia and then pivoted the conversation toward electric vehicle (EV) infrastructure after noticing a row of charging stations outside their headquarters.*

*The representatives explained that these stations are publicly accessible for a small fee. I encouraged LongShine Technology to submit a proposal outlining how such a model could be implemented in Frankston as a 'proof of concept', potentially serving as their entry point into the Australian EV market.*

**Outcome:**

*No correspondence has been received from LongShine Technology to date. Hence, no further action required.*

### Engagement: *Xinl Museum*

#### Summary:

*I was invited to tour the Xinl Museum by its owner – another contact from the Australian Wuxi General Chamber of Commerce reception. The owner, who also operates a nearby hotel connected to the museum via an underground walkway he personally funded for community use, hosted the visit. The museum specialises in ancient Chinese porcelain artefacts, some dating back to the earliest dynasties—several pieces were over 1,000 years old.*

*Following the tour, the owner proposed hosting an exhibition at the Frankston Arts Centre in 2026, anticipating strong interest from the Australian-Chinese community due to the cultural significance of the collection. He offered to fund all logistics and transport but requested Council cover insurance costs, which could be substantial given the artefacts' value. I expressed strong interest in the proposal but noted the need for a thorough assessment. To demonstrate commitment, I requested a Letter of Intent, which the owner provided—along with a formal legal contract, signaling serious intent.*

#### Outcome:

1. *The owner of Xinl Museum has offered to fully fund an exhibition of ancient Chinese porcelain artefacts at the Frankston Arts Centre.*
2. *Given the potential economic, cultural, and tourism benefits, the Chief Executive Officer will prioritize this proposal and direct the Arts & Culture Department to conduct a feasibility study. If viable, Council will provide comprehensive support to facilitate the project.*

**Engagement: Wuxi University of Technology**

**Summary:**

*I met with faculty officials from the Mechanical Engineering Department at Wuxi University of Technology to explore future collaboration opportunities. The university expressed strong interest in building partnerships with Australian vocational education providers, focusing on student and staff exchanges, joint research projects, and information sharing.*

*I introduced Chisholm TAFE as a potential partner and offered to act as a conduit to connect the two institutions. The representatives welcomed this approach and indicated they would await further contact from Chisholm.*

**Outcome:**

*I am currently drafting correspondence to the Chisholm CEO to formally introduce my contact at Wuxi University of Technology. Given the growing number of Chinese students in Australia's tertiary education system, this partnership presents a strategic and mutually beneficial opportunity.*

**Engagement: Confidential Investor Meeting**

**Summary:**

*I met with a businessman introduced, again, at the Australian Wuxi General Chamber of Commerce reception. At his request, personal details are withheld from this report for privacy reasons relating to his daughter, who resides in Melbourne. The investor is seeking to purchase or lease a property to enable his daughter's business to expand from Melbourne CBD into the South-East suburbs, with an anticipated creation of seven-ten jobs.*

*I outlined Council's commercial concierge service and offered assistance in identifying suitable properties or land. The investor will be visiting Melbourne in December and has requested a meeting with myself and the concierge team to inspect potential options. I confirmed my willingness to facilitate this.*

**Outcome:**

*Either myself or the incoming Mayor, together with the city council's concierge team, will meet with the investor in December to review commercial opportunities and - where possible - support this investment proposal.*

*Engagement: Wuxi International Life Sciences Innovation Park*

**Summary:**

*I visited the Wuxi International Life Sciences Innovation Park, a secured research incubation hub housing numerous confidential projects. The facility provides fully equipped laboratories and resources for participant businesses to conduct research activities. Representatives explained that the park can also supply both research participants and a contingent technical workforce to support projects.*

*The representatives expressed interest in collaborating with Peninsula Health and Monash University, particularly for research initiatives such as clinical trials.*

**Outcome:**

*I will write to both Monash University and Peninsula Health to introduce the Wuxi International Life Sciences Innovation Park and explore potential collaboration opportunities.*

*Engagement: Ceremony – National Day of the People's Republic of China*

**Summary:**

*I attended official ceremonies and festivities celebrating the National Day of the People's Republic of China, which included visits to the Wuxi Grand Canal precinct and Nianhua Bay.*

**Outcome:**

*In recognition of Chinese customs and the exceptional hospitality extended during the Wuxi leg of my visit, I participated in the ceremonies and festivities, meeting the expectations of my hosts and strengthening goodwill between our cities.*

**THE UNITED STATES OF AMERICA** (October 2 to October 9)**Engagement: Meeting with Wichita Councilman Dalton Glasscock****Summary:**

*I met with Councilman Dalton Glasscock, who leads Sister City relations for the City of Wichita. Councilman Glasscock shared my concerns about forming superficial international relationships—emphasising that such partnerships must be unique and enduring. We discussed our mutual veteran communities and facilities, which could serve as a meaningful foundation for a future agreement.*

**Outcome:**

*Should Frankston City Council wish to pursue a relationship with Wichita, it should consult with Councilman Glasscock, whose portfolio specifically covers international relations (i.e., Sister and Friendship Cities).*

**Engagement: Meeting with Wichita Mayor Lily Wu****Summary:**

*I met with Mayor Lily Wu to discuss the possibility of establishing a Sister or Friendship City relationship. There was mutual interest; however, as with Councilman Glasscock, we agreed that identifying a distinct point of difference is essential to make the relationship meaningful. We committed to staying in contact should such a unique opportunity arise. Regardless, we both acknowledged that a relationship between Frankston and Wichita makes sense given our comparable population sizes and geographic spread.*

**Outcome:**

*Mayor Wu supports, in-principle, the establishment of a Frankston–Wichita relationship.*

*Engagement: Meeting with the Wichita Regional Chamber of Commerce*

**Summary:**

*I met with representatives of the Wichita Regional Chamber of Commerce and was impressed by their level of sophistication. They operate from a dedicated corporate office, employ multiple staff, and represent hundreds of businesses across various industries. Wichita's strong manufacturing base—particularly in aircraft production—has attracted a diverse membership. There was significant interest in forming a Sister Chamber relationship with the Frankston Business Collective.*

**Outcome:**

*The Frankston Business Collective has received a letter from the Wichita Regional Chamber of Commerce expressing interest in exploring a Sister Chamber relationship.*

*Engagement: Meeting with Wichita Area Sister Cities Incorporated*

**Summary:**

*I met with representatives of the Wichita Area Sister Cities Inc. to explore potential synergies should Frankston and Wichita formalise a relationship. The organisation expressed a strong desire to build a close partnership with Frankston City and indicated interest in collaborating with the Frankston Historical Society, the Bunurong Land Council Aboriginal Corporation, and Nairm Marr Djambana. It will shortly make a recommendation to the City of Wichita to pursue the relationship with Frankston.*

**Outcome:**

*I assured the organisation that, if a formal relationship is established, Wichita Area Sister Cities would be actively involved in cultural outreach with Frankston-based organisations.*

**Engagement: Meeting with Thrive Hospitality Group****Summary:**

*I met with Chief Executive Officer Jon Rolph to discuss potential investment opportunities. Thrive Hospitality Group holds licences for several brands, including Applebee's, Carlos O'Kelly's, and HomeGrown. While the discussion was positive, there was some hesitation about entering the Australian market due to differences in wage structures—specifically, the reliance on tipping in the U.S. to supplement lower base wages. Nonetheless, Jon recognised Frankston's strategic potential and requested additional information. At this stage, discussions remain exploratory.*

**Outcome:**

*FCC will provide Jon Rolph with further data to assist in evaluating the feasibility of establishing a presence in Australia, specifically in Frankston.*

**Engagement: Meeting with Archie Wilson****Summary:**

*I travelled to Lincoln, Nebraska at the invitation of Frankston-born Huskers punter Archie Wilson to watch him play college football—where the Huskers won! After the game, I met with Archie to congratulate him on his success in the United States. I presented him with a medallion on behalf of Frankston City and encouraged him to continue striving for excellence. Archie's achievements not only strengthen Australian-United States relations but also help put Frankston on the map.*

**Supplementary:**

*Archie's family in Frankston, with Archie, arranged my tickets for the game which were comped by the Nebraska Cornhuskers. For the record – the Nebraska Cornhuskers defeated the Michigan State Spartans with Archie not only playing, but also kicking a field goal!*

**Outcome:**

*I will write to Archie's family thanking them for facilitating the meeting with Archie. I will also write to the Nebraska Cornhuskers Chief Executive Officer thanking them for the opportunity to watch Archie perform.*

*Engagement: Ceremony to formalise the Friendship City relationship*

**Summary:**

*I participated in a formal ceremony with Mayor Gavin Buckley, city council officials, and representatives from the Maryland State Department to finalise the Memorandum of Understanding (MoU) establishing the Friendship City relationship between Frankston and Annapolis.*

**Outcome:**

*MoU successfully finalised. Frankston City Council's resolution has been completed.*

*Engagement: Anne Arundel Chamber of Commerce*

**Summary:**

*I met with the Chief Executive Officer of the Anne Arundel Chamber of Commerce to discuss the potential for a sister chamber relationship with the Frankston Business Collective. The Anne Arundel Chamber of Commerce serves a catchment of over 500,000 people across the Anne Arundel region of Maryland. There was strong mutual interest in forming a sister chamber relationship, particularly in light of the newly formalised Friendship agreement between Frankston and Annapolis.*

**Outcome:**

*The Frankston Business Collective has received a letter from the Anne Arundel Chamber of Commerce expressing interest in exploring a sister chamber relationship.*

*Engagement: Meeting with the Annapolis Historic Preservation Commission*

**Summary:**

*A gift exchange was agreed upon between myself, representing the Frankston Historical Society, and the Annapolis Historic Preservation Commission to strengthen cultural ties between Frankston and Annapolis.*

**Outcome:**

*The gift from the Annapolis Historic Preservation Commission will be formally presented to the Frankston Historical Society.*

**Engagement: Meeting with Annapolis Mayor Gavin Buckley****Summary:**

*I met with Mayor Buckley to discuss the future of the Frankston–Annapolis relationship and how to ensure its continuity beyond our respective mayoral terms. We also participated in a gift exchange between me (representing the Frankston RSL) and the American Legion. We also discussed similar coastal city challenges from erosion to inundation.*

**Outcome:**

*The gift from the American Legion will be formally presented to the Frankston RSL.*

**Engagement: Meeting with Mayor-Elect Jared Littmann****Summary:**

*I met with then-candidate Jared Littmann to discuss advancing the Frankston–Annapolis relationship. Mr Littmann expressed strong support and affirmed his commitment to working with Frankston City to further develop the partnership. He also pledged to install a landmark sign in Annapolis' tourist district to celebrate the relationship.*

**Supplementary:**

*I met with then-candidate Jared Littmann shortly after he secured the Democratic nomination to be the party's candidate for Mayor of Annapolis. Given the Democratic Party's overwhelming support base in Annapolis, I made a calculated decision to meet with Mr Littmann, as it was highly likely he would win the general election. This calculation proved correct: on November 6, Mr Littmann received 73% of the vote and will be officially sworn in as the Mayor of Annapolis in early January 2026.*

**Outcome:**

*Mayor-Elect Littmann will ensure the fabrication and installation of a landmark sign commemorating the Frankston–Annapolis relationship, mirroring the sign Frankston installed for Annapolis at the Ballam Park Regional Playground.*

**JAPAN** (October 9 to October 11)**Engagement: Susono City Council – Meeting with Susono Mayor****Summary:**

*I met with Mayor Harukaze Murata to discuss the long-standing Sister City relationship between Frankston and Susono. Mayor Murata expressed gratitude to Frankston City for hosting a Susono delegation in August, which included the Susono Deputy Mayor and numerous Susono students. Together, we completed the re-affirmation of the Sister City Memorandum of Understanding (MoU).*

**Outcome:**

*Re-affirmation MoU successfully finalised. Frankston City Council's resolution has been completed.*

**Engagement: Susono City Council – Briefing by Senior Bureaucrats****Summary:**

*I received a high-level briefing from senior managers at Susono City Council regarding the city's future outlook. Alarmingly, due to strict immigration policies and declining birth rates in Japan, Susono's population is projected to decrease from approximately 53,000 to around 30,000 by 2050.*

**Outcome:**

*The growing intergenerational gap presents a significant concern for Susono and should be considered when evaluating the future of the Sister City relationship—particularly as the partnership is largely based on student exchanges.*

**Engagement: Susono City Council – Ceremony Honouring Dr Shunji Ohashi****Summary:**

*Earlier this year, Frankston City Council passed a resolution honouring the life and legacy of Dr Shunji Ohashi, who passed away in February. This took the form of a letter-under-seal which would be awarded to the family of the late Dr Ohashi. Dr Ohashi was a long-tenured mayor of Susono and also the town doctor. At the ceremony, I presented the letter-under-seal to Mrs Ohashi, Dr Ohashi's widow, and participated in a commemorative ceremony that included speeches recognising his service to Susono and his pivotal role in establishing the Sister City relationship with Frankston.*

**Outcome:**

*Frankston City Council's resolution has been effectuated. The letter-under-seal was formally received by Mrs Ohashi on behalf of the Ohashi family.*

**Engagement: Susono City Chamber of Commerce and Industry****Summary:**

*I met with representatives of the Susono City Chamber of Commerce and Industry to explore the possibility of establishing a relationship with the Frankston Business Collective, in recognition of the enduring Sister City ties between Frankston and Susono. The Chamber, which comprises approximately 500 members, expressed interest in the progress made by the Frankston Business Collective and indicated tepid enthusiasm for a potential sister chamber relationship. It did appear that this chamber of commerce is more inward focused rather than pursuing international investment opportunities for its membership. While language barriers may pose a challenge, I do encourage the Frankston Business Collective to keep this organisation in mind for future collaborations.*

**Outcome:**

*This relationship may be somewhat resource-intensive to manage, if established. I will advise the Frankston Business Chamber of this opportunity and leave it to them to determine the merits of a potential relationship with the Susono City Chamber of Commerce and Industry.*

*Engagement: Susono Overseas Friendship Association*

**Summary:**

*I attended a luncheon hosted by the Susono City Council and Susono Overseas Friendship Association (SOFA) to celebrate the Frankston–Susono Sister City relationship. During the event, I met office-bearers of SOFA and expressed my gratitude for their ongoing efforts to strengthen the bond between our cities. SOFA, in turn, expressed appreciation to FCC for the kind words conveyed earlier this year in a letter I sent to Mayor Murata, which acknowledged the contributions of both SOFA and the Frankston Susono Friendship Association.*

**Outcome:**

*A letter will be arranged for both the Susono City Council and the Susono Overseas Friendship Association to express appreciation for the hospitality extended to me during the visit to Susono.*

**CANBERRA, AU (November 3)**

*Engagement: Debrief with His Excellency, Xiao Qian (Ambassador, the People's Republic of China)*

**Summary:**

*Councillor Nathan Butler and I recently travelled to Canberra to meet with the Chief of Staff to the Minister for Disability, where we discussed funding options for a 'Changing Places' facility on or near the Frankston foreshore.*

*Following this meeting, we attended a dinner with His Excellency Xia Qian, the Chinese Ambassador to Australia, during which I provided a formal debrief on the Wuxi leg of my recent work trip. Mayor Georgina Oxley of Kingston City Council was also in attendance.*

*The Ambassador shared that he had received positive feedback regarding the visit and expressed his satisfaction with the renewed relationship between Frankston and Wuxi. I outlined potential matters where we may seek the Embassy's assistance, including securing government approvals for the temporary export of Chinese artifacts and facilitating the relocation of a business that may have state-backed funding. His Excellency assured us that these matters are manageable and confirmed that the Embassy will work proactively with us to address them.*

**Outcome:**

*The Ambassador advised us to inform relevant officers to reach out to the Australian Embassy directly if they encounter any impasses on any of the aforementioned matters.*

### Conclusion

Firstly, I commend my fellow Councillors for unanimously authorising this international work trip.

The visit was highly successful, as demonstrated by the thirty-two engagements (thirty-three if you include the Canberra meeting) undertaken and the handful of commitments ascertained.

However, this work trip was significantly overdue, and efforts should have been made in previous years to assess—and, if necessary, revitalise—these vital international relationships. No political or bureaucratic representatives from FCC had visited Susono since 2018, Wuxi since 2011 (the inception of the relationship), or Suva since 2021 (also at the inception of the relationship). One consequence of this lack of regular engagement is the natural dissipation of relationships and a decline in mutual momentum that can only be sustained by routine collaboration.

There is significant potential for our North American partnerships to deliver meaningful outcomes, while our Sino relationship - already demonstrating substantial benefits - has the capacity to generate even greater returns.

Yet, the realisation of these outcomes is dependent on Frankston City Council's continued commitment to strategic diplomacy and proactive trade outreach — and doing so with greater effectiveness. This includes initiating and hosting delegations, ideally involving key regional institutional leaders such as Peninsula Health, Monash University, Chisholm TAFE, and the Frankston Business Collective.

In essence, Sister and Friendship City relationships thrive only when reciprocal energy and engagement are actively maintained.

To this end, I recommend the following actions:

- Adoption of an International Relations Strategy to ensure alignment with the Council Plan.
- Establishment of a dedicated International Relations Officer to manage and sustain Sister and Friendship City relationships.
- Implementation of performance assessments for Sister and Friendship Cities, including expiry dates to enable periodic review.
- Future delegates on formal Council-sanctioned delegations should have all expenses—including accommodation and incidentals—covered by Frankston City Council.
- Enhanced preparation and staff support for both inbound and outbound delegations.
- Creation of a consolidated economic prospectus in English, Japanese, Cantonese, and Mandarin.

- Improved coordination with the Department of Foreign Affairs and Trade to support international engagement.
- Direction for the Chief Executive Officer to ensure that each outcome in this report requiring officer intervention is pursued diligently.

Gifts received during this work trip are currently being catalogued and will soon be displayed either at the Ballam Park History Museum or at the rear of the Civic Centre, where other gifts and ornaments from international delegations and relationships are showcased.

Furthermore, I will conclude the formal cultural exchanges the next two to three weeks.

Aside from the Suva partnership, which will need to be thoroughly critiqued, I am pleased to report that the health of all other new and existing international relationships remains strong.

However, a more strategic approach will be required with Susono given its demographic challenges and widening intergenerational gap. Notwithstanding, the Susono relationship is extremely beneficial to Frankston City from a social and cultural perspective.

Additionally, our relationships with the United States and China will demand specific care and attention to ensure we maximise the economic, cultural and strategic potential that both possess.

In our first year, Council has made it clear that partnerships are essential – good partnerships. I believe you'll agree that, for most of our international relationships, the spirit of partnership is thriving.

To conclude, I extend my sincere thanks to my fellow councillors, council staff, and the Frankston community for the trust they have placed in me to represent Frankston City's interests abroad.

I am confident you will agree that this work trip has been a resounding success.

Warm regards,



Mayor Kris Bolam JP

Addendum

- **1.a.** Fiji Football Association
- **2.a.** Australian Wuxi General Chamber of Commerce
- **2.b.** Wuxi Wangxing Curtain Wall Decorative Engineering Ltd
- **2.c.** Xinli Museum
- **2.d.** Jiangnan University
- **2.e.** Wuxi University of Technology
- **3.a.** Wichita Regional Chamber of Commerce
- **3.b.** Anne Arundel Chamber of Commerce
- **3.c.** Wichita Area Sister Cities Inc



# FIJI FOOTBALL ASSOCIATION

President: Mr. Rajesh Patel  
Chief Executive Officer: Mohammed Yusuf

1, 9

Lot 1 Taramati Street,  
Suva, Fiji  
P O Box 2514  
Government Building, Suva  
Phone: 7730453  
Email: ceo@fijifootball.com.fj

His Worship the Mayor

Mr. Kris Bolam JP

Frankston City Council

Civic Centre 30 Davey Street

P.O. Box 490, Frankston

VICTORIA

Dear Sir

## RE: MUTUAL PARTNERSHIP – FIJI FOOTBALL ASSOCIATION & FRANKSTON CITY COUNCIL

I hereby confirm that after our fruitful in person meeting at Suva Academy. Our various conversations in respect of mutual partnership were well received. We thank you for the offer of the Frankston City Sports facilities for our teams to utilize in near future

We appreciate your generous offer of support and to grow this partnership. We will advise you in writing as and when next Fijian Football teams are in Melbourne

regards

Sincerely,

Mohammed Yusuf  
Chief Executive Officer

“EQUALITY & UNITY THROUGH FOOTBALL TO BUILD A BETTER FIJI”

All correspondence to be addressed to the Chief Executive Officer

(MEMBER OF FIFA)

Your Honored Mayor Kris Bolam,

**Subject: Sister Chamber Agreement, Wuxi Way Structure, and  
2026 Delegation Visit**

On behalf of the Wuxi Chamber of Commerce, I extend our warmest greetings. We were delighted to receive your correspondence and are enthusiastic about the prospect of deepening the ties between Frankston and Wuxi.

We are writing to formally confirm our position on the matters you raised:

**Sister Chamber Agreement:** We wholeheartedly confirm our willingness and enthusiasm to proceed with establishing a Sister Chamber Agreement with the Frankston Business Chamber. We believe such a partnership will be a powerful catalyst for mutual economic benefit, business exchange, and cultural understanding between our two cities.

**Structure at Wuxi Way:** In a spirit of friendship and commitment to this partnership, the Australian Wuxi General Chamber of Commerce is pleased to offer to fund and construct a commemorative structure or feature at Wuxi Way. The final design and associated costs will be determined at a later stage, following further discussion and mutual agreement. We kindly request the

Council's guidance on the necessary approval processes and any local regulations to enable this project to proceed.

**Hosting a Wuxi Delegation in 2026:** We are in the early stages of planning a delegation from Wuxi to visit Frankston in 2026. We would be honoured if you would consider hosting this delegation. Your support in facilitating a program of meetings with key Frankston businesses and institutions would be invaluable.

We are confident that these initiatives will significantly strengthen the bond between our communities. We look forward to your positive response and to working closely with you and the Frankston Business Chamber to bring these exciting plans to fruition.

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Thank you for your leadership and commitment to this partnership.

Yours sincerely,

Yinan Yang

President

Australian Wuxi General Chamber of Commerce

## Letter of Intent

To:Mayor of Frankston

Thank you again for you and your team's visit to our company.FRANKSTON is a beautiful city and also one with great market potential.Our company is specialized in aluminum glass curtain wall and window&door. Since its establishment over 30 years ago, it has a large technical team and advanced production and manufacturing equipment.

After detailed planning and in-depth research in our company, we plan to look for a location in this city to expand our business.At present, our company plans to invest AUD 20 million to set up a factory of approximately 10,000 square meters, with a organisation of about 30 people.

We hereby apply for this.

Wilson  
General  
Manager  
WUXI WANGXING CURTAIN WALL  
DECORATIVE ENGINEERING CO.,LTD

## Letter of offer for Exhibition Hosting

(This document is a binding offer for exhibition cooperation, not a letter of intent)

Xinli Museum

No. 398, Phase 2 of Shanshui Hubin Garden, Jincheng West Road, Binhu District, Wuxi City, Jiangsu Province

Postal Code: 214000

Contact Phone: +8613806183456 / +8613815106696

Contact Email: erin\_ding@hotmail.com

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To: Mayor of Frankston City

Dear Mayor,

On behalf of Xinli Museum, we hereby formally issue this Acceptance Letter for Exhibition Hosting (hereinafter referred to as "this Letter") to your municipal government. After review, your side has been confirmed as the only official venue provider and co-organizer for this "Porcelain Treasures: Masterpieces of Yuan, Ming & Qing Imperial Porcelain Exhibition" (hereinafter referred to as "this Exhibition"). Once your side signs and returns the acknowledgment slip, this Letter shall constitute an effective and legally binding part of the cooperation agreement for both parties.

I. Basic Exhibition Information (Adjustable according to your schedule)

1. Exhibition Dates:

From Wednesday, April 15, 2026 to Wednesday, July 15, 2026, including:

- Installation Period: April 8-14, 2026 (7 days)

- Public Opening Period: April 15-July 14, 2026 (91 days)

- Dismantling Period: July 16-22, 2026 (7 days)

## 2. Exhibition Venue: (Adjustable according to the actual exhibition hall you contact)

Main exhibition hall and front hall of Frankston Arts Centre, with a total usable area of  $\geq 1,500 \text{ m}^2$  and a clear height of  $\geq 4 \text{ m}$  (independent temperature and humidity control is preferred if available).

## 3. Scale of Exhibits:

190 pieces (sets) of imperial porcelain from Xinli Museum's own collection, including:

- 30 pieces (sets) from the Yuan Dynasty

- 80 pieces (sets) from the Ming Dynasty

- 80 pieces (sets) from the Qing Dynasty

Xinli Museum shall be responsible for applying for the Chinese cultural relics exit permit and the exemption qualification for temporary entry cultural guarantee in Australia.

## 4. Exhibition Theme:

"Porcelain Treasures: Masterpieces of Yuan, Ming & Qing Imperial Porcelain Exhibition" aims to systematically present the 600-year craftsmanship and aesthetic evolution of Chinese imperial porcelain to the Australian public, and promote cultural heritage exchanges and tourism economic interaction between the two regions.

## II. Cooperation Responsibilities

1. Obligations of Your Side (Frankston Municipal Government):

- a) Provide the above-mentioned venue and supporting warehouses, offices, and loading/unloading passages free of charge, and ensure the completion of exhibition hall security upgrades (24-hour CCTV + infrared alarm system, meeting AAM Level 1 cultural relic standards) by April 1, 2026.
- b) Be responsible for comprehensive insurance of all exhibits in the museum during the exhibition period (including installation and dismantling periods), with an insured amount of no less than AUD X hundred million; Xinli Museum and Frankston Municipal Government shall be joint beneficiaries, and a copy of the insurance policy shall be submitted and take effect by March 15, 2026.
- c) Undertake local promotion, including but not limited to mainstream media, outdoor advertising, community marketing, and educational public activities; all promotional materials must bear the joint name of Xinli Museum.
- d) Provide professional exhibition display (including lighting, display cabinets, multimedia players, etc.).
- e) Provide on-site security, ticketing system, visitor flow management, emergency medical services, and fire protection services; ensure the maximum number of daily visitors does not exceed 500.
- f) Assist in handling temporary entry customs declaration, ATA carnet cancellation, and quarantine exemption documents for exhibits in Australia; relevant government fees shall be borne by your side.

2. Obligations of Our Side (Xinli Museum):

- a) Be responsible for the transportation, packaging, temporary export approval, and exit insurance of exhibits from within China to Melbourne Airport in Australia and back.
- b) Provide professional exhibition design plans (including lighting, display cabinets, explanation boards, and multimedia materials).
- c) Dispatch 1 cultural relic conservation expert to be stationed on-site, responsible for exhibit handover, maintenance, and daily inspection during the installation and dismantling periods.
- d) Organize a high-level opening forum and 2 public academic lectures, invite Chinese

and Australian ceramic research experts, and bear the international travel expenses and honorariums of the guests.

e) Authorize your side to use the name "Xinli Museum" and exhibit images for the promotion of this Exhibition, with the usage period ending on December 31, 2026.

### III. Fees and Settlement

1. As this Exhibition is a cultural public welfare project, both parties agree that there will be no ticket revenue sharing; all ticket revenue after deducting operating costs shall be invested in the next cultural exchange fund.

2. The transportation, exhibition display, and personnel expenses borne by our side shall be paid from Xinli Museum's own funds.

### IV. Intellectual Property Rights

1. The copyright of the exhibition pictures and texts belongs to Xinli Museum; your side may use them free of charge for this Exhibition and related educational promotion, but shall not use them for the development of any commercial derivatives.

### V. Confirmation and Effectiveness

1. Please complete the following matters within 30 working days from the date of receipt of this Letter:

- Sign the Acknowledgment Slip attached to this Letter by the Mayor or an authorized representative;
- Affix the official seal of Frankston Municipal Government;

- Send the scanned copy to the email: erin\_ding@hotmail.com

We firmly believe that this Exhibition will become another milestone in the history of cultural exchanges between Australia and China. We look forward to working with your municipal government to jointly present an oriental porcelain art feast spanning 600 years to the citizens of Frankston and the Australian audience.

We fully prepared to proceed with the exhibition if conditions are met.

Sincerely,

(Signature)

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Ding Feng

Founder / Curator

Xinli Museum (Official Seal)



江南大学

Jiangnan University

2.5  
November 11, 2025

Professor Sharon Pickering  
Vice-Chancellor and President  
Monash University

Re: Deepening Multi-Discipline Collaboration Between Jiangnan University and Monash University

Respected Vice-Chancellor and President Professor Sharon Pickering,

On behalf of Jiangnan University, I would like to extend our sincere greetings to you and all the colleagues at Monash University. Over the years, our collaboration in the field of business education has yielded fruitful results—from the undergraduate 2+2 program initiated in 2004 and the Ministry of Education-approved "3+1" program in 2012, to the newly approved Big Data and Management Application program this year, all of which have laid a solid foundation for our partnership. We sincerely appreciate Monash University's long-term support and cooperation.

Monash University, as a world-leading institution, is widely recognized for its outstanding teaching and research capabilities as well as its international-oriented educational philosophy. Jiangnan University, on the other hand, boasts significant disciplinary strengths in fields such as food science, Biotechnology, design, and intelligent manufacturing. Building on the profound collaborative foundation and complementary advantages of both universities, we look forward to further deepening cooperation in the following areas:

1. To promote comprehensive scientific research collaboration in fields such as food science, design, smart manufacturing, and business;
2. To expand the scale and elevate the level of cooperative education, exploring multi-tiered joint training models for undergraduate and postgraduate programs based on existing initiatives, including the areas of food science, design, smart manufacturing, etc.;
3. To deepen Talent Cultivation in Medicine and Nursing based on the sister-city ties

地址(Add): 江苏无锡蠡湖大道 1800 号 邮编: 214122  
No.1800 Lihu Avenue  
Wuxi, Jiangsu  
P. R. China Zip: 214122

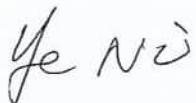
电话(Tel): (+86) – 510 – 85913623  
– 85913625  
传真(Fax): (+86) – 510 – 85913622  
网站(Homepage): [www.jiangnan.edu.cn](http://www.jiangnan.edu.cn)

between Wuxi City, where Jiangnan University is located, and Frankston, where Peninsula Health is located. We wish to promote collaboration between the School of Medicine at Jiangnan University and the hospitals of Frankston City as well as your campus in the city, to support the advancement of healthcare development in both regions.

A delegation from Jiangnan University, led by President Academician Wei CHEN, has planned to visit your esteemed institution during November 18-20, 2025. During the visit, a grand Launching Ceremony for the joint education program in Big Data Management and Application will be held on November 19, 2025. We look forward to engaging in in-depth discussions with you and your team to strengthen the partnership and explore possibilities in future cooperation.

Thank you for your consistent support for the collaboration between our two universities. We firmly believe that, through joint efforts, the partnership between Jiangnan University and Monash University will reach new heights, making greater contributions to higher education and cultural exchanges between the two nations.

Yours sincerely



Ye Ni, PhD  
Director, International Office  
Professor, School of Biotechnology  
Jiangnan University  
1800 Lihu Rd, Wuxi, Jiangsu 214122, PR China  
Email: [yni@jiangnan.edu.cn](mailto:yni@jiangnan.edu.cn)

地址(Add): 江苏无锡蠡湖大道 1800 号 邮编: 214122  
No.1800 Lihu Avenue  
Wuxi, Jiangsu  
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电话(Tel): (+86) - 510 - 85913623  
- 85913625  
传真(Fax): (+86) - 510 - 85913622  
网站(Homepage): [www.jiangnan.edu.cn](http://www.jiangnan.edu.cn)

# 無錫職業技術大學

## WUXI UNIVERSITY OF TECHNOLOGY

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Dear Chisholm TAFE,

I am writing on behalf of Wuxi University of Technology (WXUT) to formally express our sincere intention to establish a cooperative relationship with Chisholm TAFE.

As a leading vocational and technical university in China, WXUT has long been committed to providing high-quality technical education and fostering skilled professionals who meet the needs of industrial development. Our strengths lie in fields such as advanced manufacturing, electrical engineering, automotive technology, and digital media, which align closely with Chisholm TAFE's outstanding programs in vocational education.

We envision a wide range of potential cooperation areas, including student exchange programs, joint training of faculty members, development of collaborative curriculum, and organization of academic seminars and workshops. These initiatives will not only promote the exchange of educational resources and teaching experience between our two institutions but also enhance the international competitiveness of our students.

# 無錫職業技術大學

## WUXI UNIVERSITY OF TECHNOLOGY

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We highly admire Chisholm TAFE's reputation for excellence in vocational education and its extensive experience in industry-academia cooperation. We believe that a partnership between WXUT and Chisholm TAFE will bring mutual benefits and contribute to the development of vocational education in both China and Australia.

We would be delighted to discuss the details of potential cooperation with you further. Please feel free to contact me via email at [zhangxim@wxit.edu.cn](mailto:zhangxim@wxit.edu.cn) at your convenience.

We look forward to your response and the opportunity to build a long-term and fruitful cooperative relationship with Chisholm TAFE.

Yours Sincerely,

Michael



Director, International Exchange and Cooperation Office

Wuxi University of Technology

No. 1600 West Gaolang Road, Binghu District, Wuxi, 214121

China





October 31, 2025

Mayor Kris Bolam JP  
Ballam Ward Councillor  
Mayor's Office  
Frankston City Council  
Civic Centre  
30 Davey Street Frankston  
P O Box 490  
Frankston VIC 3199

RE: Letter of Intent

Mayor Bolam,

It was a pleasure meeting with you recently and having you connect with our Mayor and other elected officials during your visit to Wichita, Kansas. As we discussed, we are interested in exploring the possibility of establishing a sister chamber relationship with the Frankston Business Collective. We would welcome the opportunity to assess the feasibility and potential benefits of such a partnership.

Once you've had a chance to visit with your colleagues and community leaders, please let me know what you see as the next steps. We look forward to continuing our conversation and exploring how our communities might collaborate for mutual benefit.

Sincerely,



John Rolfe  
President & CEO



3 6 1

October 31, 2025

Mayor Kris Bolam  
Mayor's Office  
30 Davey Street  
PO Box 490  
Frankston VIC 3199

Dear Mayor Bolam:

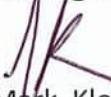
It was a most enjoyable and educational visit with you during your time in Annapolis. I am sure you found Mayor Buckley to be an engaging host and provided you with some unique insights into our community. The Friendship agreement between the two cities will prove to be a very positive resource for both.

It was very interesting to learn about the similarities between Frankston and Annapolis. In particular your focus on economic growth and supporting existing small and large businesses located in Frankston. These two elements are key impact areas for the Anne Arundel County Chamber of Commerce. With that in mind, the Anne Arundel County Chamber of Commerce would find it very valuable to develop a relationship with the Frankston Business Chamber.

Perhaps we can set up an online meeting to discuss next steps.

I hope the rest of your time in the US was as productive as it was here in Annapolis. Look forward to hearing from you.

Moving Forward,

  
Mark Kleinschmidt  
President/CEO



WICHITA AREA SISTER CITIES, INC.  
P.O. Box 47242  
Wichita, Kansas 67201

3.c  
November 15, 2025

Mayor Kris Bolam  
Mayor's Office Civic Centre  
30 Davey Street  
PO Box 490  
Frankston, Victoria  
AUSTRALIA 3199

RE: City of Wichita Proposed Friendship Relationship to City of Frankston

Dear Mayor Bolam,

We enjoyed meeting you on October 2 to discuss our respective cities – Wichita, Kansas, USA and Frankston, Victoria, AUS. We are excited about engaging together with our historical and indigenous groups in gaining greater cultural understanding and collaboration.

The location of Wichita was created near the confluence of the big and little Arkansas rivers, which various tribes of native American Indians believed to be sacred land. Early traders then settled in this area and pioneers soon followed. Wichita native Black Bear Bosin sculpted the city's famous Keeper of the Plains. His towering steel figure was placed on a raised platform above the two rivers confluence. Our Mid-American All Indian Museum is located adjacent to his sculpture.

I plan to bring approval of this Friendship City relationship in our WASC Board meeting on November 20. Our committee will then send the recommendation on to Wichita City Council. Sister Cities International requires an agreement on behalf of each municipalities endorsing a 'Friendship City' relationship.

In friendship,

*Celeste Racette*

Celeste Racette MBA CIA  
President, Wichita Area Sister Cities, Inc.  
Cell: 765-491-6583

CC: City Councilman Dalton Glasscock