

**#1 Millovate Pty Ltd Business Plan 2021-2022**



Millovate Pty Ltd  
**Business Plan  
2021-2022**

ITEM 1.2 - MILLOVATE BUDGET AND BUSINESS PLAN FY2022 - 61993617 (Cont.)

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## Acknowledgement

Millovate acknowledges Aboriginal and Torres Strait Islander Peoples as the first inhabitants of the nation where we work and live today. We wish to acknowledge also the Traditional Custodians of the land which The Mill at Moreton Bay is located on - the Kabi Kabi and Turrbal People, and pay respect to their elders, past and present. Millovate and Moreton Bay Regional Council are committed to engaging meaningfully with the Traditional Custodians of this land for activities taking place at The Mill at Moreton Bay.

## Purpose

The purpose of the Millovate Business Plan (2021-2022) is to outline Millovate's mission, objectives, strategy and business model, which are all important steps in the process of creating a new business. The Business Plan (2021-2022) is a blueprint for how Millovate plans to operate over the next 12 months and is a key document supporting Millovate's responsibilities and interaction with Moreton Bay Regional Council (MBRC).

This 12-month plan is required to investigate and test the feasibility of commercial opportunities for consideration by the Millovate Board and MBRC in order to optimise the social and economic return on investment for the Moreton Bay community in the longer term. A key focus of the Business Plan is delivery of a Development Plan, which will inform a five-year Business Plan to be developed in 2022 that will guide the longer-term development of The Mill at Moreton Bay site.

## Document control

Version	Modified by	Description	Date	Reviewed by
1.0	Millovate Team	Draft Business Plan	13 April 2021	Stuart Pickering
2.0	Millovate Team	Incorporating MBRC feedback	28 April 2021	Stuart Pickering
3.0	Millovate Team	Incorporating final MBRC feedback provided by MBRC CEO	30 April 2021	Stuart Pickering
4.0	Millovate Team	Correction in budget figures (reduced figures for Development Strategies on page 39)	30 April 2021	Stuart Pickering

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## About The Mill at Moreton Bay

Thriving new communities are already taking shape at The Mill at Moreton Bay with locals embracing USC Moreton Bay established in 2020, along with sought after recreational spaces including a new state-of-the-art water park.

The Mill at Moreton Bay will provide dynamic gathering spaces that celebrate diversity and connect people from all walks of life. It will support innovation by challenging accepted norms and fostering investment in projects and pioneering programs for current and future generations to thrive and enjoy.

Once fully realised, The Mill at Moreton Bay is expected to deliver an estimated 8,600 ongoing jobs and add \$813 million annually into the regional economy.<sup>1</sup>

Milovate will oversee the successful development and activation of 65 hectares of Moreton Bay Regional Council (MBRC) owned land within The Mill at Moreton Bay Priority Development Area (PDA). This includes Mill Central (35 hectares), Mill Innovation (30 hectares).

Milovate is committed to supporting MBRC and its focus to retain, rehabilitate and enhance the region's natural habitat, including the 110 hectares of high value green space (Mill Green) making it a sought-after destination.



FIGURE 1: THE MILL AT MORETON BAY PRIORITY DEVELOPMENT AREA

<sup>1</sup> PWC, 2021. Economic Impact Assessment The Mill



## A brief history of The Mill at Moreton Bay<sup>2</sup>

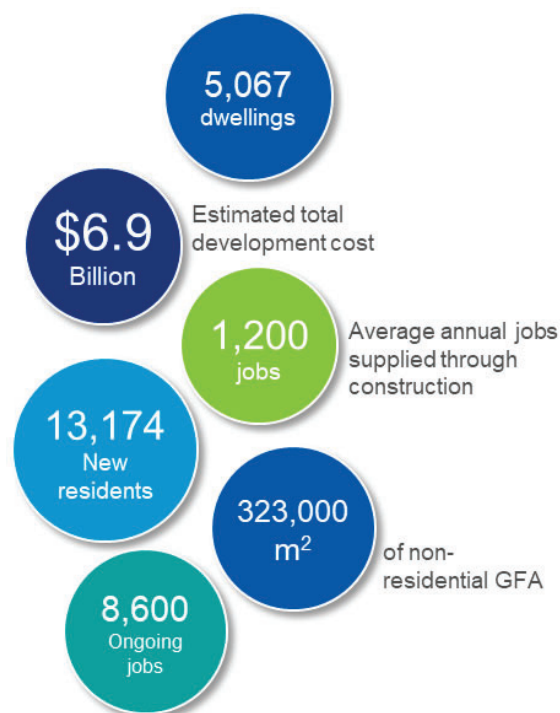
**2015** MBRC acquired approximately 200 hectares of land at the former Amcor paper mill site at Petrie. The land was purchased for MBRC to secure a full-service university to the region, as a catalyst for enhanced education, economic development, employment and lifestyle opportunities.

**2016** The Mill at Moreton Bay PDA<sup>3</sup> was declared by the Queensland Government on 2 September 2016 and spans 460 hectares of land.

**2020** Stage One of USC Moreton Bay opened in February 2020 and following further expansion opportunities is expected to attract 10,000 annual enrolments by 2030.

**2020** MBRC established Millovate Pty Ltd as an independent and special purpose entity to be responsible for delivering and managing The Mill at Moreton Bay.

**2021** MBRC released The Moreton Bay Region Regional Economic Development Strategy 2020-41 (REDS) in February 2021. The REDS identified The Mill at Moreton Bay as one of five key region-building projects to drive MBRC's 'Bigger, Bolder and Brighter' goals by 2041, and nominated Millovate as a 'key delivery partner'.



## Scoping the opportunity

Over the past five years, MBRC have undertaken extensive work to identify opportunities and potential benefits of developing The Mill at Moreton Bay including an economic analysis, which is outlined in the supporting documentation section of this report.

Millovate acknowledges MBRC's success in establishing the USC Moreton Bay campus, development of current land use planning (i.e. The Mill at Moreton Bay PDA Development Scheme August 2017), and finalisation of contractual arrangements (i.e. MBRC-Millovate agreements) including the Statement of Corporate Intent, which sets out MBRC's strategic vision and objectives for The Mill at Moreton Bay.

To deliver MBRC's strategic vision and objectives for The Mill at Moreton Bay, Millovate will now work to identify, scope and maximise new opportunities presented by the site as outlined in this Business Plan (2021-2022). The purpose of this plan is to deliver the planning work required to achieve development outcomes that provide an appropriate balance between commercial and non-commercial functions. This approach will ensure long-term economic, social, and environmental benefits identified by MBRC for the locality, and the region, will be achieved along with sustainable property divestment outcomes.

<sup>2</sup> Note these figures are based on work undertaken by MBRC and may be revised as Millovate refines the development and market offering.

<sup>3</sup> Priority Development Areas (PDAs) are parcels of land within Queensland identified for development to deliver significant benefits to communities. Development assessment is streamlined by the Queensland Government.

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Millovate will achieve a balanced approach to profitable divestment and the achievement of economic, social, and environmental goals by:

- ▶ Taking a place-based approach to identify and scope the potential for The Mill at Moreton Bay to catalyse Petrie Town Centre's future prosperity and optimising urban planning outcomes for MBRC owned properties including Mill Central, Mill Innovation and Mill Green.
- ▶ Seeking to grow knowledge-intensive and export-oriented industries, providing the social infrastructure and services needed to support the growing region, whilst protecting and enhancing The Mill at Moreton Bays' unique environmental attributes.
- ▶ Establishing pathways to attract and secure a broad range of investors, industries, property developers and providers, including capitalising current and future market demand and exploring ways to commercialise catalytic social infrastructure projects to minimise reliance on state and federal government funding.

Scoping development opportunities for The Mill at Moreton Bay in this way aligns the Millovate Business Plan with MBRC's governance and planning documents, and State and federal government city and region building plans and strategies. The integrated planning and investment approach also enables projects and programs being considered for development to be objectively assessed against the Millovate Strategic Plan, Master Plan and Development Plan, and other competitive proposals through commercial analysis, and if necessary, other quantitative measures of qualitative outcomes (e.g. a cost benefit analysis).

## Investigating opportunities to redefine the interface with the lakes

Millovate acknowledges MBRC has management responsibility for the lakes, open areas and koala habitat. The extensive area of lakes, open areas and koala habitat has potential to create a significant ongoing maintenance cost to MBRC. Redefining the interface of The Mill at Moreton Bay site with the lakes, open areas and koala habitat has potential to reduce ongoing maintenance costs for MBRC. Millovate will investigate opportunities to achieve greater connectivity between the lakes and developable land for consideration by the Millovate Board and MBRC as part of the Master Planning process.



## About Millovate

Millovate Pty Ltd is a private company limited by shares established in 2020 as a beneficial enterprise of MBRC. MBRC will remain the sole shareholder (owner) of Millovate unless otherwise agreed between MBRC and Millovate. Millovate is responsible for attracting private investment for the MBRC owned Mill Central and Mill Innovation. These components of the site are promoted as The Mill at Moreton Bay (as distinct from the overall PDA).

Millovate is currently funded by MBRC. Millovate is reliant on the outcome of annual budget bids, competing with other MBRC priorities. The Support Deed identifies a 'Sunset Date' of 30 June 2025 (or such other date agreed between the MBRC), as the timeframe Millovate is required to be financially independent. That is, MBRC may cease providing financial support to Millovate by this date.

As described in the Statement of Corporate Intent, Millovate's core activity is to deliver and manage The Mill at Moreton Bay in accordance with MBRC objectives and should continue to operate until The Mill at Moreton Bay is fully utilised. This includes achieving the following outcomes:

- ▶ Develop MBRC owned land within The Mill at Moreton Bay PDA
- ▶ Attract appropriate investment and long-term employment for the Moreton Bay region
- ▶ Foster destination place-making and deliver innovative and sustainable design outcomes including integrated land-use and transport planning
- ▶ Create community infrastructure and enhance the conservation values of green spaces
- ▶ Achieve appropriate commercial and non-commercial returns.<sup>4</sup>

Millovate acknowledges the types of development and activities MBRC does not want to see occur on the land as detailed in The Mill at Moreton Bay PDA.

The following section outlines Millovate's corporate structure, organisational chart and corporate values.

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<sup>4</sup> Millovate Statement of Corporate Intent

### Sole Shareholder (MBRC) Role

MBRC has an overarching strategic role in The Mill at Moreton Bay as the sole shareholder of Millovote, landowner, sole source of funding, and is responsible for setting the overarching local policy for the area. Millovote has been established as a 'beneficial enterprise' of MBRC to oversee and facilitate MBRC's objectives for The Mill at Moreton Bay and as agreed with MBRC, Mill Green. A document framework has been established to provide Millovote with the general instructions, powers and responsibilities to fulfil this role. MBRC and Millovote will work closely together through the development and operation of The Mill at Moreton Bay.

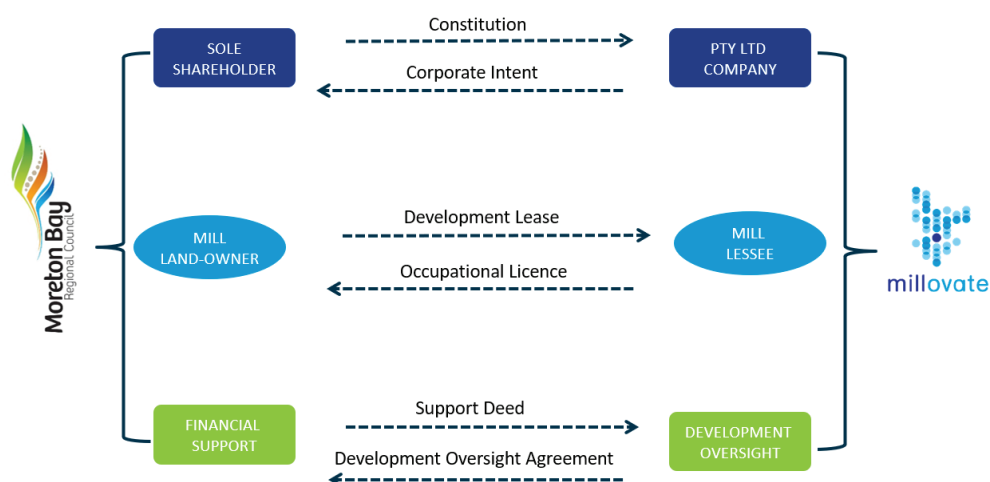


FIGURE 2: MBRC AND MILLOVATE FORMAL RELATIONSHIPS<sup>5</sup>

### Key agreements between MBRC and Millovote

Millovote's core business is the development of MBRC owned land within The Mill at Moreton Bay PDA. To enable Millovote to deliver its purpose, Millovote's independent role has been clearly identified and agreements put in place with MBRC. Outlined below and in Figure 3 is MBRC's role in Millovote and key documents, which support Millovote's operation.

An overview of Millovote's key documents is as follows:

- ▶ **Corporate Constitution:** MBRC will remain the sole member of Millovote unless otherwise agreed between MBRC and Millovote. The constitution outlines that Millovote is to be responsible for all decisions regarding the type of development and selection of development parties for MBRC owned land within the PDA. This includes determining the configuration of development lots and the terms and timing on which development lots may be developed and acquired by third party developers. The constitution details the corporate powers of Millovote and its directors. The Board Charter regulates the appointment and rotation of the directors of Millovote.
- ▶ **Statement of Corporate Intent:** The Statement of Corporate Intent outlines the strategic vision and objectives of Millovote as contemplated from its establishment by MBRC as its sole shareholder. In relation to the delivery and management of the Mill at Moreton Bay and MBRC's commercial landholdings, the document outlines Millovote's responsibilities as:
  - Attracting business, community and investor interest in The Mill at Moreton Bay
  - Having regard to MBRC and Queensland Government planning requirements such as the PDA

<sup>5</sup> HSF Presentation Millovote Pty Ltd 3 September 2020



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- Promoting and developing further MBRC land holdings in The Mill at Moreton Bay, which may be made available to Millovate by MBRC from time to time
- Ensuring contemporary and responsive governance arrangements are in place to facilitate responsiveness to market conditions and investor demand.

The document includes a high-level range of financial and general reporting requirements to facilitate appropriate governance of the relationship between MBRC and Millovate.

- ▶ **Development Lease:** MBRC has made The Mill at Moreton Bay land available to Millovate through a development lease. This development lease will permit Millovate to sub-lease parts of The Mill at Moreton Bay land to developers and to nominate or permit developers to acquire the relevant land from MBRC at an appropriate stage whilst ensuring the vision and objectives of the precinct are delivered. This is subject at all times to the terms of the development lease, the PDA Development Scheme and MBRC's planning and planning approval authority in connection with the proposed development of The Mill at Moreton Bay land (see Figure 3)<sup>6</sup>.
- ▶ **Occupation Licence:** Millovate has agreed, through an Occupation Licence, to allow MBRC to enter, use and occupy The Mill at Moreton Bay site to oversee and manage necessary MBRC activities as landowner.
- ▶ **Development Oversight Agreement:** MBRC appoints Millovate to be the manager of The Mill at Moreton Bay land for the purposes of achieving MBRC's strategic vision and objectives for The Mill at Moreton Bay and Mill Green. This document outlines that Millovate is responsible for all decisions regarding the type of development and selection of development parties for The Mill at Moreton Bay land. This includes determining the configuration of development lots within The Mill at Moreton Bay land and the terms and timing on which development lots may be developed and acquired by third party developers. The Development Oversight Agreement outlines various key services including master planning of the precincts, oversight of environmental projects, USC Moreton Bay and Orora contracts, stakeholder engagement, marketing and investment, and developer attraction, selection and management.
- ▶ **Support Deed:** The agreement outlines the terms relating to the financial support provided by MBRC to Millovate. It stipulates that any financial support provided to Millovate will be used solely for the purposes of delivering on the vision and objectives for The Mill at Moreton Bay. Notably, the deed identifies the 'Sunset Date' which is 30 June 2025, or such other date agreed between MBRC, at this time MBRC will cease providing financial support to Millovate.

As a key governance aspect in establishing Millovate, Millovate is not entitled to retain the revenue from land transactions on The Mill at Moreton Bay. MBRC remains as landowner so that all revenue from The Mill at Moreton Bay land transactions flow directly to it. As Millovate does not retain revenue from the land transactions it facilitates, it will continue to be dependent on MBRC for funding, although when its early planning and strategy formation has reached 'maturity' and land transactions occur, this funding should represent a re-cycling of the revenue generated by it for MBRC from land transactions. The support deed outlines the terms of financial support to be provided by MBRC to Millovate. The agreement details that any financial support will be used solely for the purposes of delivering on the vision and objectives for The Mill at Moreton Bay.

Millovate will operate under a framework of standard governance policies and consultation arrangements to support informed decision making by Millovate and MBRC on a range of planning, development and community matters.

<sup>6</sup> 2 MBRC - Millovate Pty Ltd - Statement of Corporate Intent - Executed 6 August 2020.

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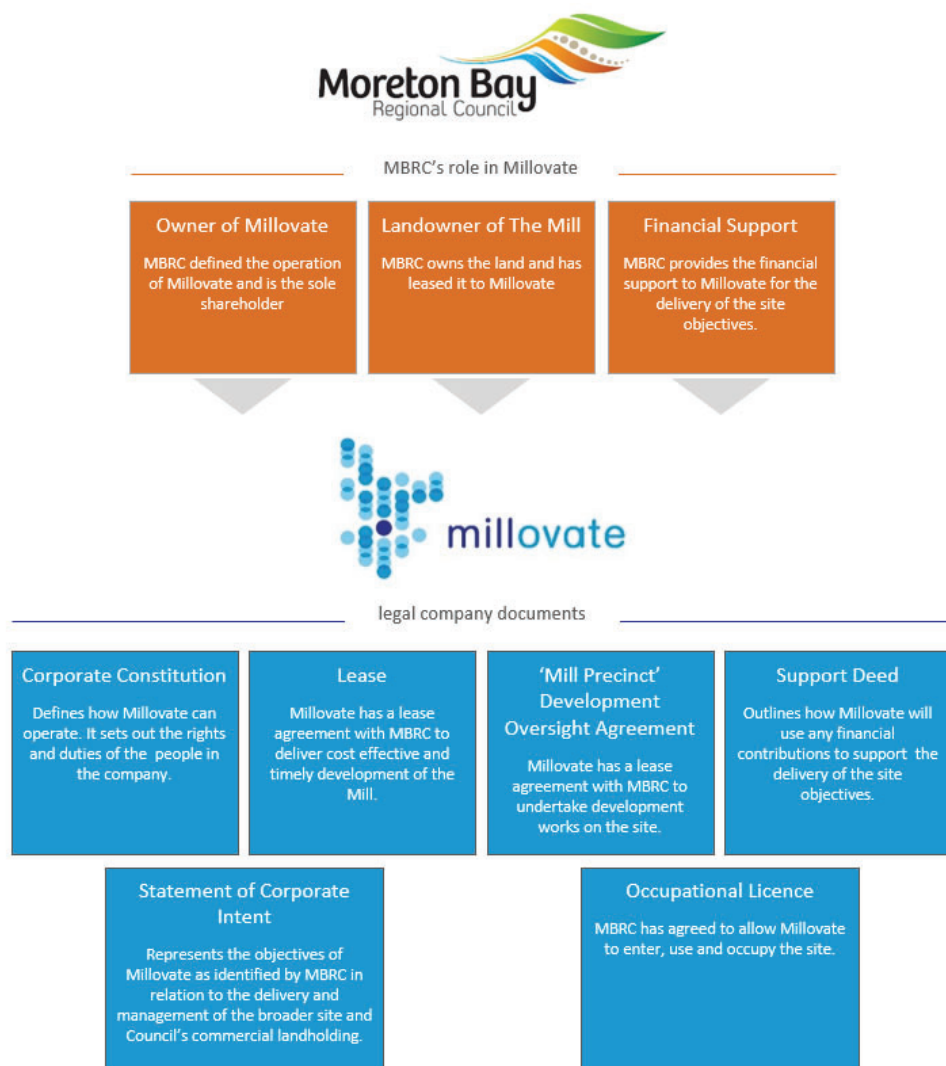


FIGURE 3: MBRC AND MILLOVATE DOCUMENTS <sup>7</sup>

<sup>7</sup> 1. HSF Presentation Millovate Pty Ltd\_3 September 2020.

## Organisation

Millovate's organisational structure deploys its resources into two planning project teams, supported by two corporate support teams. This ensures planning projects are backed by central support, advice and resourcing.

**The Millovate team** is led by Chief Executive Officer, Stuart Pickering. Stuart is supported by a team of seven.

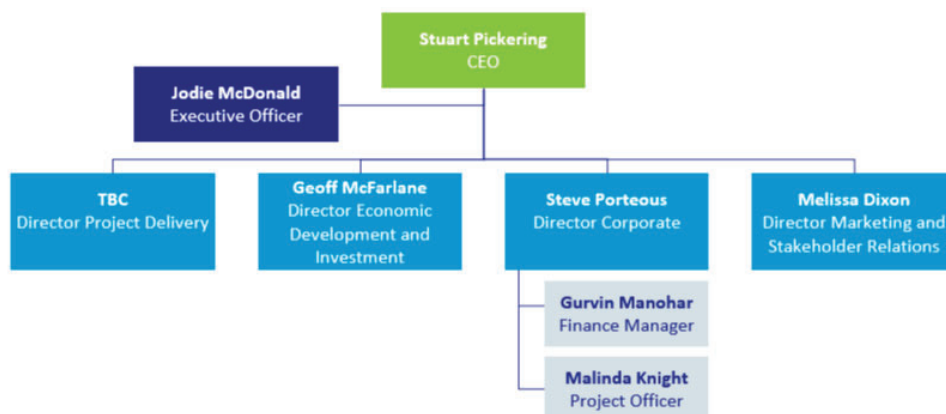


FIGURE 4: MILLOVATE ORGANISATIONAL CHART

**The Board** are solely responsible for the management of Millovate in accordance with its Constitution and the Statement of Corporate Intent. Board decisions will be made in accordance with Millovate's Constitution. The Board members include Nigel Chamier AM (Chair), John Aitken, Sarah Zeljko, Toni Thornton, Patrice Sherrie, Jim Walker AM and MBRC CEO Greg Chemello.

The Board includes the following sub-committees, which includes additional membership from MBRC:

- **Audit and Risk Committee** – Chaired by Patrice Sherrie. This committee has oversight of the Business Operations and the Sustainable Investment Plan as detailed in the Action Plan.
- **Property, Investment Attraction and Innovation Committee** – Chaired by John Aitken. This committee has oversight of the Development Plan and the Marketing and Communications activities detailed in the Action Plan.

Relevant MBRC representatives attend these sub-committees as required.

**Stakeholder reference groups.** In managing its approach to stakeholder and community engagement, Millovate will establish appropriate stakeholder and community reference groups and consultation strategies having regard to its consideration of the relevant stakeholders in connection with the development areas and the broader community areas and impacts. In establishing a reference group or considering who may be invited to participate, or in framing its community consultation strategies, Millovate will have regard to the MBRC's community consultation policies and activities and the matters and consultation processes the MBRC is required to take into account in undertaking its planning approval responsibilities. Millovate will not establish processes that duplicate or complicate MBRC's community consultation responsibilities. Millovate will identify opportunities to leverage from the MBRC's community consultation activities to mitigate risk of consultation fatigue. Millovate will also seek to ensure third parties dealing with Millovate including within The Mill at Moreton Bay or Environmental Precinct (such as contractors or development proponents) comply with Millovate's stakeholder communication requirements.

## Corporate values

Millovate is committed to the following values, which align with the REDS:

- ▶ **Excellence** - in its approaches to design, delivery and performance
- ▶ **Respect** - of its people, the communities and partners
- ▶ **Quality** - in the delivery of high quality and contemporary community infrastructure
- ▶ **Innovation** - in pursuing creative, inspirational and sustainable development
- ▶ **Integrity and honesty** - in its actions and relationships
- ▶ **Collaboration** - in its approaches to project delivery and urban development integration
- ▶ **Value** - in generating a return on investment for its shareholders
- ▶ **Communities** - recognising the overall value to communities.



## The Strategic Plan

### Vision statement

Millovate is working to achieve MBRC's Strategic Vision for The Mill at Moreton Bay. MBRC's strategic vision is described in the 'Mill Precinct' Development Oversight Agreement, which is to:

1. Create a landmark destination in the heart of the Moreton Bay Region
2. Create significant employment and investment opportunities for the Moreton Bay Region
3. Create a vibrant education and economic hub for the Moreton Bay Region that delivers an economic return for council and ultimately the community
4. Assist in facilitating the creation of the first significant greenfield university campus in the Moreton Bay Region
5. Create significant cultural, sporting, recreational and environmental community owned facilities for the Moreton Bay Region
6. Create a vibrant and exemplar health and knowledge precinct that is cognisant and respectful of its heritage and environmental context
7. Attract innovative businesses or organisations that want to co-locate with a university
8. Deliver conservation areas of high environmental value and important ecological function that promote the site's connections to the broader environmental corridors of the Moreton Bay Region
9. Promote high-quality architectural, landscape and urban design outcomes, respectful of the site's location and history and delivered through the built form, public realm and infrastructure
10. Exhibit innovative and smart city technologies reflected throughout the built form, public realm and infrastructure
11. Deliver an active and embellished public realm, including a new network of parks in strategic locations and emphasis on improved connectivity between the district centre (Petrie) Kallangur and Lawnton stations and new uses east of the present rail line
12. Attract private sector participants to deliver previously unseen critical mass as well as deliver the civic infrastructure and core community facilities required by the community, to create a sense of community - allowing young people to remain in the Moreton Bay Region close to their families for study and employment, create new and vibrant civic spaces for families in the region.

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## Mission statement

Millovate's mission is to create a place that enables communities and businesses to thrive and grow. Millovate acknowledges MBRC's strategic vision for acquiring The Mill at Moreton Bay site and will oversee the successful development and activation of MBRC owned land within the PDA. Millovate's role is to deliver on MBRC's vision and lead the development and activation for the land owned by MBRC within the PDA including Mill Central (35 hectares) and Mill Innovation (30 hectares).<sup>8</sup> Millovate is committed to supporting MBRC and its focus to retain, rehabilitate and enhance the region's natural habitat, including the 110 hectares of high value green space (Mill Green) and in doing so make it a sought-after landmark destination.

## Strategic Imperatives

Millovate's strategic imperatives are as follows:

- ▶ Sustainable economic development that provides an agreed return on investment to MBRC
- ▶ A long-term, future focussed approach with flexibility to adapt to opportunities
- ▶ A clear value proposition that differentiates The Mill at Moreton Bay from other PDA's
- ▶ Collaboration and integration across each of The Mill at Moreton Bay's sectors
- ▶ Demonstrated leadership in sustainable development
- ▶ A highly activated, internationally recognised place
- ▶ Inspiring a sense of community pride across the region.

## Themes to guide development

Delivery of The Mill at Moreton Bay is structured around four Themes identified in Millovate's Strategic Plan that aim to deliver a balance between commercial and non-commercial development:

- ▶ Community Wellbeing
- ▶ Economic Development
- ▶ Environmental Sustainability
- ▶ Sustainable Urban Investment.

The Mill at Moreton Bay is identified as one of five key region-building projects for the Moreton Bay Region and will deliver on objective three (Trade and Investment) of MBRC's REDS<sup>10</sup> by:

- ▶ Assertively pursuing region-building projects
- ▶ Marketing and promoting the region as a business and visitor destination
- ▶ Facilitating business investment into the region.

It will further support the REDS by providing opportunities to advance key industries identified for the region including:

- ▶ Advanced manufacturing
- ▶ Food and agribusiness
- ▶ Tourism, sport and major events
- ▶ Knowledge, innovation and entrepreneurship.

## Measures of success<sup>8</sup>

To ensure a balanced development approach, success to quantify performance is aligned with the four development Themes as follows:

### Community Wellbeing

- ▶ Increased standard of living
- ▶ Community satisfaction and perceptions of liveability
- ▶ Higher education participation
- ▶ Progression to employment in MBRC
- ▶ Visitation and repeat visitation.

### Economic Development

- ▶ Economic impact
- ▶ Employment created, particularly higher value
- ▶ Business export revenue generated.

### Sustainable Urban Investment

- ▶ Minimal financial burden on MBRC in the initial years
- ▶ Positive financial return to MBRC in the longer term
- ▶ Potentially ongoing revenue streams to MBRC to offset precinct management and maintenance costs.<sup>9</sup>

### Environmental Sustainability

- ▶ Environmental impact
- ▶ Net local carbon emissions.

<sup>8</sup> Note these measures of success should be read in conjunction with objectives and measures outlined in MBRC's governance documents.

<sup>9</sup> The financial measures will be subject to the interim financial plan end of June 2021 and following the completion of the financial development plan.

## Benefits<sup>10</sup>

Local and regional-scale community benefits will be achieved through The Mill at Moreton Bay. Indicative qualitative and quantitative benefits are detailed below.

<p><b>Community Wellbeing</b></p> <p>Health and wellbeing infrastructure will aim to:</p> <ul style="list-style-type: none"> <li>▶ Support training and growth of the current healthcare and social assistance workforce through health-related degrees offered by USC Moreton Bay</li> <li>▶ Accommodate 250 additional ongoing jobs in the local education and health sector from 2031.</li> </ul> <p>Lifelong learning initiatives will aim to:</p> <ul style="list-style-type: none"> <li>▶ Deliver 250 additional ongoing jobs in the local education and health sector from 2031</li> <li>▶ Support 10,000 annual university student enrolments and 100 courses at USC Moreton Bay by 2030.</li> </ul> <p>Formation of inclusive communities will aim to:</p> <ul style="list-style-type: none"> <li>▶ Be supported through amenities and transport connectivity to improve live/work/play opportunities and help attract the best talent to the region</li> <li>▶ Boost the local economy through increased tourism opportunities</li> <li>▶ Deliver 3,400 total new dwellings and 12ha of sport and recreation.</li> </ul>	<p><b>Economic Development</b></p> <p>Enterprise growth and innovation will aim to:</p> <ul style="list-style-type: none"> <li>▶ Support 2,200 ongoing jobs in the Greater Moreton Bay Region (GMBR) and 2,800 ongoing jobs nationally</li> <li>▶ Support 100 direct construction jobs each year for 14 years (2016-2030)</li> <li>▶ Support 250 additional ongoing jobs in the local education and health sector from 2031</li> <li>▶ Generate \$950 million in annual industry output in the GMBR</li> <li>▶ Generate \$1.9 billion at the national level</li> <li>▶ Generate 1.5 billion to GDP each year, with over half of this estimated to come from the GMBR economy</li> <li>▶ Creation of 6,000 ongoing jobs for the GMBR by 2036.</li> </ul>
<p><b>Environmental Sustainability</b></p> <p>Sustainable urban development will aim to:</p> <ul style="list-style-type: none"> <li>▶ Provide access to a range of recreational activities to boost and encourage active and healthy communities</li> <li>▶ Deliver 110 hectares of high value conservation and koala habitat.</li> </ul>	<p><b>Sustainable Urban Investment</b></p> <p>Sustainable urban investment will aim to:</p> <ul style="list-style-type: none"> <li>▶ Provide a significant return on investment for MBRC by reducing the long-term financial burden of the development</li> <li>▶ Generate revenue for MBRC to maintain public spaces including the lakes and 110 hectares of koala habitat.</li> </ul>

<sup>10</sup> Note these figures are based on work undertaken by MBRC and may be revised as Millovate refines the development and market offering.



## The Market

The market position of The Mill at Moreton Bay will be impacted by external and internal environmental factors that combined, has potential to enhance, diminish or otherwise influence the achievement of Millovate's Strategic Plan.

A key market challenge for Millovate is positioning The Mill at Moreton Bay ahead of other PDA's within South East Queensland (SEQ), as well as high-profile inner-city urban regeneration projects in Brisbane. All PDA's compete for public and private sector investment, and the establishment of a clear point of difference for development at The Mill at Moreton Bay is a priority for Millovate.

Initial investigations have identified opportunities and challenges that will impact on the achievement of development outcomes for The Mill at Moreton Bay, including:

- ▶ Delivery of the potential benefits identified under the Millovate Strategic Plan development themes
- ▶ Delivery of MBRC's strategic vision and objectives for The Mill at Moreton Bay at a local level
- ▶ The Mill at Moreton Bay's capacity as one of only five key region-building projects to influence MBRC's objective to act as a catalyst for Moreton Bay's regional economic transformation, and to help deliver MBRC's Bigger, Bolder and Brighter goals by 2041.

### Site opportunities analysis

Outlined below are key opportunities for The Mill at Moreton Bay:

- ▶ **Place making and shared identity:** As an amalgamation of smaller councils and communities, MBRC and The Mill at Moreton Bay has an opportunity to create a central space for the region
- ▶ **Catalyst development underway:** Building blocks are already in place with an anchor tenant (USC Moreton Bay) in place and part establishment of Mill Central
- ▶ **Boosting existing businesses:** New offerings will complement and boost existing businesses e.g. by bringing more workers, visitors, and students to the region
- ▶ **Natural environment:** The high value natural environment and waterways is a key attribute The Mill at Moreton Bay can claim over other Brisbane central business district (CBD) and Regional City Centre PDA's
- ▶ **Koala habitat conservation:** The Koala Management Plan is a key marketable feature of The Mill at Moreton Bay that has potential national and international significance
- ▶ **Cultural and historical significance:** The development creates an opportunity to better understand the cultural and historical significance of the site for current and future generations
- ▶ **Investigating public activation of lakes and green space:** Integrating development into the lakes has potential to enhance investor attraction and opportunities. It also has potential to support a more financially sustainable model for maintaining the lakes into the future. These opportunities will be explored by Millovate for consideration by MBRC.

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FIGURE 5: THE MILL SITE DURING THE OPERATION OF THE PAPER MILL



FIGURE 6: THE MILL SITE IN MARCH 2021

Prior to 2016, The Mill at Moreton Bay was occupied by a paper mill (Figure 5). Over the past five years the site has been transformed into an emerging urban precinct. Figure 6 shows the established university and community park as well as the wider site ready for future development.

## Site challenges analysis

Outlined below are key challenges at The Mill at Moreton Bay:

- ▶ **Development concerns:** Some residents and businesses may not support the development for fear of increased population, traffic, and noise
- ▶ **Competition with neighbouring businesses:** Announcements of developments that potentially compete directly with local businesses may generate negative publicity
- ▶ **Building heights:** PDA submissions indicated that some communities support high rise development, while others do not. Potential changes to the Master Plan may see these issues be raised once again
- ▶ **Construction impacts:** Construction impacts to nearby residents, businesses and site users will require careful management
- ▶ **Similar PDA's in SEQ:** The Mill at Moreton Bay needs to stand out from other similar PDAs in order to attract interest from communities, government and investors
- ▶ **Local job opportunities:** MBRC's Regional Economic Development Strategy is setting high expectations for local jobs creation with a \$40 billion economic target set for 2041
- ▶ **Decontamination site issues:** Orora's efforts to remediate the site is an example of the circular economy producing economic, social and environmental outcomes for communities. The risk is that special interest groups may claim decontamination levels achieved by Orora have not been taken far enough
- ▶ **Flood and water quality issues:** PDA submissions contained several comments relating to local flood hazards and how further development could have adverse impacts on the natural characteristics of North Pine River including concern that construction works on site may cause pollution to the waterways
- ▶ **Potential investors:** Multiple stakeholders have an interest in attracting investment to the site including Millovate, USC Moreton Bay and MBRC. This has potential to lead to overlaps in approaches that could cause embarrassment to the project and confusion amongst potential investors
- ▶ **Lakes and green space:** The long-term costs for MBRC to maintain the lakes and natural environment need to be factored into the long-term planning and investment strategies to ensure the ongoing maintenance and preservation of these spaces.



Source: The Mill at Moreton Bay, Priority Development Area, Development Scheme



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### Priority Development Areas within SEQ

As noted above, PDA's located within SEQ will compete for public and private sector investment, particularly in sectors that seek to attract knowledge intense and trade-oriented firms and their associated supply chains.

Table 1 contains a summary comparison of the competitive edge of these PDA's.

**Table 1: Competitor Priority Development Areas and Major Developments**

PDA (Name, location, size in hectares, year announced, type of development)	Project description	Competitive edge of PDA
<b>Maroochydore City Centre</b> Sunshine Coast 60 HA 2013 Urban renewal	A 53-hectare greenfield site in the heart of Maroochydore is being transformed into a Central Business District for the 21st century, offering unparalleled investment and development opportunities in Queensland's thriving south east corner.	<ul style="list-style-type: none"> <li>▶ 4,000 residential apartments</li> <li>▶ Pedestrians, cyclists and public transport have priority over private vehicles</li> <li>▶ International Submarine Broadband cable</li> <li>▶ 160,000m<sup>2</sup> commercial and retail</li> <li>▶ Council owned infrastructure 100 per cent offset by green energy.</li> </ul>
<b>Caloundra South</b> Sunshine Coast 2310 HA 2010 New mixed-use development	Vibrant, mixed use activity centres will provide a focus for communities and offer access to retail, services, well designed civic spaces, community and cultural facilities and local employment opportunities.	<ul style="list-style-type: none"> <li>▶ 20,000 residential dwellings and mixed-use facilities</li> <li>▶ Environmental Protection and Biodiversity Act referral in place.</li> </ul>
<b>Ripley Valley</b> Ipswich 4680 HA 2010 New residential	The Ripley Valley PDA is located in one of the largest urban growth areas in Australia. It offers opportunities for further residential growth to meet the region's affordable housing needs.	<ul style="list-style-type: none"> <li>▶ 50,000 dwellings to house a population of 120,000 people</li> <li>▶ Approximately five kilometres south-west of the Ipswich CBD and south of the Cunningham Highway.</li> </ul>
<b>Herston Quarter</b> Brisbane 6 HA 2017 Health precinct renewal	Development in the Herston Quarter PDA will maximise the strategic location adjacent to Queensland's major health, education and research facilities, and public transport infrastructure to support employment growth in health and knowledge industries and deliver a unique and world-class destination for Brisbane.	<ul style="list-style-type: none"> <li>▶ 1,780m<sup>2</sup> high-density residential development</li> <li>▶ 17,000m<sup>2</sup> health precinct</li> <li>▶ 14,000m<sup>2</sup> "heritage" precinct, including a childcare centre</li> <li>▶ 20,000m<sup>2</sup> retirement living and aged care services</li> <li>▶ A high-quality street and movement network as well as related infrastructure for pedestrians, cyclists and vehicles.</li> </ul>



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PDA (Name, location, size in hectares, year announced, type of development)	Project description	Competitive edge of PDA
<b>Roma St Cross River Rail</b> Brisbane 32 HA 2019	Opportunity to reconnect the area with the city centre, Spring Hill and Petrie Terrace, and with the Brisbane River and Kurilpa Bridge.	<ul style="list-style-type: none"> <li>▶ Brisbane inner city development opportunity</li> <li>▶ Highest priority Queensland Government project provides investment certainty</li> <li>▶ Transit oriented development</li> <li>▶ Integration with entertainment, sport and recreation.</li> </ul>
<b>Boggo Road Cross River Rail (CRR)</b> Brisbane 39 HA 2020 Urban renewal	Development in the Boggo Road CRR PDA will enhance the already established world-class health and research facilities with a focus on health, science and education services.	<ul style="list-style-type: none"> <li>▶ Brisbane inner city development opportunity</li> <li>▶ Highest priority Queensland Government project provides investment certainty</li> <li>▶ Transit oriented development</li> <li>▶ Integration with entertainment, sport and recreation.</li> </ul>
<b>Parklands (Southport)</b> Gold Coast 29 HA New residential and mixed use	Permanent development will support a mix of land uses including retail, residential, community facilities, office, health care and research and technology related development, which will build on the positive relationship with the Gold Coast University Hospital, future Gold Coast Private Hospital and Griffith University.	<ul style="list-style-type: none"> <li>▶ Gold Coast University Hospital, Griffith University campus</li> <li>▶ Light rail connection, 10 mins to M1, 40min to Gold Coast Airport</li> <li>▶ 135,000 trees planted and 7ha green space</li> <li>▶ Green Leaf ratings.</li> </ul>
<b>Toondah Harbour</b> Redland Bay 67 HA 2013 Urban renewal	Toondah Harbour is an exciting new, modern coastal village that is set to transform the Redlands. Along with a vibrant harbourside precinct, Toondah Harbour will also create stunning new foreshore parklands with a lagoon and water play area, walking, cycling and heritage trails, contemporary waterfront homes and marina coves.	<ul style="list-style-type: none"> <li>▶ 3,600 detached houses, townhouses and apartments</li> <li>▶ A new state-of-the-art port facility and marina</li> <li>▶ 3.5 hectares of foreshore parklands</li> <li>▶ South Bank style lagoon pool and water play</li> <li>▶ 1.5km boardwalks and nature trails.</li> </ul>

## Millovate's Development Plan Roadmap

### Delivering a 20-year vision

The Millovate Development Plan Roadmap outlines how Millovate will achieve MBRC's strategic vision and objectives through the development and management of bespoke Projects, Programs and Prospectus, financed and delivered by the private sector over the next 20 years. Millovate will achieve this through the following strategies:

- ▶ The Mill at Moreton Bay Strategic Plan
- ▶ The Mill at Moreton Bay place-based Economic Development and Investment Strategy
- ▶ The Mill at Moreton Bay Master Plan
- ▶ The Mill at Moreton Bay Development Plan.

As outlined earlier, the Millovate Strategic Plan identifies the mission statement, values and themes that will guide development outcomes at The Mill at Moreton Bay, the achievement of desired benefits, and how success will be measured over the next 20 years. The Mill at Moreton Bay place-based Economic Development and Investment Strategy, Master Plan and Development Plan are detailed further below.

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Millovate's Development Plan Roadmap



FIGURE 7: MILLOVATE'S DEVELOPMENT PLAN ROADMAP

**ITEM 1.2 - MILLOVATE BUDGET AND BUSINESS PLAN FY2022 - 61993617 (Cont.)****The Mill at Moreton Bay Economic Development and Investment Strategy**

The Mill at Moreton Bay place-based Economic Development and Investment Strategy integrates economic development objectives, place-based urban design outcomes and investment planning into a guiding framework for the delivery of Millovate's strategic imperatives over the next 20 years. The place-based Economic Development and Investment Strategy articulates how Millovate will seek to:

- ▶ Balance local and regional economic growth with integrated social infrastructure development and the protection and enhancement of environmental values
- ▶ Deliver urban design that fosters destination place-making, and innovative and sustainable design outcomes including integrated land-use and transport planning
- ▶ Develop sustainable and long-term investment strategies and action plans (Projects, Programs and Prospectus) to attract and secure appropriate investment.

Prior investigations and market analysis have identified key Development Strategies that will enable the delivery of MBRC's vision and objectives for The Mill at Moreton Bay and include for example, an Integrated Health Village and a precinct wide active transport plan. Development Strategies will align with the MBRC's vision and form the building blocks of the place-based Economic Development and Investment Strategy.

Each Development Strategy will be supported by a robust Business Case and identification of market opportunities. Tailored Projects, Programs and/or Prospectus will be designed to harness market demand and will alert the market via tailored expression of interest campaigns to investment or delivery opportunities.

Where a strategic opportunity has been identified but has not yet been confirmed, a Feasibility Business Case will be conducted to verify the viability of a potential opportunity.

The place-based Economic Development and Investment Strategy will inform the Master Plan Development Plan, which are the two documents the private sector will primarily rely on when considering investment or development opportunities for The Mill at Moreton Bay.

**The Mill at Moreton Bay Master Plan**

Millovate acknowledges the work undertaken to date by MBRC to develop the draft Master Plan and the recently completed four Master Plan options.

As a new development authority, Millovate will now review the four Master Plan options and undertake modelling to ascertain the financial viability of proposed development scenarios.

The Master Plan will be reviewed to reflect the Strategic Plan and the place-based Economic Development and Investment Strategy.

Following the Master Plan review, Millovate will provide MRBC with recommended options that may include a potential review of The Mill at Moreton Bay PDA Development Scheme (August 2017).

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**The Mill at Moreton Bay Development Plan**

The Development Plan will detail how Development Strategies will be coordinated, prioritised, sequenced, financed, executed and evaluated. It will identify:

- ▶ Development Projects, Programs and Prospectus to be executed
- ▶ The Master Plan including preferred locations for projects and infrastructure to be developed
- ▶ A Master Development Program
- ▶ Processes and governance required to execute Development Strategies, Projects, Programs and Prospectus on time and within budget.

The Development Plan will identify short-term projects (1 – 3 years) and medium to long-terms (3 – 5 plus years).

Prioritisation of key projects including an Integrated Health Village will enable these projects to be tested early so they can be taken to market in advance of the Development Plan being finalised by early 2022.

It is anticipated the Development Plan will be reviewed on an annual basis to reflect the release of new Projects, Programs and Prospectus, or to make adjustments in staging and investment that adapt to changes in market conditions.

## Property Development

This section outlines key property attributes of The Mill at Moreton Bay that inform the design of the Development Strategies.

### Property attributes

The Mill at Moreton Bay's standout property attributes include a land area of 210ha owned by the MBRC including 65ha of developable land, 110ha of natural bushland and over 60ha of manmade lakes. The site boasts strong transport connectivity including access to Petrie Train Station and close proximity to the M1. The site is a declared PDA within a Regional Economic Cluster (see Shaping SEQ regional plan) and the establishment of USC Moreton Bay as the anchor tenant aims achieve 10,000 annual student enrolments within the next ten years.



FIGURE 8: TRANSPORT CONNECTIVITY TO THE MILL AT MORETON BAY

### Current Development Strategies

The unique selling position of Millovate relates to the themes of Community Wellbeing, Economic, Development, Environmental Sustainability and Sustainable Urban Investment. The competitive selling proposition of Millovate is outlined below. The activities that will support their development are outlined in the following section (Action Plan).

These unique attributes of The Mill at Moreton Bay are further detailed on the following pages.



**Integrated Health Village** - potential activities include a private hospital, acute and sub-acute health, independent living, retirement living, assisted living, aged-care, disability housing and community services, and health commercial businesses.



**Lakes View Development** –The developable land facing onto the lakes and parklands is a prime location for entertainment, recreation and mixed-use development that has potential to transform the site into a landmark destination.



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**Grand Boulevard** - will be a dominant urban feature, designed to draw visitors from Petrie Train Station throughout the site. The Boulevard will be the thriving spine, supporting high levels of activity density including major regional festivals, celebrations and events.



**Knowledge for the future economy** – will enable access to lifelong learning as delivered through USC Moreton Bay, vocational education and training, sustainability education, an independent school and specialist research facilities.<sup>11</sup>



**Industries of the future economy** - will attract, retain and grow a skilled workforce to support future industries including advanced manufacturing and robotics. Enterprise growth and innovation will be delivered through co-working spaces and innovation centres, mixed business projects, digital health and a well-being hub. Thriving streets and high-quality public realm are necessary to attract a skilled workforce, which is essential for specialised industries.



**Community 'Villages'** – will enable the development of local communities by supporting critical mass through residential accommodation and mixed-uses via social and transport infrastructure. Proposed 'Villages' include an Integrated Health Village, Lakes View development, Entertainment and Sport Complex Village, and Petrie Train Station Piazza Village.

<sup>11</sup> Image sources: Archipelago - 210128\_Concept Master Plan and The Mill at Moreton Bay Priority Development Area Development Scheme, 2017



**A sustainable, eco-friendly destination precinct for generations to come**

Sustainable urban development will be delivered through education and tourism, an active transport network, renewable energy strategy and urban agriculture.

## Sustainable Investment Plan

Sustainable Investment is a key outcome of the place-based Economic Development and Investment Strategy (see below). The Sustainable Investment Plan will confirm Millovate's strategy for achieving the best possible return on investment for MBRC including Millovate achieving financial independence from MBRC by 2025. It will do this by balancing non-commercial and commercial investment, establishing the market value of MBRC developable land, and reviewing the financial viability of the current draft Master Plan. The plan will also provide an investment framework to inform the market of Millovate and MBRC's overarching development objectives to guide the market on how to access property development and investment opportunities for The Mill at Moreton Bay.

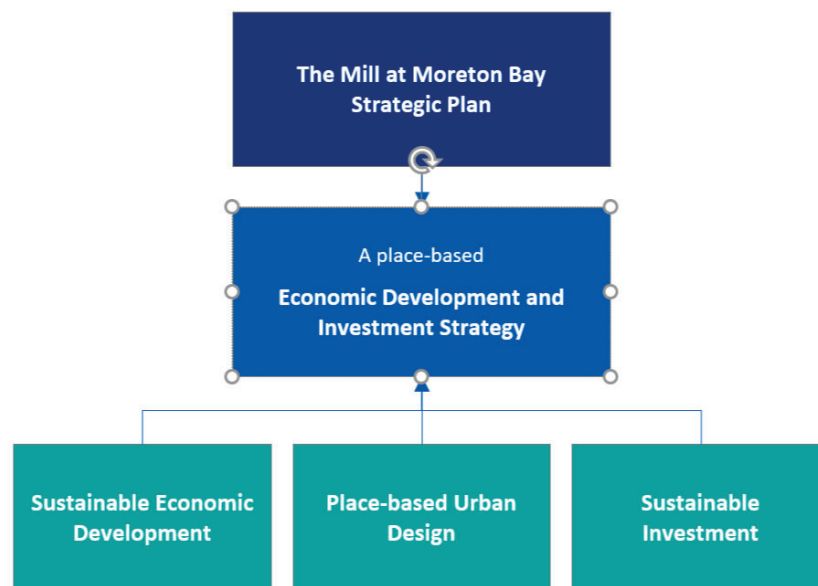


FIGURE 9: SUSTAINABLE INVESTMENT PLAN AS A COMPONENT OF THE ECONOMIC DEVELOPMENT AND INVESTMENT STRATEGY

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Millovate will seek to attract and secure a range of investors, industries, property developers and social service providers to capitalise on current and future market demand. As part of this work, Millovate will explore ways to commercialise catalytic social infrastructure projects to minimise reliance on State and Federal Government funding.

The Place-based Economic Development and Investment Strategy will guide development of the Sustainable Investment Plan, as will two phases of financial investigations as outlined below.

**Phase One: Initial financial investigation**

Millovate will prepare a high-level, base case development feasibility that, based on current PDA and Master Planning information, will forensically assess:

- ▶ The actual developable land component of Mill Central and Mill Innovation
- ▶ Foreseeable land uses and realistic potential development densities
- ▶ Forecast revenues to FY 2026 (in line with MBRC provided capital expenditure for the precinct, to date and forecast)
- ▶ Progress the Master Plan review.

Phase One will be delivered by August 2021.

**Phase Two: Investment Strategy**

Millovate will undertake a comprehensive analysis of factors impacting the successful delivery of the MBRC's vision for The Mill at Moreton Bay. This analysis will include:

- ▶ Financial planning and modelling to identify the commercial operating, investment and development models that can most effectively deliver Millovate's longer-term Business Plan to be developed in early 2022.
- ▶ Identifying and assessing catalytic development opportunities that can be leveraged to attract other development, e.g. the Integrated Health Village
- ▶ Work that supports MBRC in its endeavours to attract government funded developments
- ▶ Identifying major private investment groups that may be suitable investors for significant social infrastructure projects and Millovate partnership candidates.

Outcomes and findings from this analysis will inform the Sustainable Investment Plan. By June 2022 Millovate will deliver a Sustainable Investment Plan.

**Financial sustainability**

Currently there is no Development Plan or Investment Strategy to guide decision making for the long-term operation and maintenance of The Mill at Moreton Bay. The Development Plan and Sustainable Investment Plan will inform decision making on key financial outcomes by Millovate and the sole shareholder, MBRC.

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## Action Plan

Millovate's Action Plan details the outcomes to be achieved by June 2022, in line with the development themes. The proposed program for the commencement and completion of the activities will be refined by August 2021 in line with the commissioning of independent experts and detailed scoping works.

The table below demonstrates details actions Millovate has identified as key outcomes to be delivered by June 2022.

TABLE 2: ACTIONS TO THE STRATEGIC PLAN JULY 2021 TO JUNE 2022

12-month actions for delivery	Development Themes			
	Community Wellbeing	Economic Development	Environmental Sustainability	Sustainable Investment
Strategic Plan	●	●	●	●
Economic Development Strategy	●	●	●	●
Feasibility Business Cases	●	●	●	●
Development Strategies	●	●	●	●
Investment attraction	●	●	●	●
Master Plan	●	●	●	●
Development Plan	●	●	●	●
Communication	●	●	●	●

## Success factors

Millovate's success factors to be achieved by June 2022 include:

- ▶ Delivery of the Strategic Plan
- ▶ Delivery of a Development Plan that includes:
  - ▶ the place-based Economic Development and Investment Strategy
  - ▶ an endorsed Master Plan
  - ▶ the Sustainable Investment Plan
- ▶ Taking the Integrated Health Village to market
- ▶ Early engagement for Advanced Manufacturing opportunities
- ▶ Planning for next stage road infrastructure.

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TABLE 3: MILLOVATE ACTION PLAN

Millovate Action Plan			
Program area		Project	Timeframe
<b>Business operations</b>	1.	<b>Develop Millovate policies, processes and governance</b>	Feb 2021 – Aug 2021
<b>Strategic Plan</b>	2.	<b>Mill at Moreton Bay Strategic Plan</b> The plan identifies the purpose, vision, values, strategic development pillars and long-term goals Millovate will strive to realise within the next 20 years.	Feb 2021 – Jun 2021
<b>Place-based Economic Development and Investment Strategy</b>	3.	<b>Place-based Economic Development and Investment Strategy</b> The strategy identifies an integrated development framework that describes how Millovate plans to deliver a sustainable balance between the following objectives: <ul style="list-style-type: none"> <li>▶ Maximising financial returns on MBRC's investment</li> <li>▶ Maximising long-term private and public sector investment</li> <li>▶ Enabling development to proceed in the short-term that capitalises on current market demand and meets the strategy's economic imperatives</li> <li>▶ Identifies ways Millovate can achieve financial independence.</li> </ul>	April 2021 – Nov 2021
<b>Feasibility Business Cases</b>	4.	<b>Feasibility Business Cases</b> Involves analysing a range of economic, social and environmental factors to verify if projects are suitable to be developed into a Development Strategy.	Jul 2021- Jun 2022
	4.1	<b>Residential</b> <b>Objective:</b> to identify and analyse the demand and supply, development delivery methods and investment opportunities for residential accommodation.	Jul 2021 – Jun 2022
	4.2	<b>Entertainment/Sport complex</b> <b>Objective:</b> to research and analyse demand and opportunity to establish an entertainment and sports complex to support the region's growing population.	Jul 2021 – Jun 2022

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Millovate Action Plan		
Program area	Project	Timeframe
	<b>4.3 Culture and Education Complex and Programs</b> <b>Objective:</b> to research and analyse the opportunity to establish a regional cultural complex with educational programs.	Jul 2021 – Jun 2022
Development strategies <sup>12</sup>	<b>5 Development Strategies</b> Identify what is required to meet one or more objectives in the place-based Economic Development and Investment Strategy. The Strategies include undertaking further Feasibility Business Cases as necessary.	Jul 2021 – Jun 2022
	<b>5.1 Business Industry advancement</b> <b>Objective:</b> to undertake detailed research, identification and analysis of opportunities for The Mill at Moreton Bay to attract and better understand industries, investors, and small and medium private sector enterprises that will: <ul style="list-style-type: none"> <li>▶ Grow their businesses in alignment with development of the area and growth in population</li> <li>▶ Export their goods and services beyond the region and as a result create new jobs and have a positive impact on the region's productivity.</li> <li>▶ <b>Example: The advanced industry opportunity</b> - Bremer Company's Briefing: 'Priority industry sectors' has summarised MBRC's consultants' economic investigations to-date and identified and recommended other investigations needed to accurately evaluate the opportunities to advance industries at The Mill at Moreton Bay. A detailed demand analysis, cost-benefit and commercial analysis are required to accurately determine the local demand, viability and benefits, as well as the resources and time required to attract advanced industry opportunities to The Mill at Moreton Bay. Findings (e.g. potential number and value of new export-oriented jobs generated) could be compared with the same criteria of another export-oriented industries.</li> </ul>	Jul 2021– Jun 2022



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Millovate Action Plan		
Program area	Project	Timeframe
Development strategies	<p><b>5.2 Transport</b></p> <p>Objective: to undertake an evidence-based analysis of existing and future modes of active, public and private transport systems within the developable areas of the PDA. It will aim to prioritise active transport (people walking, running etc) and minimise the impact vehicles will have on the urban landscape, capitalise on the evolution of clean energy public transport, and enable The Mill at Moreton Bay to potentially become a 15 minute satellite city i.e. enable all residents (disabled, elderly) and visitors convenient 'green' access to all parts of The Mill at Moreton Bay.</p> <p><b>Example: An active transport based plaza</b> – investigation into the urban planning, commercial viability (site-wide commercial feasibility), sequencing, and socio-economic returns (ascertained by a cost-benefit analysis) of a quasi-basement site-wide integrated vehicular traffic zone, with an active transport master planned community. This Development Strategy is designed to contribute to satisfying both MBRC's strategic vision for urban design, and MBRC/Millovate's Lease/sublease Objective No.4 '... including successful pedestrian, active transport and public transport-oriented development.'</p>	Jul 2021– Jan 2022
	<p><b>5.3 Sustainable Urban Environment</b></p> <p>Objective: to research, analyse and support the adoption of new technologies and practices to realise best urban design and development practices. An example of this is development of a renewable energy strategy that will ensure developments achieve carbon reduction targets.</p>	Jul 2021 – Jun 2022
	<p><b>5.4 Village developments</b></p> <p><b>Objective:</b> to scope and design clusters of mixed land uses and social infrastructure that meets the urban development priorities advocated by Infrastructure Australia including education, health and aged care, residential, flora, water and recreational uses, and inclusive growth. Villages will reflect a "place-based" approach to design and development as advocated by Infrastructure Australia and the Property Council of Australia.</p> <p><b>Example: an Integrated Health Village</b> - A cost-benefit and commercial analysis of an Integrated Health Village (4ha approximately) could include the following activities: a private hospital, acute and sub-acute health, independent living, retirement</p>	Jul 2021 – Jun 2022

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Millovate Action Plan		
Program area	Project	Timeframe
	living, assisted living, aged-care, disability housing and community services, health commercial businesses (e.g. chemists, physiotherapists) medium to high density residential and village retail.	
Sustainable Investment Plan	<p><b>6</b></p> <p><b>Sustainable Investment Plan</b></p> <p><b>Objective:</b> to identify how Millovate can achieve the best possible return on investment for MBRC including Millovate achieving financial independence from MBRC by 2025.</p> <p>This work includes establishing the market value of MBRC developable land and reviewing the financial viability of the current draft Master Plan with the view to optimise non-commercial and commercial returns for MBRC both in the short-term and long-term. It will include Forecast revenues to FY 2026 (in line with MBRC provided capital expenditure for the precinct, to date and forecast)</p> <p><b>Example:</b> Establishing Sustainable Investment Partnerships (SIPs) with long-term institutional and private sector investors. e.g. Australian industry superannuation funds and philanthropic groups.</p>	Jul 2021 – Jun 2022
	<p><b>7</b></p> <p><b>‘Open’ Expression of Interest (EOI) program</b></p> <p>Objective: an ‘open’ EOI program will be designed and approved by the State Government, and:</p> <ul style="list-style-type: none"> <li>▶ enables Millovate to deal with proponents of market-led proposals that do not satisfy a current Millovate standard EOI campaign any time</li> <li>▶ enables independent assessment and prioritisation of private sector proposals and their proponents, against the vision, strategic development themes and Strategy objectives.</li> </ul>	Jul 2021 – Jun 2022
Master Plan	<p><b>8</b></p> <p><b>Draft Master Plan review</b></p> <p><b>Objective:</b> to review MBRC’s draft Master Plan in alignment with Millovate’s Strategic Plan, place-based Economic Development and Investment Strategy, and potential opportunities covered by Feasibility Business Cases and Development Strategies. The Master Plan will identify infrastructure to connect The Mill at Moreton Bay with Petrie to revitalise development of the local area.</p>	Jul 2021 – Oct 2021

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Millovate Action Plan		
Program area	Project	Timeframe
Development Plan	<p>9</p> <p><b>Development Plan</b></p> <p>Details how Development Strategies will be coordinated, prioritised, sequenced, and executed including:</p> <ul style="list-style-type: none"> <li>▶ Development Programs and Projects to be executed</li> <li>▶ A Master Plan showing the preferred locations for projects and revised infrastructure to be developed</li> <li>▶ A Master Development Program</li> <li>▶ Processes and governance required to execute the Strategies, Programs and Projects on time and within budget.</li> </ul>	Oct 2021 - Mar 2022
	<p>10</p> <p><b>Stakeholder Engagement Strategy and implementation</b></p> <p>A comprehensive stakeholder engagement strategy identifies stakeholder groups, issues and opportunities, key messages and support strategies for consultation required for project delivery including the Master Plan review. The strategy is developed in consultation with MBRC and supports the following goals:</p> <ul style="list-style-type: none"> <li>▶ Residents and businesses across the Moreton Bay region support The Mill at Moreton Bay project</li> <li>▶ Project stakeholders are suitably informed about the project</li> <li>▶ Reputation of Millovate, MBRC and The Mill at Moreton Bay is maintained to the highest level to instil public and investor confidence.</li> </ul>	Feb 2021 - ongoing
	<p>11</p> <p><b>Place-making Activation Strategy</b></p> <p>A high-level strategy will guide thinking about the type of early community activities that can occur on site such as public events. This strategy will be developed in consultation with key stakeholders who have an interest in contributing to activation of The Mill at Moreton Bay to ensure a coordinated approach to community activations that aligns with the long-term vision of the project and supports in building the public identity of The Mill at Moreton Bay as a landmark destination.</p>	Jul 2021 - Mar 2022

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Millovate Action Plan		
Program area	Project	Timeframe
	<p>12 <b>Investment Attraction and Industry Development Strategy</b></p> <p>A marketing strategy that promotes and positions investment opportunities for The Mill at Moreton Bay will be informed by the Place-based Economic Development Strategy. An initial overarching marketing strategy will be developed to determine the long-term branding of The Mill at Moreton Bay and unique positioning that will support investment attraction and place-creation. More detailed and tailored marketing plans will be developed over time as required to support investment attraction.</p>	Nov 2021 – Mar 2022

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Moreton Bay Regional Council

GENERAL MEETING - 530  
26 May 2021

Supporting Information

Action Plan Delivery Program

# Millovate Delivery Program 2021/22

Updated 29 April 2021



\*place-based Regional Economic Development and Investment Strategy





## The Finances

### Financial objectives

By June 2022, Millovate will:

- ▶ Stand-up the business to become operationally independent from MBRC
- ▶ Complete the Development Plan
- ▶ Take the Integrated Health Village to market
- ▶ Implement stakeholder engagement and communication strategies to support the project.

### Return on Investment

Determining an appropriate Return on Investment (ROI) across financial, economic, social and environmental factors will be agreed with MBRC. The financial ROI will be agreed following development of the Sustainable Investment Plan.

Further discussions are required between Millovate and MBRC to determine how other ROI factors will be measured, for example via input-output modelling or, if a significant development, a cost benefit analysis.

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## Operating budget

The Operating Budget details expected expenses from engaging in activity to achieve Millovate's outcomes per financial year, up to 2022/23. Operating expenses fall into four categories; Marketing and Communication, Investments, Development Strategies and Corporate Services. The table below provides a breakdown of Millovate's Operating Budget.

Table 4: Millovate Draft Budget FY2021/22 and FY2022/23

Operating Budget Details	to 30 June 2021 \$	FY 2021/22 \$	FY 2022/23 \$
<b>Marketing and Communications</b>	<b>109,000</b>	<b>292,000</b>	<b>317,000</b>
Marketing	20,000	35,000	70,000
Industry Membership and Partnership	-	60,000	60,000
Site activations and community events	-	100,000	100,000
Project communications and consultation	49,000	77,000	77,000
Website and digital media	40,000	20,000	10,000

<b>Investments</b>	<b>230,000</b>	<b>3,035,000</b>	<b>1,050,000</b>
Strategic Plan	40,000	-	-
Place-based Economic Development and Investment Strategy	40,000	50,000	-
Feasibility Business Cases	-	425,000	-
Development Strategies	100,000	2,100,000	740,000
Development Plan	-	250,000	100,000
Other consultants and analysts	50,000	210,000	210,000

<b>Corporate Services</b>	<b>-</b>	<b>2,577,235</b>	<b>2,577,235</b>
Salaries and wages	-	2,152,635	2,152,635
Consultancy - Service Deed - Internal cost Millovate - MBRC	-	-	-
Rental of demountable / office space	-	50,000	50,000
Other corporate consultants (contingency)	-	300,000	300,000
General expenses	-	74,600	74,600

<b>Total Operating Draft Budget</b>	<b>339,000</b>	<b>5,904,235</b>	<b>3,944,235</b>
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\* Service Deed financial cost figures have not been included in the above budget as they are yet to be agreed with MBRC. Millovate propose an estimated \$352,500 in FY 2021/22 and FY 2022/23.

Millovate's budget does not include expenditure on the below items and has assumed these are included within the MBRC Capital budget:

- ▶ Lakes Precinct maintenance
- ▶ Habitat Revegetation and Koala Management Plan
- ▶ Dohles Rocks Connection Road
- ▶ Library (non City Deal Option)
- ▶ Early Sporting Facility/Activation/eastern Mill Central Parkland
- ▶ Regional Sporting facilities.

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Table 5: Investment Development Strategies Budget

Development Strategies	to 30 June 2021 \$ 100,000	FY 2021/22 \$ 2,100,000	FY 2022/23 \$ 740,000
Active, public and private transport		300,000	170,000
Urban environment sustainability		130,000	20,000
Integrated Health Village	100,000	150,000	
Village Developments		360,000	200,000
Market-led proposals program		310,000	100,000
Draft Master Plan review		650,000	50,000
Sustainable Investment Plan		200,000	200,000

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Investment summary

The Operating Budget contains key investments, centring around strategies, plans and business cases that define and justify financial backing. The investments are as follows:

- ▶ Strategic Plan
- ▶ The Mill at Moreton Bay - place-based Economic Development and Investment Strategy
- ▶ Feasibility Business Cases
- ▶ Development Strategies
- ▶ Sustainable Investment Plan
- ▶ Development Plan
- ▶ Programs, Projects and Prospectus
- ▶ Marketing, communications and stakeholder engagement.

## Supporting documentation

Outlined below is the documentation that has informed the development of The Mill at Moreton Bay to date (April 2021). These have been commissioned by MBRC (prior to 2020) and Millovate (post 2020).

Report title (Consulting firm)	Report purpose (Month and year prepared)
<b>Project Briefing</b>	<ul style="list-style-type: none"> <li>Land use within PDA</li> <li>Key success factors to attract future businesses</li> <li>Urban plan, including road locations and orientation</li> <li>Mill Central Strategic Plan</li> <li>December 2020</li> </ul>
<b>Stakeholder Engagement Strategy</b> Millovate	<ul style="list-style-type: none"> <li>Key public and private stakeholders</li> <li>Method of engaging stakeholders</li> <li>Communication issues and opportunities</li> <li>March 2021</li> </ul>
<b>Project Update, Millovate Board Meeting</b> Archipelago, THI, CDM Smith	<ul style="list-style-type: none"> <li>Land use within PDA</li> <li>Recent site and logistics updates, and upcoming developments</li> <li>Existing and required transport infrastructure</li> <li>September 2020</li> </ul>
<b>Moreton City: Concept Master Plan</b>	<ul style="list-style-type: none"> <li>Definition of vision, place within polycentric coastal city</li> <li>Scope of project</li> <li>Existing and required transport infrastructure, land use within PDA</li> <li>January 2021</li> </ul>
<b>Regional Economic Development Strategy – Background Report</b> Lucid Economics	<ul style="list-style-type: none"> <li>Industry analysis for MBRC Regional Economic Strategy</li> <li>Economic and demographic analysis of the regional economic to assist MBRC prepare its economic development strategy</li> <li>May 2020</li> </ul>
<b>Petrie Mill PDA Market Analysis</b> CDM Smith	<ul style="list-style-type: none"> <li>Detailed regional demographic and property market analysis</li> <li>Detailed demographic analysis of the region</li> <li>Projects for households out to 2041 and a property market analysis for residential, retirement, retail, commercial and health sectors</li> <li>Provides demand scenarios for different types of property</li> <li>April 2020</li> </ul>



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Report title (Consulting firm)	Report purpose (Month and year prepared)
<b>Mill Central Master Plan: Master Plan Update</b> Archipelago, THI, CDM Smith	<ul style="list-style-type: none"> <li>Demographic analysis and identification of university strengths and aspirations</li> <li>Presentation package on the master planning for The Mill at Moreton Bay site</li> <li>Presents broad aspirations and concepts (rather than a business case)</li> <li>Identifies key economic success factors as proximity to the technology centre at the university, high quality urban environment, accessibility to transport and close location to the airport</li> <li>September 2020</li> </ul>
<b>Further Master Planning Services</b> Archipelago, THI, CDM Smith	<ul style="list-style-type: none"> <li>Provides more detailed economic analysis of the Moreton Bay LGA</li> <li>Regional industry analysis and development of four thematic areas for industry development (education, health, advanced manufacturing, sustainable industries), however it notes that 'a strong economic underpinning to support these themes is yet to be established.'</li> <li>September 2020</li> </ul>
<b>Petrie Mill PDA Market Analysis – Additional Master Planning Support Services</b> CDM Smith	<ul style="list-style-type: none"> <li>Identifies 559 jobs associated with smart manufacturing in the SBP REC and proposes these would be a basis for The Millovate Advanced Manufacturing Sector</li> <li>July 2020</li> </ul>
<b>Project Context and Strategic Positioning Report</b> Archipelago, THI, CDM Smith	<ul style="list-style-type: none"> <li>Incomplete draft marketing document with high level aspirations for the development</li> <li>Advances the concept of 'Smart Enterprise', which involves 'high value jobs' and a 'transition' from 'growth and extraction' towards a knowledge-based economy.</li> <li>September 2020</li> </ul>
<b>Economic Assessment and Investment Prospectus: Proposal to Moreton Bay Regional Council</b> PWC	<ul style="list-style-type: none"> <li>PWC bid for project</li> <li>Notes the development of an innovation hub which will be focused on research, design and development</li> <li>March 2020</li> </ul>
<b>Economic Impact Assessment: Draft Report and Final Report</b> PWC	<ul style="list-style-type: none"> <li>Macroeconomic study projecting jobs and economic growth from site development</li> <li>Finds that the development will change the employment mix in the region and lead a shift towards higher value industries (undefined).</li> <li>November 2020 (Draft Report); December 2020 (Final Report)</li> </ul>

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Report title (Consulting firm)	Report purpose (Month and year prepared)
<b>Workshop 4: Plan on a page 12</b> PWC	<ul style="list-style-type: none"> <li>▶ Outcome of consultation workshops with eleven 'opportunities'</li> <li>▶ Brings together ideas from a consultation process under three opportunity themes – knowledge and innovation, digital health and wellbeing, and lifelong learning</li> <li>▶ <i>October 2020</i></li> </ul>
<b>Economic Assessment and Investment Prospectus: Further information on ideas generated</b> PWC	<ul style="list-style-type: none"> <li>▶ Further refinement of Workshop 4 (above)</li> <li>▶ Generated 35 'refined ideas'</li> <li>▶ 11 opportunities further elaborated</li> <li>▶ <i>November 2020</i></li> </ul>
<b>Moreton Bay Regional – Regional Economic Development Strategy 2020-41</b>	<ul style="list-style-type: none"> <li>▶ Moreton Bay Region Regional Economic Development Strategy</li> <li>▶ Draws on four pillars in the strategy: leadership and identity, industry advancement, trade and investment, and knowledge, innovation and entrepreneurship.</li> <li>▶ <i>February 2021</i></li> </ul>