

THE CONDUIT

2021

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WELCOME

Now that we are over halfway through the current financial year and well into 2021, we thought it would be worthwhile letting you know what we have been up to. 2020 was very much about dealing with the COVID-19 challenges and making sure the business is well placed to respond to our customers' needs as we come out the other side of the pandemic.

The good news is that, after a slowdown from March to June last year, we are starting to see trading return to close to normal for the back half of 2020 and into 2021. Our team is close to where it was this time twelve months ago and we have become a leaner, smarter business based on our COVID-19 learnings. The use of online and digital tools including Microsoft Teams for meetings, webinars for our Team Briefs and digital delivery of our Toolbox Talks is very much the new norm. And, even more importantly, our team is more focused on our customers than ever before.

A few highlights worth sharing include the expansion of our Infrastructure Services' Design team, growth in the new estate and new housing market on the back of strong demand and government stimulus spend, ongoing demand for asset maintenance in the health and aged care sectors, and the strength of the grocery and leisure sectors in the retail space.

CV has worked closely with our clients in these areas to ensure we have the capability and capacity to deliver.

In this edition you will read about how CV is doing its bit to get power to a number of new schools being built, working with Kmart on the transition from Target to K Hubs, partnering with our clients to make sure their fire safety systems are effective and helping the arts sector with the Queensland Ballet's Thomas Dixon Centre.

As we look towards the new financial year, the roll-out of the vaccine program, and a return to more stable times we thank you, as always, for your support. We know you have a choice and we appreciate that you continue to choose CV.

Andrew McMaster
Executive Director

Ed Phelan
Executive Director



PALMVIEW STATE PRIMARY & SPECIAL SCHOOLS ELECTRICAL CONSTRUCTION

In early 2020, eight new state schools were opened in Queensland which was the largest number of new schools to open in a single day in more than 30 years. The growth in the number of state schools has not shown any signs of slowing with another five new state schools opening in South East Queensland for the beginning of the 2021 school year.

With the Sunshine Coast one of the fastest growing regions in Queensland, it's no surprise that a number of new schools are being built each year to keep up with the growing population. Of the five new state schools which opened earlier this year, three are located on the Sunshine Coast.

Village Green by PEET, a new residential estate, is set to deliver over 1,100 new homes to the Sunshine Coast Region. With the potential to accommodate about 2,750 people, the development welcomed two much needed new schools, Palmview State Primary School and Palmview State Special School. These neighbouring schools both opened for Semester 1, 2021 with the primary school welcoming approximately 180 students from Prep to Year 6 and the special school welcoming over 30 students ranging from Prep to Year 12.

Both schools were successfully delivered by FKG with a tight deadline to cater for the growing number of families that continue to move into homes in the emerging community. The schools were delivered in just one year with construction beginning in early 2020 and completion of the project at the beginning of 2021.

The \$63.8 million new state primary school and the \$68.8 million special school both include state-of-the-art amenities including administration and corporate buildings, learning centres, libraries, canteens, student amenities, student sport and music centres, play areas, sports ovals and carparking. The two schools will be later joined by a high school in 2023 on an adjoining campus.



CV worked with FKG on the construction of both new schools which provided about 400 jobs for local tradespeople. The scale of the project and the number of different trades working together on the sites meant that reaching all milestones within the tight deadlines was critical. To ensure the schools were delivered on time, a dedicated CV Project Manager was assigned to each school with an onsite team of tradespeople that reached 40 at the peak of the project.

The CV team was dedicated to delivering the project on time with a crew completing the permanent power connections on Christmas Eve alongside Energex. This enabled all testing, commissioning, etc. to be completed, allowing for the schools to be ready for their first students on 27 January 2021.

For both the Palmview State Primary School and Special School, CV delivered the full design and construction including:

- Electrical
- Communications
- AS1670 Dry Fire
- Security
- Audio Visual
- Hearing Augmentation

The CV team was proud to work with FKG in delivering these much needed educational facilities to the local community.



AVID HARMONY

INFRASTRUCTURE SERVICES

Harmony by AVID Property Group is one of the Sunshine Coast's largest master planned developments, consisting of 378 hectares of land which is being transformed into 4,800 homes with 100 hectares of open space. The development's design, from individual homes through to the overall community facilities, is based on environmental sustainability with a focus on green space and parklands weaving through the space.

Harmony's commitment to sustainability has seen the project achieve Six Leaf EnviroDevelopment Certification from the Urban Development Institute of Australia (UDIA) - the first masterplanned community in South East Queensland to do so.

Recognising outstanding design in relation to sustainability across the six 'leaves'; Ecosystems, Waste, Energy, Materials, Water, and Community, this achievement sets a new industry benchmark for property developers.

Construction began on the Harmony development almost five years ago in August 2016 and since then has reached numerous milestones as the community continues to develop. In July 2020, Harmony hit a significant milestone by welcoming the 1,000th family to the community, which will have a total of 12,000 residents once the development is completed.

With the project timeline expected to take 15 to 20 years to complete, the \$3 billion development will generate over 9,000 short term jobs for the region. CV has been a significant part of the project since the beginning, delivering electrical infrastructure services for the master planned community.

Throughout the Harmony stages, CV has delivered the design and construct of:

- NBN pit & pipe communications
- Rate 3 LED street lighting
- Bicycle and pathway lighting
- Electrical and lighting to council parks, sports fields and other amenities
- Energex electrical network to service the development, including master planning, transformers, pillars and overhead relocations works
- Traffic signals infrastructure

CV is looking forward to continuing to work on this industry leading development.



PROJECT SNAPSHOT - GRAND LINEAR PARK

In 2020, CV completed the electrical infrastructure for the final two hectares of Grand Linear Park which forms a central green corridor for the Harmony community. Spanning the length of ten football fields, the five hectare park is comprised of a number of smaller parks catering to different ages, an outdoor gym with fitness equipment, eating areas and amenities, and plenty of green space, all connected by a network of pathways. The CV team delivered the project ahead of schedule, completing one of Harmony's most unique and defining features.



QUEENSLAND BALLET

THOMAS DIXON CENTRE

INFRASTRUCTURE SERVICES

The Queensland Ballet's Thomas Dixon Centre in Brisbane's West End has been undergoing a refurbishment including a three storey expansion to revitalise the iconic building. Built in 1908 and home to the Queensland Ballet since 1991, the redevelopment of the historic centre will allow for additional spaces for both rehearsals and performances.

The completed centre will provide world class facilities for dancers and the community, which include:

- Performance & rehearsal spaces, including a 356 seat theatre and six studios
- Dancer spaces, including dressing rooms, dressing stations, and private lounge and terrace
- Health & wellness facilities, including a fully equipped gym
- Wardrobe workroom for creating, refurbishing, fitting and storing costumes
- Private meetings & event space, including a boardroom and a 22 seat gallery with views of the theatre
- Community facilities, including the Bunker Bar (converted from five World War II air raid shelters), the QB Café and multi-use outdoor spaces

CV worked closely with Hansen Yuncken on the refurbishment project to deliver a turnkey package for the electrical connection (Large Customer Connection or LCC) works.

To deliver the power to the existing heritage building as well as the multi-level expansion's additional infrastructure, the CV team progressed the design and installation of an Energex indoor substation.

The team also installed the electromagnetic frequency (EMF) shielding, all doors for the substation, and civil conduits along Drake St, Montague Rd and Raven St. Throughout the job, CV worked closely with Energex to ensure project timelines were met.

During the initial stages of the project, a high level of coordination was required between CV and Energex to incorporate the design works for the Thomas Dixon Centre with five other Energex projects occurring in the area.

CV achieved approval from Energex for the construction of the physical substation on the first inspection, which is a testament to the team's capability and experience. Delivering this major milestone for the project enabled the installation of the electrical equipment to expedite the power on site.

The CV team was proud to work with Hansen Yuncken on the transformation of the Thomas Dixon Centre in making the Queensland Ballet's vision for the future a reality. We look forward to seeing this iconic centre continue to be a community staple for many years to come.





VIRGIN AUSTRALIA OPERATIONS UPGRADE ASSET SERVICES

Virgin Australia has recently undertaken a project to upgrade their operations at Brisbane Airport. With new office space available, Virgin Australia entered a new lease agreement with Brisbane Airport Corporation to relocate, refurbish, re-fit and de-fit a number of office lease sites throughout the Domestic Terminal Building and at the Virgin Australia Hanger.

The complete upgrade to Virgin Australia's operations puts the airline in a strong position to deliver service excellence to their customers travelling to and from Brisbane Airport. The aviation industry is continuing to regain momentum with Virgin Australia expecting to return to 80% of their pre-COVID-19 capacity by July 2021.

For the upgrade project, CV worked across both the landside and airside environments to deliver:

- Critical UPS systems
- General power
- Interior lighting
- Lighting control system
- Exit and emergency lighting
- Communications
- Area Wide Television (AWTV) system

As well as delivering the electrical components for the refurbishment, CV's fire and plumbing teams were also a significant part of the overall project.



BRISBANE AIRPORT FIRE PANEL UPGRADE ASSET SERVICES

As a key piece of critical infrastructure, it is necessary for Brisbane Airport to remain fully operational at all times. To make this possible, this world class facility is kept at the highest standards at all times through routine maintenance and systematic upgrades.

Brisbane Airport Corporation recently required an upgrade to the Fire Panel in the International Terminal Building. The current Fire Panel was no longer supported by the manufacturer due to restricted availability of the system components, and the fire detection and alarm system communication protocol used by detection devices being made redundant.

CV worked alongside Campak to deliver this essential Fire Panel upgrade which would ensure the highest level of fire safety was maintained within the building.

The works CV delivered for the project included:

- Replacing the main fire indicator panel in the International Terminal Building's fire control room
- Replacing any fire systems components not compatible with the new Fire Panel
- Replacing all existing detectors in the International Terminal Building and associated buildings
- Isolating all dry fire systems
- Programming of the Fire Panel and graphics

Throughout the project, CV was required to be mindful of working in a live environment operating 24 hours a day, seven days a week. The team successfully delivered all required works while ensuring that any impacts to the airport's operations were kept to a minimum.

Campak and BAC were extremely happy with the way CV's Fire Team led and managed their facets of the Fire Panel upgrade which allowed the project to be delivered on time and on budget.





K HUB CONVERSIONS

MEDIA & SIGNAGE

Target stores across Australia are undergoing a major transformation which will see them rebranded into 'K Hubs'. These smaller format Kmart stores will be entirely focused on customer convenience.

K Hubs feature a streamlined product range compared to traditional Kmart stores, only stocking popular items across kids, homewares and clothing. With complete digital integration, customers also have the ability to shop Kmart and Target's full product range online, and then pick up their purchase in store.

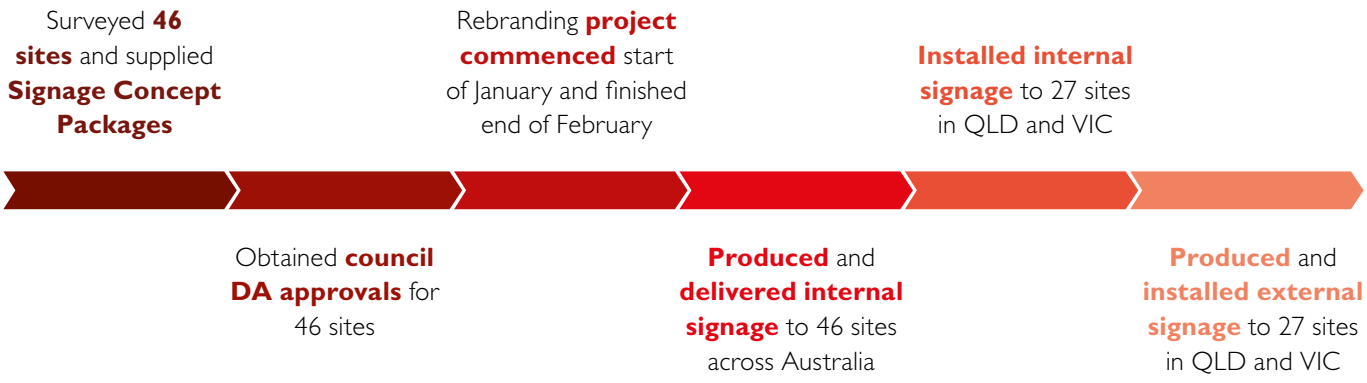
The heightened digital capability of K Hub stores aligns with the increasing demand for online shopping and puts the changing habits of consumers at the forefront of the new store concept.

To enable the Target stores to be converted to K Hubs, CV successfully delivered the internal and external signage for 46 stores. All of the K Hub signage was manufactured internally in CV's manufacturing facility and then delivered to each of the stores.

CV progressed the installation for 27 stores located in QLD and Victoria. The CV installation team removed all existing branding located both internally and externally, then installed the new K Hub signage to replace the Target signage.

With the rebranding project completed in just eight weeks, Kmart was impressed with CV's capability to deliver a project of this scale at a pace unrivalled in recent Kmart history.

PROJECT TIMELINE



OUR TEAM

MEDIA & SIGNAGE

NSW AND VICTORIA

Having reached the one year mark since COVID-19 was declared a pandemic and Australia first went into lockdown, CV would like to acknowledge our teams - especially those located in New South Wales and Victoria.

With our Head Office and manufacturing facility based in Brisbane, the bulk of our tradespeople are in Queensland. These team members travel regularly to support teams in other states and complete projects across Australia.

The COVID-19 restrictions in place for NSW and Victoria already provided a challenge for our team members based in these states and when border restrictions came into effect, our NSW and Victorian teams were no longer able to rely on interstate trades support.

As a testament to the resilience of teams based in NSW and Victoria, they adapted quickly to continue to deliver for our clients. Many of these clients required signage which was critical to the health and safety of their customers and team members during the height of the pandemic.

Going forward, CV will continue to put a strong focus on NSW and Victoria and we look forward to further expanding our teams in these markets.

DAN HALE-MOORES

CV is dedicated to the development of the next generation of tradespeople through our apprenticeship program. We are proud of our ability to grow our team through this program and provide our apprentices with a strong career path in CV.

Dan Hale-Moores started at CV as a Sign Writing Apprentice in July 2011. Completing his apprenticeship in February 2015, he began working as a tradesman and has led site teams on major signage projects throughout Australia, New Zealand and the Pacific. Now, almost 10 years since first starting at CV, Dan has moved into his current role of Production Manager leading the production team at our Hendra-based manufacturing facility.



CV has a strong history of retaining apprentices once their apprenticeship has been completed and we take pride in seeing them progress through the ranks to various trades and management roles. After all, our very own Media & Signage General Manager, Damian Nielsen, started out at CV as an apprentice!



MATES IN CONSTRUCTION

Q&A WITH JOHN BRADY

Mates in Construction has been leading the charge for suicide prevention and better mental health in the construction industry for over a decade. CV is strong supporter of the Mates in Construction program, recognising the significant role that the organisation plays in our industry as well as the importance of looking out for our mates.

With wellbeing one of CV's core values, we are committed to providing our team with the ability to recognise the signs that a team mate might be struggling and ways to start a conversation with that person. We conduct annual MIC General Awareness and Connector training which is available to all our team members to provide them with these skills.

Recently we were fortunate to have John Brady, Deputy CEO of Mates in Construction, join Tegan McFarlane, CV's People & Culture Manager, to answer some questions about Mates in Construction and mental health awareness to share with our team.

Can you tell us a bit about Mates in Construction and how you became involved in the organisation?

Mates started in 2008 in response to a study that showed that the Queensland Construction Industry had elevated rates of suicide - 2.5 times the national average. We knew there was a problem but we didn't talk about it, and once you had evidence, then you had to do something.

So Mates was started by the industry for the industry, and it's an approach that says we can stop suicide by looking after each other. Our program was not targeting the person who was struggling but targeting everybody else on site. That's

where we started 13 years ago now. Hard to believe, but I was there at the very beginning.

Mental health is becoming a topic that we are talking about more and more but it is not something that everyone is comfortable with talking about. How do we keep an eye on our mates and what are some of the signs we should look out for that may indicate someone is struggling with their mental health and needs support? If we do notice someone isn't themselves, how do we ask that person if they are okay? Is it as simple as saying 'are you okay'?

I think part of the difficulty is that we've always equated mental health with mental illness and, of course, that's not the truth. We all have mental health - sometimes it's in a good space, sometimes it's in a bad space - just like our physical health. If we have bad physical health over a period of time, it can lead to a physical illness and if we have bad mental health over a period time it can lead to a mental illness. We know that not talking about it doesn't help. When we talk about suicide and mental health, we reduce it.

But you can't say, 'are you okay?' and keep walking. Actually, when you ask that question, you need to be prepared to listen. If it's me I often say, 'mate, you don't seem to be yourself today' or 'you don't seem to be travelling well' or things like that. Ordinary, everyday conversations. I never really ask men how they feel because they often don't know, but if I ask, 'what's the story?', the story will be full of feelings. So just saying, 'mate, what's the story?' is a really good way to go.

Our job as a Connector or someone who has completed ASIST training, or even just a colleague, isn't to counsel or fix the problem, what are the steps people should take if someone says to them that they need support?

Having so many Connectors is fantastic, they're such a critical role and I think it takes some of the burden off us when we realise that we don't have to fix anybody. Our role is to identify them and then just ask the question.

If they are really struggling, Connectors have to courage and skills to say, 'are you struggling so much that you're thinking about killing yourself?', which is really important. The hardest thing for most of us is to listen for understanding.

What we often do is we listen with the intent to reply - particularly men - because we think if people are telling us stuff, they want us to fix it. Not in this case. We need to listen for understanding and then say, 'okay this is serious, let's connect you to help'.

Having so many Connectors in your business is fantastic because Connectors know how to connect people to help. But you don't have to be a Connector to connect people to help. Everybody's got the Mates 1300 number which is 24/7. Sometimes just having a chat mate on mate helps.

What support does Mates offer for someone who is struggling with their mental health and wants to ask for help?

In one way, Mates is like a giant Connector. That 1300 number - 1300 642 111 - is for people in the industry and their families. If it rings in office hours (8am to 4pm) it actually rings in my office. We've got the staff there who answer it. Outside, it goes to an organisation called On the Line which runs Men's Line and Suicide Callback.

We first of all check that people are safe and then we work out what they need. We've got case managers who do the back end of it, and a case manager basically says that if you have a plan, you have some power.

So not everybody needs to see a counselor. Some people need to see a solicitor, some need to see a doctor, some need to see a psychologist, some people just need to talk about what's going on, some people need mediation. We are such unique people that each case is unique and the case manager basically goes, 'we'll do a plan and work out what we need to do', and they'll always start with what hurts most. We'll see if we can reduce the pain here because that will help with everything else.

CV runs General Awareness and Connector training for our team, but what other ways can team members become involved with Mates?

At a fundamental level what we say is, if you're looking out for your mates, you are already involved in the movement. You can get involved in the movement formally through being a Connector or doing ASIST, which is fantastic. Being involved in things like the Kokoda (we haven't done Kokoda because of COVID) or even site BBQs or supporting Fly the Flag or things like that make a big difference. At that base level it's just actually caring about the people we work with - that's the movement, that's what makes the difference.

What advice would you give to someone who might be struggling with their mental health but hasn't quite worked up the courage to put their hand up and ask for help?

Sometimes when we're thinking of all the crap in our life - and it's normal, we all go through it - there are a couple of things that happen to us physically. One is that we start to breathe shallow and our heart races, and we start to have disturbed sleep. So this may sound corny, but I say to people, 'just breathe, just breathe. Take a deep breath'. There's all different ways of breathing - we were taught the 4B breathing - breathe in for four, holding for four, let it out for four and rest for four. When you breathe - and there's lots of stuff on mindfulness too - but what the research says is that it tells the brain that you're in charge, not your circumstances. So that's really good.

It takes courage to put up your hand and say you're struggling. But Connectors are trained so it can be done confidentially. It is hard - we often say at Mates, when I lift the phone for a mate, the phone is like a feather, but when I lift it for myself, the phone's like a brick. So actually keeping an eye out and keeping the number there and making certain Connectors are keeping a bit of an eye out - all those things help.



1300 642 111

BEYOND COVID

Adapting and responding to challenges thrown by the ongoing COVID-19 pandemic is an experience that all businesses have shared over the past year. Whilst Australia has performed well during COVID-19, the situation continues to evolve and challenges still remain as the vaccine is being rolled out. Despite its challenges, COVID-19 has driven a number of positive changes to the way that CV operates. In particular, it has accelerated the adoption rate of new technology across the business.

Keeping the CV team connected has been essential throughout the pandemic. With social distancing and lockdown requirements, a digital solution was necessary. Video conferencing, which was previously used infrequently across the business, became fundamental for the CV team. Incorporating video conferencing into our day to day operations has made a significant positive impact on the way we operate compared to pre COVID.

At the beginning of COVID-19, the CV Senior Management team used daily huddles via video conferencing to be able to address and respond to the constantly changing situation. This has been now taken up at a number of levels across the group and remains in place today. Information is able to be delivered quickly allowing decisions to be made more swiftly. While this has meant the number of meetings have increased, they are now shorter, more focused and more effective.

With the majority of meetings at CV now conducted via video, face-to-face meetings only occur when necessary. Through video conferencing we have seen an increase in the efficiency of meetings with no time wasted walking to meeting rooms and a reduction in wait time with the virtual meetings starting and finishing on time. This also has allowed more flexibility for our team members who are able to dial in and participate the same way whether they working remotely or in the same office as their colleagues.

Video conferencing has also played a large part in keeping the CV team as a whole connected and engaged. Pre COVID, CV conducted face-to-face team briefs to provide

business updates to our team. Now our team briefs are all delivered via webinar allowing team members to participate from wherever they are located. This allows for less disruption to the work day - particularly for our site teams. Team members can log in, watch the webinar and then immediately return to work without needing to travel back to their work site.

Another way that CV has adapted to the COVID-19 challenges is by incorporating new technology to deliver our Toolbox Talks. Our monthly Toolbox Talks, which are delivered to all CV team members, now form part of a digital newsletter which is emailed out at the beginning of each month. Rather than requiring these Toolbox Talks to be delivered face-to-face with a manual sign off form, the team is able to download the Toolbox Talk material which is accompanied by a video presentation and an electronic sign off form.



The digital format has increased productivity as team members can access the Toolbox Talk where and when it suits them, while the use of video allows for a high level of engagement with the Toolbox Talk content. The inclusion of an electronic form

for team members to sign off on the Toolbox Talk not only enables CV to easily collect and store the data, it also tests comprehension with multiple choice questions before a team member can sign off. Having this accurate reporting capability allows CV to ensure everyone completes and understands each Toolbox Talk.

Incorporating these changes into the way we do business provides CV with more resilience when it comes to unexpected changes in the future. As seen with the snap lockdowns which have already occurred in 2021, CV has been able to respond quickly with the capability to continue to deliver with very little or no impact to our operations.

While adopting these technologies provides more efficiency across the business, it also impacts positively on our individual team members and allows them to feel connected and engaged with the wider CV team.

MEET THE TEAM



Charl Taylor

Charl is the Project Services Manager for the Media & Signage business. With a strong focus on delivering service excellence to our customers, Charl provides leadership to our Project Management teams in Brisbane, Sydney and Melbourne.

Best advice you've ever been given? How do you eat an elephant? One mouthful at a time.

What do you do in your down time? Living on acreage doesn't afford me too much down time but I like tinkering around and fixing things that need to be fixed. I like to play guitar (albeit at a rudimentary level), and also enjoy cooking.

What life achievement are you most proud of? I would have to say my children and the life journey surrounding them.



Kandyce Draper

As Payroll Manager for CV, Kandyce leads the Payroll team and utilises her extensive experience to support the Finance team and deliver a vital support function to each of our businesses.

Best advice you've ever been given? Be humble, be hungry and always be the hardest worker in the room.

What do you do in your down time? Study a Uni degree, Pit Lane & Grid Race Official for Supercars, enjoy life with my children.

What life achievement are you most proud of? I've been completely on my own since the age of 16, so I think just having the strength and determination to focus on building a successful career, putting myself through TAFE and University, and being a positive role model for my children.



Todd Hiley

Todd is a Senior Project Manager for our Electrical Construction business. Working closely with clients in the water, wastewater, food processing and industrial sectors, Todd delivers complete electrical, mechanical and control system solutions.

Best advice you've ever been given? If you put your mind to it and really want something, you can make it happen.

What do you do in your down time? Surfing, fishing, anything in the ocean.

What life achievement are you most proud of? I would be in trouble if I didn't say my family. Wife Jess, and three kids Ruby, Will and Ned.



Chris Burrell

Chris has spent a number of years supervising successful projects for our Infrastructure Services business. Working his way to his current position as Project Manager, Chris now manages the team's projects in the Road sector.

Best advice you've ever been given? Hard work beats talent if talent doesn't work hard.

What do you do in your down time? Get away camping, share a beer and a laugh with friends.

What life achievement are you most proud of? My family and the reputation I have developed over my years in the industry.



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