



31 May 2017

Project Team
Moolap Coastal Strategic Framework Plan
PO BOX 103, Geelong VIC 3220
planmoolap@delwp.vic.gov.au

Dear Sir/Madam,

The Committee for Geelong (CfG) is delighted to be provided with the opportunity to lodge a submission to Moolap Coastal Strategic Framework Project Team.

Please note that the CfG's submission is not confidential and we therefore give consent for it to be made public.

Thank you for taking the time to review our submission and we look forward to hearing from you soon.

Yours faithfully,

Rebecca Casson
Chief Executive Officer

T +61 3 5227 8075
W www.committeeforgeelong.com.au
E cfg-admin@committeeforgeelong.com.au
P PO Box 1418 Geelong VIC 3220
ABN 53 600 539 231

Committee for Geelong
Deakin University Geelong Waterfront Campus
Level 1, The Sally Walker Building
1 Cheringhap Street Geelong VIC 3220

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COMMITTEE FOR GEELONG
SUBMISSION TO DEPARTMENT OF
ENVIRONMENT, LAND, WATER AND PLANNING (DELWP)

REGARDING:

MOOLAP COASTAL STRATEGIC FRAMEWORK PLAN

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1. Introduction

The Committee for Geelong (CfG) is pleased to lodge a submission to the Victorian State Government's Department of Environment, Land, Water and Planning (DELWP) regarding its recommendations for future use of the Moolap region examined in the Moolap Coastal Strategic Framework Plan (the Moolap Plan).

The CfG exists to actively advocate for a better future for Geelong. It works collaboratively with an authoritative group of stakeholders and influencers to provide strategic leadership. Through innovative thinking and thought-provoking debate, the CfG leverages opportunities to deliver growth in the Geelong region.

The CfG is politically unaligned, independent and shares one passion with its members – the vision of a vibrant, liveable, inclusive and prosperous Geelong.

Last year, the CfG undertook a global study tour of eight “second” cities in Europe and the USA to identify strategies to underpin the future vision for Geelong as Victoria's second city. That study tour resulted in the development of a 100-page report entitled *Winning from Second: what Geelong can learn from international second cities (Wf2)*. The report draws insight from the change and economic transformation process of international second cities and was written in collaboration with the United Nations Global Compact - Cities Programme and RMIT's Centre for Urban Research, with support from the Commonwealth Bank and other partners.

Informed by the findings in the *Wf2* report, the CfG brings a unique perspective to consideration of the Moolap Plan. The CfG urges DELWP to consider the *Wf2* report (attached) as part of its examination of the future of Moolap.

This submission includes several considerations and a large project proposal. The considerations – from the *Wf2* report – are designed to help DELWP examine potential uses for the Moolap land with a view to maximising the benefit for Geelong. These considerations are based on the very best thinking from second cities around the world.

In regard to the large project proposal, the CfG urges DELWP to “think big” in its approach to such a major, critically located parcel of land. Covering more than 1200 hectares and incorporating 10 kilometres of coastline just six kilometres from the Geelong CBD, there is significant potential for this site to have a major influence on the future of Victoria's second city.

2. Background

The objective of the *Wf2* report was to discover how exemplar second cities pursued their economic and social viability following economic change. The cities included in the study tour had all seen major companies close or depart, but went ahead to transform their economies through co-ordinated and long-term strategies for industry development.

The study tour included:

1. Eindhoven, Netherlands
2. Dundee, Scotland
3. Cleveland, USA
4. Pittsburgh, USA
5. Richmond, USA
6. Bristol, UK
7. Liverpool, UK
8. Sheffield, UK

The CfG called on the expertise of Deakin University for help in identifying which cities to include in the study tour. The United Nations Global Compact – Cities Programme and RMIT’s Centre for Urban Research were commissioned to participate in the study tour and compile the *Wf2* report. The research was undertaken in accordance with RMIT University’s regulations in relation to the ethical conduct of research.

3. Considerations

The findings in the *Wf2* report incorporate a number of recurring themes that offer insights into how Geelong can enhance its social and economic viability. Of these, there are a number that are of relevance in consideration of the Moolap Plan. The CfG hopes DELWP will keep these considerations in mind as it examines potential uses for the Moolap land. As Geelong adopts or responds to these themes, it is clear that Moolap has the potential to play a vital part – providing the space, the location and the infrastructure that could allow these themes to be implemented.

There are three key themes of relevance:

3.1 The development of centres of excellence within defined geographic locations

Many of the cities in the *Wf2* report developed industry specialisations that have contributed significantly to the transformation of their economies.

3.1.1 Health Tech

Dundee established a strong biomedical science sector alongside its burgeoning niche in electronic games development. Cleveland developed a strong Health Tech Corridor based on shared industry, hospital and university specialisations.

Over time – and in line with other recommendations contained within the *Wf2* report – we can expect Geelong to establish new industry specialisations that will require accommodation. Because Moolap is largely a blank canvas, it could provide the perfect place to establish new centres of excellence. As Geelong develops new industry specialisations, sections of Moolap could be set aside to house industry headquarters, factories and development hubs.

An important aspect of Cleveland’s Health Tech Corridor is that it has flourished through specialisation in knowledge clusters in cardiac care, cancer research and general healthcare, which differentiate Cleveland from other cities and medical clusters. The city of Cleveland has identified this as an important economic driver within the city and invested in the Health Tech Corridor to make sure the city captures the new businesses that are being created in the sector.

3.1.2 Social Insurance

Geelong also needs to identify unique niches. One of the competitive advantages identified in the *Wf2* report is the city’s strength in the existing social insurance cluster – as home to the Transport Accident Commission (TAC), WorkSafe and the National Disability Insurance Agency (NDIA) – which is a natural advantage presenting an attractive opportunity for the future.

The *Wf2* report points to the potential to expand Geelong’s status as a global hub for social insurance with existing public and private insurers, leveraging the existing

organisations that have already been established in Geelong. This has the potential to be a world-leading social insurance cluster based right here in Geelong.

Close to 6,000 people in Geelong are employed in the social insurance and disability sector that the NDIA, TAC and WorkSafe are part of. It is an industry worth more than \$600 million to our local economy. These are massive numbers for a city the size of Geelong, and vital for a region that has recently lost jobs from major employers. The TAC, NDIA and WorkSafe are at the vanguard of international social insurance practice and have world-leading skills and experience in this field.

For the future of our city, we must look at becoming home to more organisations such as these – as a platform on which to build though, and not the end game.

Building on existing strengths in the fields of education and medicine in Geelong and combining those with social insurance would increase the value of this cluster, as it is a specialisation unique to Geelong. Importantly for a city that is developing a status as a global centre of excellence for social insurance, it would further enhance Geelong’s international reputation and build our capability. The chance to be located alongside these organisations would inevitably entice other businesses to our region.

Moolap has the potential to house one or several arms of social insurance organisations, which would help lock in Geelong’s ownership of the sector and further establish it as a global leader in the field.

3.2 The provision of distinct identities relative to major cities

Any future development at Moolap should be used to highlight Geelong’s strengths and the benefits of lifestyle in a non-capital city. The *Wf2* research identified that second cities have prospered by providing distinct identities relative to major cities.

3.2.1 Entertainment, arts, culture, leisure, sport, dining and retail precinct

When deciding on Dundee as the home of the Victoria and Albert Museum, the museum board realised that the institution would be more visible if it was located in a second city rather than the major and well-known cities of Glasgow or Edinburgh. This type of prominence is vital for any new development at Moolap.

Research from the *Wf2* report indicates that second cities are recognising and investing in their attractiveness to new residents. The recent redevelopment of the waterfronts in Dundee and Pittsburgh, which echo Geelong’s waterfront renewal, have been important in revitalising those cities. The CfG therefore encourages the Victorian State Government to be aspirational when it considers what could be done with the development of parts or all of Moolap’s 10-kilometre coastline.

3.2.2 Turquoise economy

The *Wf2* report also points to the opportunities offered by green/blue economic development in Geelong; the “turquoise economy” which has immediate potential to leverage Geelong’s economic prosperity.

In the *Wf2* report, Pittsburgh is identified as a leading example of the use of green economic development to replace a declining manufacturing sector. Following the

decline of the steel industry in the 1970s, Pittsburgh included the growth of green buildings in its development plan and, due to its ongoing prioritisation, is now one of the cleanest cities in the US.

Pittsburgh's transformation from a steel city to green city has been a long-term project, with significant investment in low-energy-use buildings and remediation works on ex-industrial brownfield sites. This policy change was made in conjunction with Pittsburgh's focus on converting its water resources from sites of industry production to sites of leisure and amenity ('blue' economic development).

Another city to note as a case study is Milwaukee – due to its innovation, Milwaukee became part of the UN Global Compact Cities Programme and is today renowned as a global water innovation and policy hub – a 'blue' economy.

Geelong's location between Port Phillip Bay, the surf coast, along the Barwon River – and on the extensive shoreline at Moolap – provides a unique basis for leveraging a water-centric (blue) economy, incorporating aquaculture, aqua-tourism (recreational fishing /surfing /sailing) and the Geelong port.

With specific regard to Moolap and Geelong's Turquoise economy, consideration should be given to maintaining a commercial port precinct at Point Henry that could utilise the unique existing channel and port infrastructure. Given this, the issue of encroachment and the link between recreational and industry use of the channel all need to be considered.

For Geelong to transform into a city recognised for its green economy, a significant shift is required from the heavy industry and car-dependent residential developments that dominated the city's economy and growth in the twentieth century. The 6-star green energy rated and 5/6-star NABERS buildings being constructed for WorkSafe and the NDIA in central Geelong provide examples for office developments in the city to emulate in the future. To complement this, residential development on the Moolap site could be required to be of advanced design, showing a commitment to self-generating energy. In addition, the development of green spaces through the revitalisation of Central Geelong (such as the Green Spine) all need to be considered as part of the development of the Moolap site.

As per the recommendations in the *Wf2* report, it is important to identify and promote the lifestyle and amenities on offer in Geelong to attract new residents. The turquoise economy provides a unique opportunity to do this – it highlights some of Geelong's most unique and attractive selling points.

Turquoise is a blue-green mineral that is rare and valuable. Equally, the lifestyle and amenity on offer in Geelong is both valuable and – with the growth of Melbourne and surrounding areas – becoming increasingly rare.

The potential for Geelong's turquoise economy is a field worthy of further research, which could have a positive impact on the future policy development for Victoria's second city. Undertaking further research will shed light on the potential and relevance of Geelong's turquoise economy to the Moolap Plan. It could be argued that the Moolap Plan would provide a unique case study on the turquoise economy. This aspect is significant given the importance of retaining lifestyle as a key attribute to the Geelong region.

Other considerations include the creation of more bicycle lanes, upgrading the existing transport system and providing incentives for the redevelopment of old buildings – these are strategies that have helped cities like Cleveland attract young, creative people who nurture a culture of innovation and start-ups.

3.2.3 Population growth

As well as increased visibility, second cities are usually less congested, have lower real estate costs and more appealing environments and quality of life. This is important given the evidence that lifestyle is becoming an increasingly important factor in population mobility. Population growth creates larger markets for local businesses, as well as creating larger employment markets and talent pools within Geelong.

There is a growing number of people choosing to live in Geelong but work in Melbourne, which highlights the attractiveness of the city through both its amenities and its affordability. The development of Moolap's waterfront and the potential for residential development within six kilometres of Central Geelong will add to the appeal. A recent report by Bernard Salt, commissioned by the CfG, revealed how Geelong could achieve an "out of the box" vision for a population of 750,000 by mid-century. Given this, the CfG fully supports greater sustainable population growth, and we consider that Moolap can contribute to the important growth of the Geelong region.

3.3 The support and nurturing of existing, new and innovative businesses

Parts of Moolap could be set aside for scale ups, start-ups and other fledgling businesses.

The *Wf2* report provides clear evidence that support for innovation, entrepreneurs and start-ups needs to be at the centre of contemporary second city development thinking. Support for existing small business enterprises was also identified as an important consideration for second cities: Eindhoven, Richmond and Sheffield all noted the importance of supporting the scaling up of existing businesses.

Another case study city contained in the *Wf2* report, Milwaukee, found that second cities can provide better support for new ventures, as major cities are more concerned with working with larger businesses. This creates opportunities for second cities to support innovation and emerging entrepreneurs, particularly through the single development agency models such as Eindhoven's Brainport.

Cleveland has worked on capturing start-ups spinning off from the city's Health Tech corridor, spending \$87 million to create 3,000 jobs in the city, as well as creating shared working spaces and manufacturing sectors.

Innovative new and existing enterprises are integral to the European Commission's Smart Specialisation development process and have also been linked to second city performance and productivity.

Geelong has advantages in supporting new ventures: it is large enough to have support, infrastructure and suppliers in place; affordable rents; and good access to the large Melbourne market and distribution points.

While there has been recent Victorian State Government support for start-ups in Geelong through initiatives such as start-up incubator Runway Geelong, and plans for a cyber-security incubator linked to Deakin University, the support for new and existing business activities in Geelong needs to be an ongoing activity.

There is also the potential to consider providing incentives for the redevelopment or refurbishment of some of the old buildings on the Moolap site, to attract millennials and stimulate new businesses.

3.3.1 The importance of millennials

Millennials are particularly attracted to old and historic buildings and are more likely to be involved in start-ups and the establishment of creative new businesses. The city of Richmond in the USA has leveraged this through a tax-abatement program that fosters the redevelopment of parts of the city's built environment. As a result, it has become the home of several successful start-ups and new companies, owned by a younger generation, that have been helping to create a more vibrant city.

4. Think Big

One of the key findings of the *Wf2* report was the need to “think big” in identifying the industries, investments and infrastructure that will transform a city. Given this, the Moolap site could be used for major infrastructure projects, and the CfG encourages the Victorian State Government to ‘think big’ and plan towards 2050.

We have detailed below some potential aspirational options for consideration.

4.1 Bridge-tunnel-bridge

The importance of ‘thinking big’ was also highlighted to the CfG when it visited Virginia, in the USA, and learned about the Chesapeake Bay Bridge-Tunnel, a 37-kilometre fixed-link crossing at the mouth of Chesapeake Bay incorporating a bridge and an underwater tunnel.

Initially criticised as “extravagant and dangerous”, the Chesapeake Bay Bridge-Tunnel has since been described as one of the engineering wonders of the modern world and remains one of only 10 bridge-tunnel systems on earth. The unique tunnel element allows shipping to pass without any height restrictions.

One of the most innovative elements of the Chesapeake Bay Bridge-Tunnel was the fact it was financed through the issue of revenue bonds. In 1960, investors bought \$200 million in bonds that were repaid from toll revenue. Over time, all debtors were repaid in full and the project began to make a profit – money that was invested in future maintenance and expansion.

The CfG has long supported concepts of new transport links between Geelong and Melbourne. The revolutionary bridge-tunnel-bridge system could be used as a high-level template to consider how to connect Moolap with Melbourne's CBD, possibly through Fishermans Bend.

The Moolap end of the bridge would connect with plans for the Geelong Ring Road-Bellarine Link. DELWP's Moolap Plan states that VicRoads is currently in the process of identifying a preferred corridor for the Geelong Ring Road extension to Portarlington Road, which would act as a feeder to this extraordinary piece of infrastructure.

The tunnel element of the project would be crucial to ensure the structure would not interfere with Geelong's port activities.

A bridge-tunnel system could provide a direct link between central Melbourne and the Bellarine Peninsula, reducing the burden of commercial freight, commuters and tourists on the overloaded Westgate Bridge and out of the centre of Geelong. It would also provide a new connection to the Great Ocean Road and open up the Bellarine Peninsula to greater tourism, delivering a new link through to the Queenscliff-Sorrento ferry.

Another example is the Øresund, an engineering marvel that connects the Danish capital of Copenhagen to the Swedish city of Malmö. A cable-stayed bridge runs nearly 8 km (5 miles) to an artificial island where it transitions into a tunnel that runs another 4 km (2.5 miles). The award-winning double-track railway and motorway opened on 1 July 2000.

The CfG recommends that DELWP might consider such initiatives through the lens of the Commonwealth of Virginia's innovative revenue bond funding model, charging a toll for use of the bridge-tunnel system, covering the cost of construction and eventually delivering an annuity to cover the cost of maintenance and expansion. More specifically, the recently released Plan Melbourne refers to exploring "financing opportunities to address infrastructure needs, while also considering broader strategies and options".

The importance of the Westgate Bridge and its role in the daily life of the state of Victoria, connecting the entire western half of the state to its capital city, cannot be overstated. However, the Moolap bridge-tunnel-bridge proposal promises to overtake the Westgate as the most important piece of infrastructure Victoria – and possibly Australia – has ever seen.

The CfG encourages DELWP to take into account that the city leaders, who first began talking about a new bridge over the Yarra, while visionary, are unlikely to have had any idea that it would become so critical to the operation of the state of Victoria. After initial discussions about the need for the Westgate in 1958, construction began in 1965, with completion in 1978. Initial projections were that the bridge would be crossed by 40,000 vehicles a day; today that figure is more than 160,000 a day.

4.2 High speed rail

Geelong's ease of connectivity to Melbourne is vital for the future success of both cities. In today's technology, high-speed rail travel is available (the Shanghai Maglev Train or Shanghai Transrapid is a magnetic train that operates in Shanghai, China, and is the fastest commercial high-speed electric train in the world). Japan's high-speed bullet trains, also known as Shinkansen trains, offer visitors an experience like no other with speeds reaching up to 320 km/hr. In 2015, Japan's Maglev train broke the world speed record with 600 km/h. At speeds such as 320 km/h a trip from Geelong to Melbourne would take an estimated 11 ½ minutes.

4.3 Hyperloop

The CfG recently hosted a briefing by Ultraspeed Australia regarding its work on behalf of Hyperloop One, and specifically its desire to build support for the implementation of a Hyperloop network in Australia. The CfG has expressed an interest in the concept of establishing a Hyperloop network in Australia, especially given the potential that Hyperloop has for supporting the development of the Melbourne-Geelong corridor. In addition, the CfG strongly supports the proof-of-concept facility being located in Geelong. This facility also has the potential to provide much-needed jobs for our region.

Hyperloop is a new form of transport. It can move people or freight quickly, safely, efficiently, on-demand, and with minimal impact to the environment. Passengers or freight are loaded into the Hyperloop vehicle, or pod, and accelerate gradually, via electric propulsion, to speeds of over 1,000 km/h through a low-pressure tube. The pod quickly lifts above the track using magnetic levitation and glides at airline speeds for long distances due to ultra-low aerodynamic drag. Rapid acceleration and deceleration also enables Hyperloop to be used on metropolitan or regional scales. Hyperloop will be built on columns or tunnelled below ground to avoid dangerous grade crossings. It is fully autonomous and enclosed, eliminating pilot error and weather hazards. Hyperloop is also safe, clean, and quiet, with no direct carbon emissions. Hyperloop is being designed to convey both container freight and passengers. This offers flexibility and competitive advantages over conventional wheel-on-steel high-speed rail systems, which cannot carry freight.

4.4 World of Autonomy:

It should be noted that every major car manufacturer has documented that by 2021 – 2025 they will have a fully autonomous vehicle for commercial sale. Ford Australia has publicly announced it will have a fully autonomous commercial vehicle available for purchase by 2025.

With autonomy, the track tunnel system can fit more cars in less space, as vehicles can drive closely together with fewer accidents. However, for any system that is installed, we must be aware of future proofing it.

5. Using innovative approaches to reduce environmental impacts

It is understandable that there might be concerns about environmental damage caused by installing infrastructure to the scale described above. Any environmental damage caused by a bridge-tunnel-bridge or similar construction could be offset. For example, columns of the bridge or where the tunnel enters the sea bed could have artificial reef technologies installed. With the rise of electric vehicle technology, there are systems being trialled now where the road charges a vehicle as it is being driven, generating power to give power. A bridge could therefore power a hyperloop, which would then be carbon neutral in terms of operations. In addition, any piece of infrastructure could also be a generator – with waves crashing against it, every column could potentially be a tidal generator. Whilst the examples here may seem unachievable for Geelong, it is vital that DELWP considers innovative ideas to reduce any environmental impact of developing the Moolap site.

6. 2050 Vision

Life-changing plans comes to fruition when decision-makers support bold and visionary ideas; when they have the courage to look beyond the reasons things should not be done and focus on the reasons why they must be done. The bridge-tunnel-bridge concept is just one example. Others might include a strategy for the integration of research and development for sustainable land and water use adjacent to coastal land, with Geelong being at the forefront. The CfG considers that investment in the future of research and development that employs people in the city-region is also an important aspirational goal. This could be realised through the establishment of a marine science campus of an international university, which could utilise the area and look at southern coastal aquaculture and bay-related activities. This would sit well within the area, and allow co-existing development of residential and other commercial activity.

Nevertheless, the CfG is mindful of the strong community support for the protection of the wetland habitat on the Point Henry peninsula and, where possible, this aspect should be integrated into activities

Geelong has had many big project proposals that have been considered, and the Moolap site is ideally suited for a big project. Given this, we encourage the Government to ‘think big’ with a courageous plan towards 2050. Doing so could be transformational for Geelong.

7. Conclusion

The CfG hopes that DELWP will consider all future uses for Moolap through the lens of the evidence-based *Wf2* report. The thinking that has gone into this report, based on the best ideas from around the world, is focussed on achieving the best outcome and the brightest future for the city of Geelong. The *Wf2* work is very much aligned with the City of Greater Geelong’s “Our Future” plan to support the kind of projects within the region that would allow Geelong to trade and interact globally as a Clever and Creative City-region. A key emphasis of the plan is to “bring all members of the Greater Geelong community along for the journey and ensure socially equitable access to the opportunities that would be created, no matter where people live with the region”. This point is crucial when considering the Moolap site.

The CfG believes that it is critical that DELWP “thinks big” in its approach to the future of Moolap. This is a rare opportunity to deliver a truly visionary outcome that will have a major influence on the future of Geelong. This site, and any potential projects on it, are of national significance and should be considered within the broader offering of air, port and transport infrastructure for the Geelong region. More specifically, within the context of Avalon Airport, and any new Port facility, the Moolap Plan should also consider what could be located at Pt Henry.

The development of a piece of infrastructure with scale and audacity, such as the bridge-tunnel-bridge project, would cement Geelong’s position as Victoria’s second city, and as a centre for innovation and creativity.

A bold and awe-inspiring plan makes a clear statement about our city’s determination to be counted as one of the world’s great cities.

The CfG believes that it is important DELWP does not allow its Moolap plan to be constrained by concerns over budget or modesty. The Moolap Plan needs to deliver the people of Geelong, and the state of Victoria, the very best possible outcome. It should also highlight a valuable lesson for future generations about the importance of having grand dreams.

8. Contact Details

Rebecca Casson

CEO, Committee for Geelong

☎ +61 487 000 786

📧 rebecca.casson@committeeforgeelong.com.au