



Shaping the Future of Forest Intelligence

Midway

Midway's new Land Management System



Content

1. Midway corporate overview
2. Legacy system and reasons for change
3. Journey of technology innovation
4. Overview and architecture of spatial enterprise platform
5. Lessons learned during implementation
6. Going operational with system-of-systems
7. Roadmap to add more apps into the platform

Who is Midway

Midway is an experienced Australian plantation manager and carbon project developer



51,000 ha

of forest under management



30+ years

experience in forest management



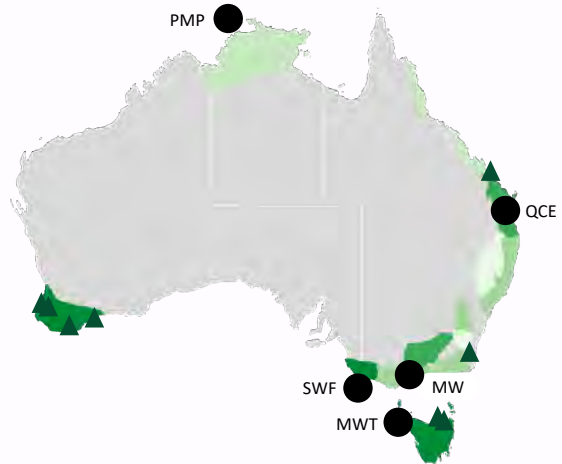
2.0m tonnes

of woodchips processed & exported p.a.

- Founded in 1980
- Experienced plantation manager
- Deep expertise across the **woodfibre supply chain** – from land selection and plantation establishment through to woodfibre processing and export sales
- Carbon project development is a natural extension to long-standing expertise in plantation management
- Partners with emitters, funds, governments, agricultural enterprises and private landowners to provide an end-to-end carbon management solution. This includes sourcing land, establishing projects and managing all aspects of plantation and carbon operations

Midway

Australian Footprint



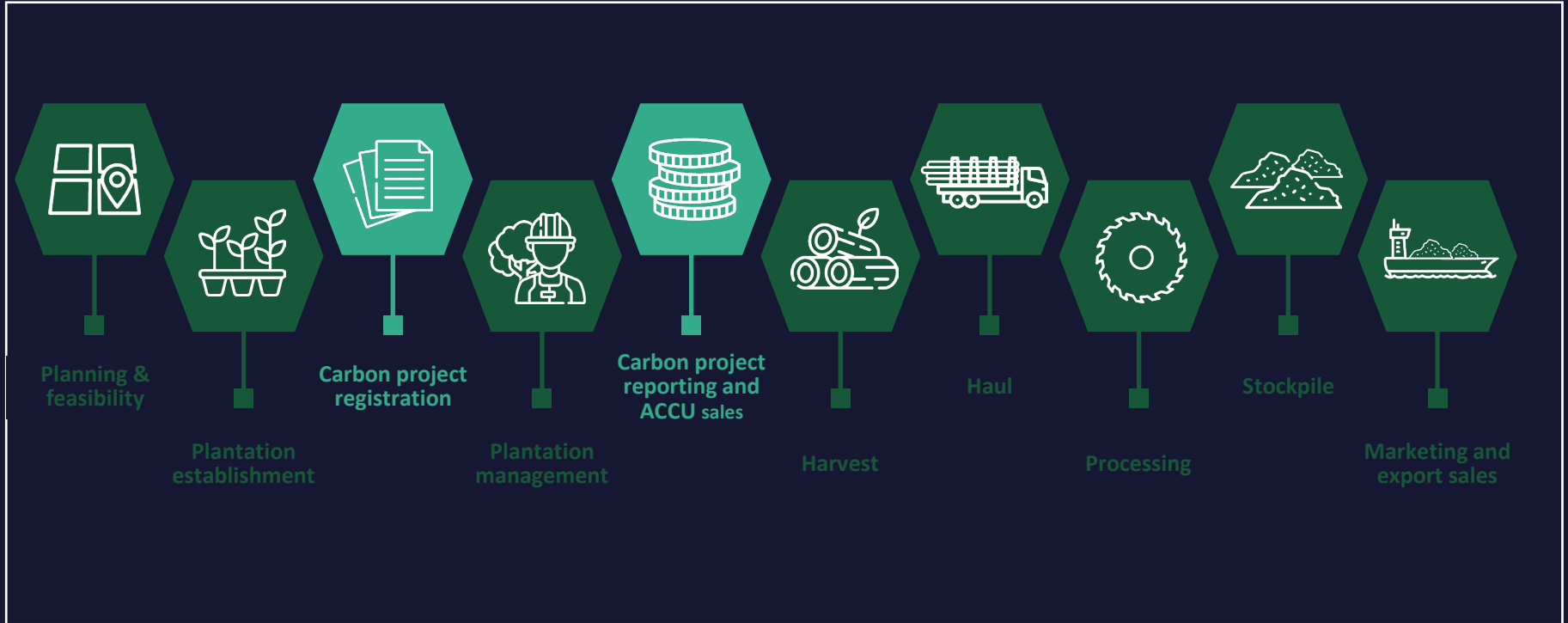
Legend

- Midway processing and exporting facility
- ▲ Other processing and exporting facility



Midway capabilities

Midway provides end-to-end plantation and carbon management services



Forests and Operations

	Midway	SWF	MWT	QCE	PMP	Pongamia
	Vic	Vic/SA	Tas	Qld/NSW	Tiwi Is NT	Nth Qld
Land Management	●		●		●	●
Managed Harvesting	●	●	●	●	●	
3 rd Party Supply	●	●	●	●		
Plantation Hardwood Supply	●	●	●	●	●	
Plantation Softwood Supply				●		
Native Regrowth Thinning Supply			●			

Overview of the legacy system "Intranet"

Midway Ltd Intranet

Home
 General Information
 Contracts
 Equipment Register
 Block Info
 Hardcopy Maps
 Online Map
 Documents
 Documents (Mgt System)
 Hazards
 Chemical Stocks
 Cartage Routes
 Support
 Logs
 Jobs
 Stakeholders
 Harvesting
 Inspections
 Risk Asses/Work Ins
 Actions
 Site Assessments
 People
 Contractor Mgt

Select Block Name: OR Select Block Number: [Current VTP Report](#)

Block Name: Barramunga
 Project: Otway Silva
 Region: Otways
 Status:
 Manager: Midway
 Offtake Company: Midway
 Blk Code: BAR
 State: VIC

Summary Details Parcels

BIK	Sp	YOP	Rotation	Area
22	Eg	0	4	0.8
22	Eg	1998	2	1.2
22	Eg	1999	2	8.1
22	Eg	2000	2	2.9
22	Eg	2005	2	4.6
22	Eg	2006	2	0.8
22	Eg	2007	2	0.2

Jobs My Jobs Invoices Help

Job Category: Job Type:

Job Status:

Job ID: Midway Plantations: 5200470
 Treefarms: 1500180

Find By Job ID:

Job Details Job Dimensions Documents

Job Code	GL Group	Region	Blk	Block_Name	Sp	YOP	EU	TU	Area	Estimated Cost	Actual Cost	Job Line Description	Rate Description	Job Dim Status	Invoice Status
100097-157	Treefarms	Ballarart	802	Curlewis (ex MACQ)	Eg	2008	214	0	51	\$15,000.00	\$0.00	Inter-row and mound spraying of Verdict 600ml/ha, Lontrel 200g/ha, Simazine 5kg/ha, Hasten 200ml using 150L/ha water for total 53ha		Complete	Fully Invoiced

Midway Ltd Establishment Harvesting Mapping Management Mill Admin

Map showing land parcels and details for C156.

Zooms:

Land Details

Land Unit Details Parcel Details

Current Inventory

Name	Yulong (2)
EU	21
TU	4196
LU	13273
Gmo Compartment	13273
Gmo Plunit	PL_52
Area	33.1 Ha
YOP	2009
Mapped Status	2018 Midway Estate remap
Next Op.	CF
Next Op. Yr	2026
Species	En
Thinning	TO
Region	Otways

- Highly integrated
- SQL / HTML
- Built as developers learnt

Legacy Intranet Application



Establishment ▾

- Chemical Stocks ▸
- Hazards
- Jobs ▸
- Planning
- Site Assessments ▸
- Slash Heaps
- Start Contractor

Mapping ▾

- Cartage Movement
- Geoserver
- General Estate Map
- Hardcopy Maps
- IGIS process
- Online Map

Harvesting ▾

- Cartage Routes ▸
- Harvest Plan
- Harvest Plan Map
- Harvested Areas
- Harvesting Audit
- Hazards
- Jobs ▸
- Load Report
- Log Segregation
- Production
- Road Planning
- Schedule
- Site Assessments ▸
- Start Contractor
- Stump Heights
- Timber Harvest Plan
- Treatment Units

Management ▾ Mill ▾

- Actions
- Contractor Management
- Contracts ▾
- Documents
- Employee Details ▾
- Hazards
- Incidents ▾
- Inspection
- Inventory
- Jobs ▸
- Leave
- Legislation
- Meetings
- Reports ▸
- Risk Asses/Work Ins ▾
- Stakeholders
- Standards
- Training
- Weather Readings

Strategic Imperative

- **Emerging issues** – Development did not keep up with growth of business, built on software frameworks that were appropriate 10–15 years ago, security vulnerabilities/cyber attack risk, system instability and access.
- **Digital transformation** – Enterprise approach by adopting cloud platforms and integrating applications across the business, AI, automation, to remain competitive.
- **Operational excellence** – By driving efficiency, quality through enterprise solutions will allow Midway employees to utilise the same system framework for maximising these efficiencies available to the business and to provide a better flow of information and access to data.
- **Sustainability leadership** – embedding ESG (environmental, social, and governance) practices into operations

Finding an appropriate replacement

2018



Identified need for new system
Review of business needs – core system requirements

2019



Assessment of available options
External system review

2020

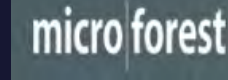


Bespoke development & COVID Stalled
assessment options

2024

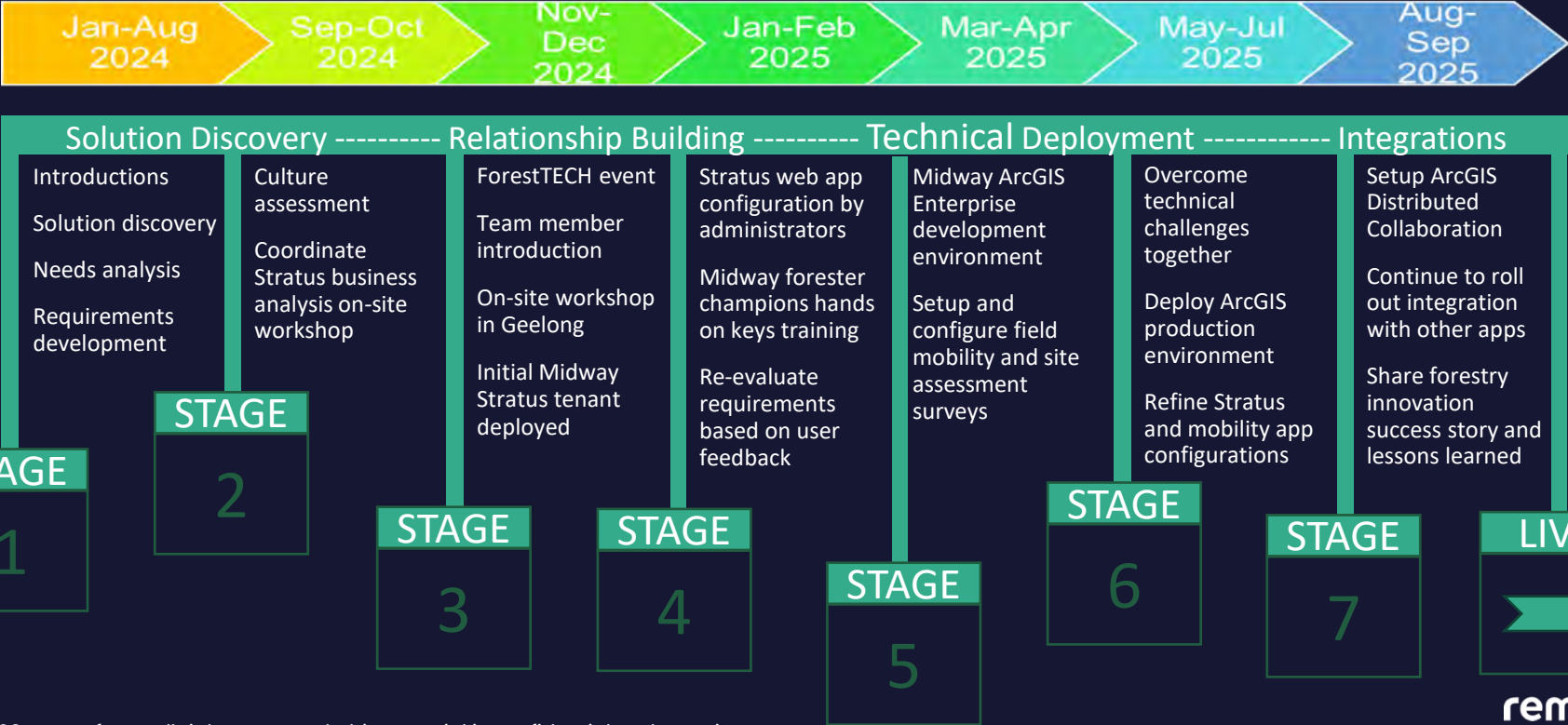


Reassessed options
Commenced Implementation of Stratus



Midway's Journey to Stratus and a Spatial Enterprise Platform

The innovative and collaborative journey to build a system-of-systems



Overview of the Midway Spatial Enterprise

- Azure hosted environment
- Single-machine deployment
- Named User licensing
- Distributed Collaboration
- SQL Server – Azure hosted
- Mobility – Field Maps/Survey123 and QuickCapture
- Integration with Power BI
- Data Quality/Stand symbology & map templates
- Topology
- Version Control



MIDWAY LAND MANAGEMENT SYSTEM

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Operations

Plantations & Carbon

Sustainability

Executive Management

Marketing

Harvesting

Finance/Admin

External
Users

Security

Reporting & Integration Platform

Webmap Dashboards

Power BI
Dashboards

Batch Processing

Real time
Processing

Data Platform

Data
Governance

Data
Management

Data Analytics

Data Storage &
Services



Azure Cloud
Infrastructure



ArcGIS
Enterprise



Stratus

Technology
Platform



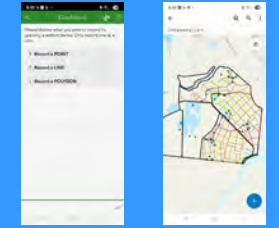
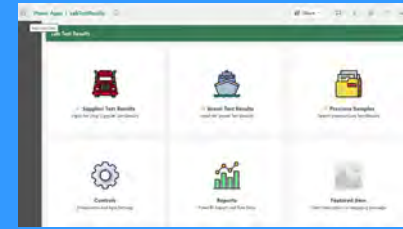
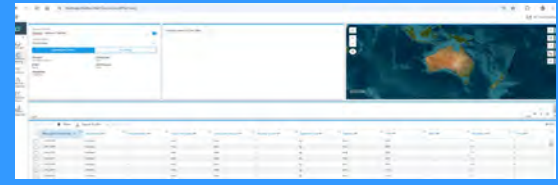
AZURE SQL
Server



MS365 Apps

- Operations
- Plantations & Carbon
- Sustainability
- Executive Management
- Marketing
- Harvesting
- Finance/Admin
- External Users

Reporting Platform – Dashboards: Map Viewer / Power BI / Stratus / Mobility



Legacy ON-Prem (MSSQL)

- Finance
- Geospatial
- Health, Safety, Environment, and Quality



Midway ArcGIS Enterprise

Geospatial database

- Stands
- Environmental
- Assets
- Transport
- Property
- Hydro



Stratus ArcGIS Enterprise Portal

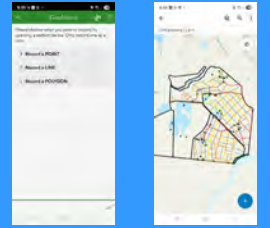
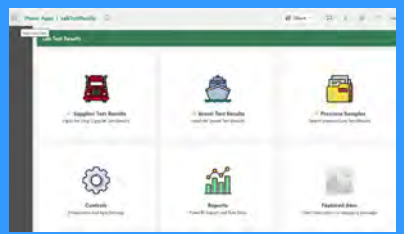
Stratus Hosted Data

- Management Regions
- Operational Units
- Activities
- Planned Activities
- Forest Inventory Operational Units
- Scenario Operational Units



- Operations
- Plantations & Carbon
- Sustainability
- Executive Management
- Marketing
- Harvesting
- Finance/Admin
- External Users

Reporting Platform – Dashboards: Map Viewer / Power BI / Stratus / Mobility



Azure Environment

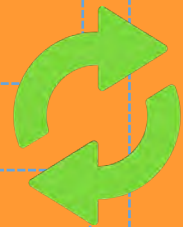
Business Central SQL DB

- Finance



Lucidity API

- Health, Safety, Environment, and Quality



Midway ArcGIS Enterprise (SM)

Geospatial database

- Stands
- Environmental
- Assets
- Transport
- Property
- Hydro



Stratus

ArcGIS Enterprise Portal

Stratus Hosted Data

- Management Regions
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- Scenario Operational Units

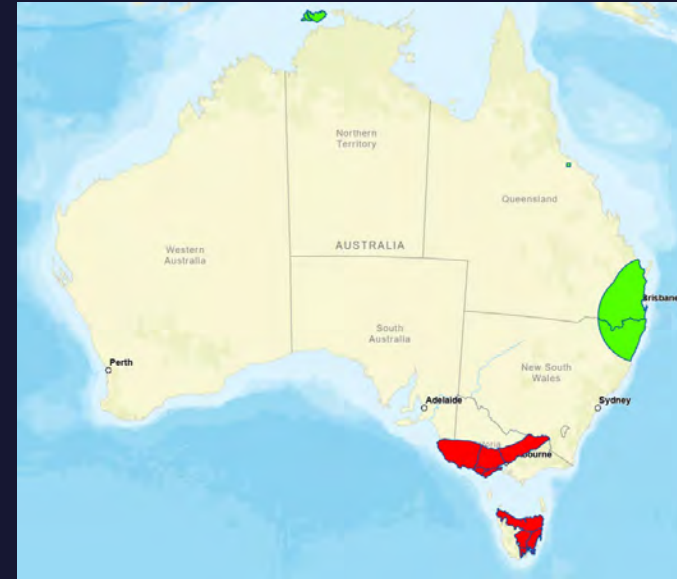


Stratus Implementation

Rolled out into 3 major management regions
(green)

1. Tiwi Islands
2. Pongamia (Townsville)
3. QCE – QLD & NSW

Currently rolling out the Victoria & Tamarian
regions (red)



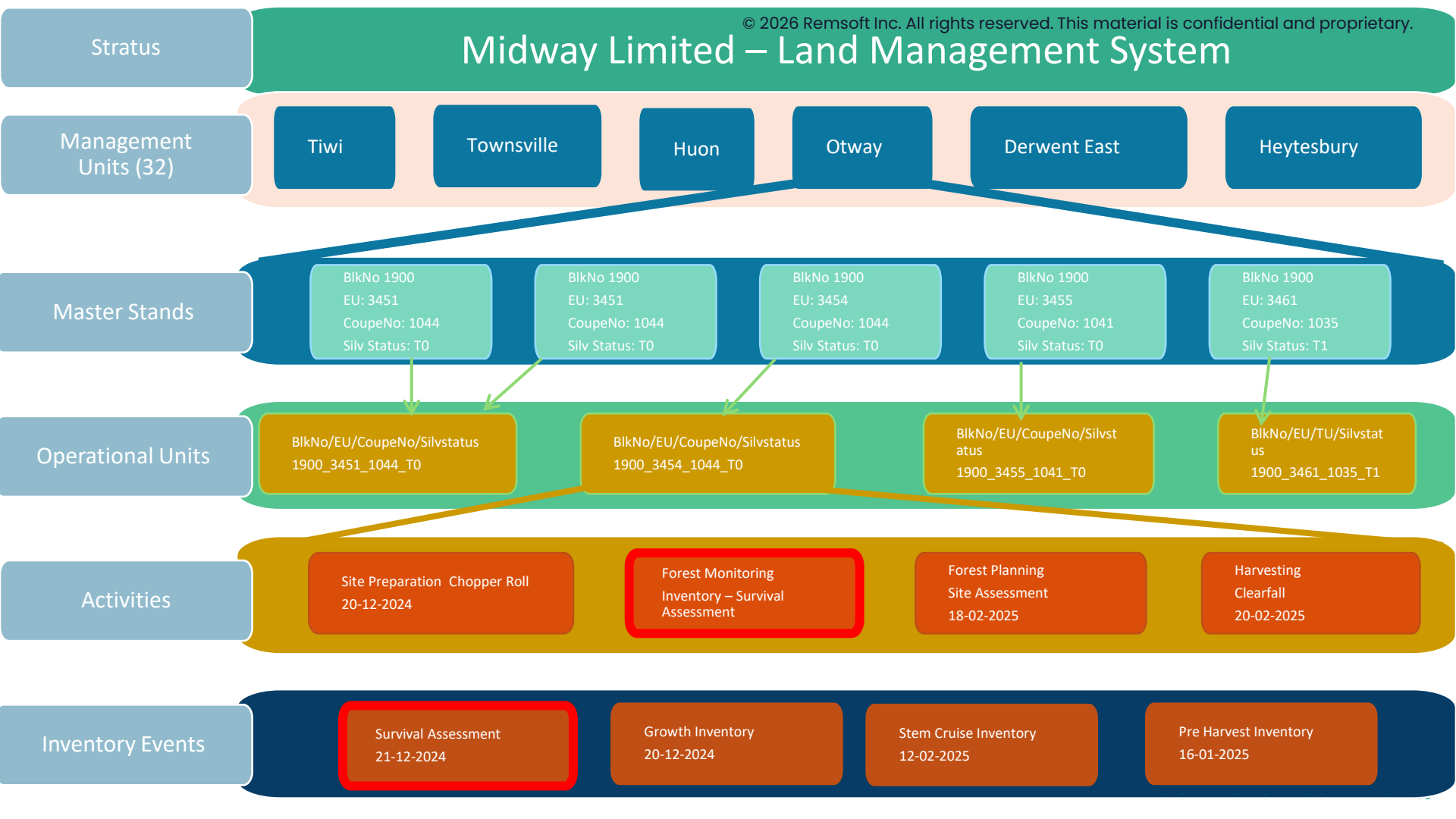
Lessons Learned

- Importance of Well-Defined Requirements
 - Functional requirements (what the system should do) and non-functional requirements (how well it should perform) must be clear, testable, and agreed upon early.
 - Our requirements did lead to some Incomplete or vague requirements often that led to scope creep, misaligned expectations, and rework.
 - Involve the business early get them to own the requirements not the IT or the GIS team.
 - Understand your existing workflow processes and work with the business to document them.

Lessons Learned cont...

- Documentation gaps: Remsoft (Lim Geomatics) needed to provide more detailed technical architecture documentation on the Stratus ESRI Enterprise design prior to implementation.
- Lack of clarity in architecture led to design inefficiencies, misaligned integrations, and rework.
- Start mapping out integrations for clear understanding of system-of-systems.
- Early provision of vendor design docs would have supported better planning, smoother implementation, and reduced risk.
- Understand your ESRI Licencing model and requirements early in journey.

Midway Limited – Land Management System



Status

Management Units (32)

Tiwi

Townsville

Huon

Otway

Derwent East

Heytesbury

Master Stands

BlkNo 1900
EU: 3451
CoupeNo: 1044
Silv Status: T0

BlkNo 1900
EU: 3451
CoupeNo: 1044
Silv Status: T0

BlkNo 1900
EU: 3454
CoupeNo: 1044
Silv Status: T0

BlkNo 1900
EU: 3455
CoupeNo: 1041
Silv Status: T0

BlkNo 1900
EU: 3461
CoupeNo: 1035
Silv Status: T1

Operational Units

BlkNo/EU/CoupeNo/Silvstatus
1900_3451_1044_T0

BlkNo/EU/CoupeNo/Silvstatus
1900_3454_1044_T0

BlkNo/EU/CoupeNo/Silvstatus
1900_3455_1041_T0

BlkNo/EU/TU/Silvstatus
1900_3461_1035_T1

Activities

Site Preparation Chopper Roll
20-12-2024

Forest Monitoring
Inventory – Survival
Assessment

Forest Planning
Site Assessment
18-02-2025

Harvesting
Clearfall
20-02-2025

Inventory Events

Survival Assessment
21-12-2024

Growth Inventory
20-12-2024

Stem Cruise Inventory
12-02-2025

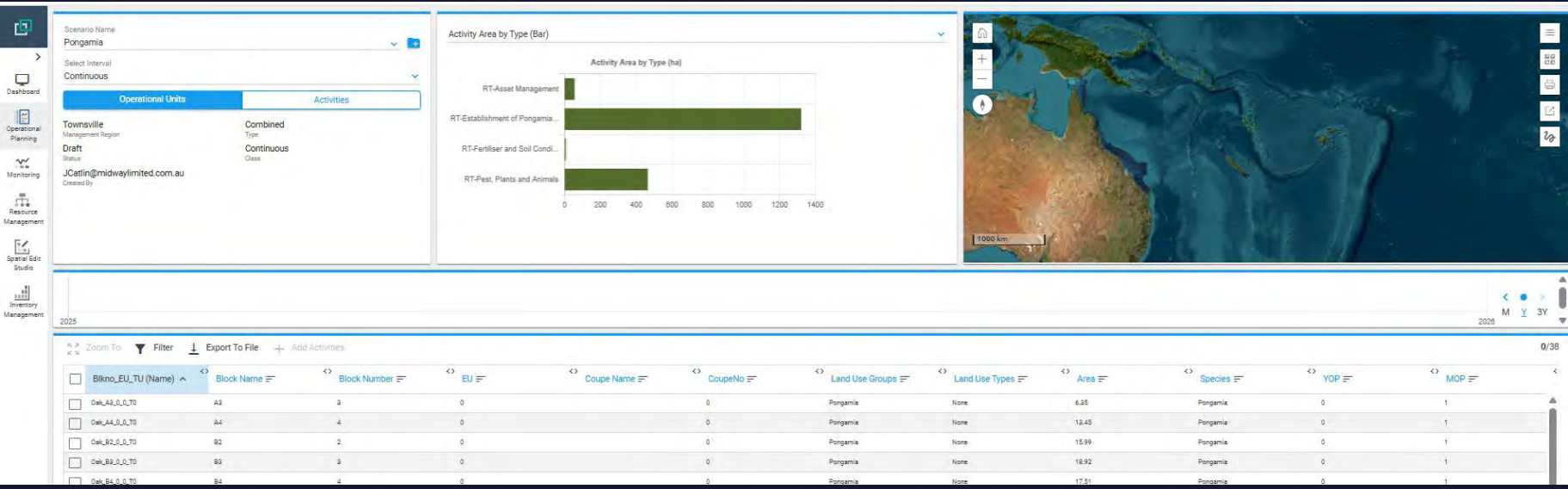
Pre Harvest Inventory
16-01-2025

Stratus – Operational Planning – Pongamia

3 Farms – 1st farm “Oak” under site preparation 714 hectares

109 Activities currently being managed through Stratus

- Site Clean up
- Pre-cultivation weed control
- Land forming
- Fertiliser
- Roothing
- Ploughing, Ripping and Mounding



Scenario Name: Pongamia

Select Interval: Continuous

Operational Units: Townsville, Draft, JCatlin@midwaylimited.com.au

Activities: Combined, Continuous, Class

Activity Area by Type (Bar)

Activity Type	Area (ha)
RT-Asset Management	~10
RT-Establishment of Pongamia...	~1300
RT-Fertiliser and Soil Cond...	~500
RT-Pest, Plants and Animals	~500

Bikno_EU_TU (Name)	Block Name	Block Number	EU	Coupe Name	CoupeNo	Land Use Groups	Land Use Types	Area	Species	YOP	MOP
<input type="checkbox"/> Oak_A2_0_0_T0	A3	3	0		0	Pongamia	None	6.25	Pongamia	0	1
<input type="checkbox"/> Oak_A4_0_0_T0	A4	4	0		0	Pongamia	None	13.45	Pongamia	0	1
<input type="checkbox"/> Oak_B2_0_0_T0	B2	2	0		0	Pongamia	None	15.99	Pongamia	0	1
<input type="checkbox"/> Oak_B3_0_0_T0	B3	3	0		0	Pongamia	None	16.92	Pongamia	0	1
<input type="checkbox"/> Oak_B4_0_0_T0	B4	4	0		0	Pongamia	None	17.51	Pongamia	0	1

Stratus at Pongamia

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The screenshot displays the Stratus software interface. On the left is a sidebar with navigation icons for Dashboard, Operational Planning, Monitoring, Resource Management, and Inventory Management. The main area is divided into three sections:

- Scenario Name:** Pongamia
- Operational Units:** A list of units including 'Townsville Management Engine', 'Draft Station', and 'JCatlin@midwaylimited.com.au'.
- Activity Area by Type (Bar):** A horizontal bar chart showing activity areas for different types: RT-Asset Management, RT-Establishment of Pongamia, RT-Fertiliser and Soil Cond., and RT-Plant, Plants and Animals.
- Map:** A satellite-style map showing a green field with various colored overlays (red, blue, grey) and labels like 'Oak_A3_0_0_T0'.

At the bottom, there is a table with columns for Block Name, Block Number, EU, Coupe Name, Coupe No, Land Use Groups, Land Use Types, Area, Species, and YOP. The table contains data for 'Oak_A3_0_0_T0' and 'Oak_A3_0_0_T1'.

Block Name	Block Number	EU	Coupe Name	Coupe No	Land Use Groups	Land Use Types	Area	Species	YOP
Oak_A3_0_0_T0	43	0		0	Pongamia	None	6.55	Pongamia	0
Oak_A3_0_0_T1	44	0		0	Pongamia	None	14.05	Pongamia	0



The screenshot displays the Stratus software interface with the 'Add Activities' dialog box open. The dialog box has several sections:

- User:** Name, Email, Phone
- Project:** Name, Location, Start Date, End Date
- Operational Unit:** Name, Location, Start Date, End Date
- Activity Area:** Name, Location, Start Date, End Date
- Species:** Name, Location, Start Date, End Date
- YOP:** Name, Location, Start Date, End Date

Stratus on the Tiwi Islands

- 30k hectares of plantation to be established
- Currently conducting Site Preparation and Site Assessment activities
- A heavy requirement for offline field data capture
 - Fauna and Flora (native and invasive species need to be monitored)
 - Water quality



Monitoring the status of Activities on the Tiwi Islands

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Target Object: Activities - All

Management Region: Tiwi

Status: [Filter]

From: [Calendar] To: [Calendar]

Recent

- Tiwi - Activities - All (All Dates)
- Tiwi - Activities - All - Active (All Dates)
- All - Activities - All (All Dates)

Activity Method

Activity Method by Area (ha)

Activity Method	Area (ha)
Chaining	~2100
Clean up burn	~1500
Site Assessment	~2100

Zoom To Filter Export To File Update Statuses More Actions

Block	Bkno_EU_TU	Activity Type	Activity Method	Activity Status	GL Code	Modified By	Modified On
✓ Klu Impini	KIL-1	Site Preparation	Chaining	Completed	5400027	P.Andrews@plantationpartners.com.au	Sep 17, 2025
✓ Woolunga	WOO-1	Site Preparation	Chaining	Completed	5400027	P.Andrews@plantationpartners.com.au	Sep 17, 2025
✓ Klu Impini	KIL-2	Site Preparation	Chaining	In Progress	5400028	P.Andrews@plantationpartners.com.au	Sep 18, 2025
✓ Klu Impini	KIL-1	Site Preparation	Clean up burn	Completed	5400028	P.Andrews@plantationpartners.com.au	Sep 18, 2025
✓ Klu Impini	KIL-2	Site Assessment NT	Site Assessment	Completed	5400011	P.Andrews@plantationpartners.com.au	Sep 18, 2025
✓ Klu Impini	KIL-1	Site Assessment NT	Site Assessment	Completed	5400011	P.Andrews@plantationpartners.com.au	Sep 18, 2025
✓ Woolunga	WOO-1	Site Assessment NT	Site Assessment	Completed	5400011	P.Andrews@plantationpartners.com.au	Sep 18, 2025

-
-
-
-
-
-
-
-
-

Scenario Name
Pongamia

Select Interval
Continuous

Operational Units | **Activities**

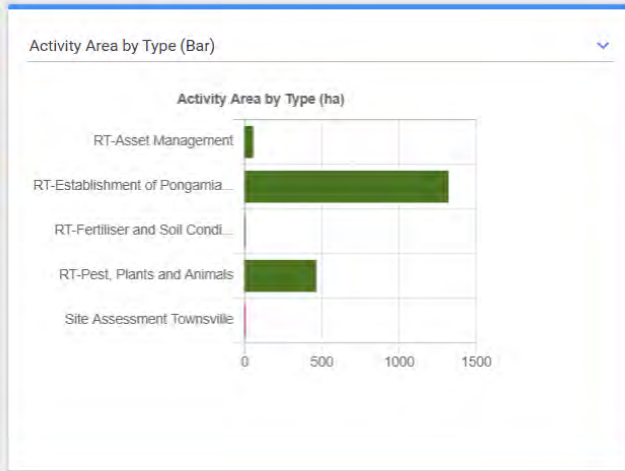
Townsville
Management Region

Draft
Status

Combined
Type

Continuous
Class

JCatlin@midwaylimited.com.au
Created By



Context Menu:

- Status
- SurveyURL
- TasAdmin1
- TasAdmin2
- Title
- TotalBudget
- Draft
- View
- None
- None
- None

Map Legend:

- Activities
- Operational Units

2025 2026 M Y 3Y

Zoom To | Filter | Export To File | More Actions 1/110

Block Name	Blkno_EU_TU	Owner	Activity Status	Project	Activity Type	Activ
<input type="checkbox"/> G2	Oak_G2_0_0_T0	Rio Tinto	Completed	Rio Tinto	RT-Pest, Plants and Animals	Un
<input type="checkbox"/> H1	Oak_H1_0_0_T0	Rio Tinto	Completed	Rio Tinto	RT-Pest, Plants and Animals	Un
<input type="checkbox"/> H2	Oak_H2_0_0_T0	Rio Tinto	Completed	Rio Tinto	RT-Pest, Plants and Animals	Un
<input type="checkbox"/> RD	Oak_RD_0_0_T0	Rio Tinto	Active	Rio Tinto	RT-Asset Management	Ro
<input checked="" type="checkbox"/> A3	Oak_A3_0_0_T0	Rio Tinto	Draft	Rio Tinto	Site Assessment Townsville	Sit

Site Assessment Townsville

Details

ACHRIS Certificate	No
ACHRIS Map (Cu...	No
Activity Area	6.30
ActualEndDate	
ActualGrossReve...	
ActualStartDate	17/09/2025
ActualTotalCost	
Admin1	None
Admin2	None

Site Assessments

Block

More info...

IBRA region (please calculate to fetch data)

Latitude

Longitude

• HCV 1

	Yes	No
1.1 - Areas that contain significant concentrations of rare and threatened species or that contain habitat critical to the survival and long-term viability of these species (e.g. swift parrot, wedge-tail eagle)	<input type="radio"/>	<input type="radio"/>
1.2 - Areas that contain centres of endemism	<input type="radio"/>	<input type="radio"/>
1.3 - Areas that contain significant concentrations of rare species that are poorly reserved at the IBRA region scale	<input type="radio"/>	<input type="radio"/>
1.4 - Areas with mapped significant s	<input type="radio"/>	<input type="radio"/>

Roadmap

Short term

- Continue the roll out nationally across the management regions
- Integration with the new Finance Cloud solution (Business Central)
- Build dashboards that integrate data from OHS, Fuel, Chip testing
- Continue to build map data collection forms
- Enterprise geoprocessing
- Inventory
- Carbon workflows
- Scheduling

Long term

- Tracking resources
- AI/Modelling

Questions?