



C Change Consultancy Services
"Be the Change you want to C in the World"

The C Change Way

C Change Sustainable Solutions embodies our positioning and leads by example. We do this by putting into practice next generation thinking and empowering our clients to make a genuine difference to communities, often for generations to come.

Our unique blend of experience and skills means we can work with our clients for from start to finish, or for a part of a project. When your projects, ideas and strategies are still being formulated or you want to take stock, our independent thinking, research based analysis, economic and social assessments can all create the substance and framework to enable invaluable decision making advice regarding the potential for successful, sustainable business and community outcomes. When you are ready to go into the field and implement change projects, our consultancy advice, hands on project management, technical expertise and community consultation is there with you every step of the way.

C Change Sustainable Solutions is an independent firm led by economist and social planner, Vanessa Bennett – one of Australia's leading authorities in her field. Working with like-minded experts and technical specialists in economics, planning and sustainable communities, C Change offers a broad range of professional services. We work with our partners to make a positive difference to the world of our clients and their communities.

“ C Change can help your organisation
achieve the sustainable
results you've been looking for ”

C Change's Purpose:

Providing insightful economic and social advice to make our communities more sustainable, equitable and liveable.

C Change's Values:

Insightful – Formulated in a logical framework, the methods we use are forward looking, contemporary and creative. We deliver evidenced-based practical advice on ways that make our communities, towns, regions and cities more equitable and better places to live.

Socially responsible – Everything we do is values based and has a line of sight to a sustainable future, while also respecting the past. We acknowledge our responsibility to the communities and cultures that we serve, and strive to apply the highest ethical standards to advance the public interest.

Evidence based and independent – Highly skilled in quantitative and qualitative analysis techniques, we ensure our advice is based on credible and reliable information. We pride ourselves in delivering robust and comprehensive outcomes that can withstand the highest level of scrutiny.

Excellence – We strive for excellence in all we do – from the identification of first principles, to the formation of methods, to the analysis of data and information, to the provision of outcomes. We embrace the highest quality standards for ourselves and these permeate our services, advice and outcomes.

Collaborative – We welcome working alongside our clients, communities and colleagues to produce the highest quality advice and outcomes. We believe that a collegial approach is not only the most enjoyable way to work, but it also produces the most useful, meaningful and implementable outcomes.



C Change's Sustainable Services

Our unique blend of experience and skills in economics and social planning allows us to offer a range of services all designed to increase our clients' profit sustainably.

C Change's sustainable economic services include determining the economic impact, value, contribution and opportunity for projects and commissions. We also offer specialist expertise when it comes to developing sustainable communities and know what it takes to deliver holistic projects from concept and speculative work, through to major city developments and large scale revitalisation of precincts and places. We offer a full range of planning services; we evaluate policy and programs; and we provide research and development services. Any of our expertise can be tailored to ensure that a key outcome for your organisation is a sustainable business solution.

We deliver the following solutions:

Sustainable Economics | Sustainable Communities
Sustainable Business | Sustainable Education

C Change's Principal and Managing Director



With over 30 years' experience in economic and social planning, **Vanessa Bennett** is considered one of Australia's leading economic and social planning experts. With qualifications in planning, economics, statistics and sociology, she has successfully developed and managed companies for over two decades.

Employing a broad range of qualitative and quantitative methods and practices Vanessa specialises in: housing policy development and assessment; economic and social impact assessments; cost benefit and financial feasibility assessments; strategic land use planning; infrastructure coordination and funding, and economic and social policy developments and assessments. Her clients are all levels of government, the resource sector, and the development industry.

She is frequently sought after by clients and has worked successfully on projects throughout Australia and internationally, including the Middle East, Asia and New Zealand.

Vanessa's passion for creating vibrant communities throughout the world – identifying and crafting the opportunity and the means for them to function to their full potential – is well known. Her skills and expertise have been demonstrated many times over through her strategic leadership of major projects that have been as varied in scope as in their geography.

Some examples of her work include the market assessment, development brief, and strategic land use planning for the development of Pearl Qatar – a multibillion dollar man-made island of reclaimed land just off the shore of the Arabian Peninsula; the light rail pre-feasibility and economic impact assessment on Queensland's Sunshine Coast; housing policy, needs assessments and affordable housing projects in urban, regional and resource rich areas; cost benefit analyses for social and economic programs and projects; and, community infrastructure projects and advisory roles.

Vanessa leads by her own example as an agent for social change.

“ The art of economics consists in looking not merely at the immediate but at the longer effects of any act or policy; it consists in tracing the consequences of that policy not merely for one group but for all groups. ”

Henry Hazlitt



Sustainable Economics

C Change's innovative approach to economic assessments ensures sustainable and triple bottom line outcomes are always considered. Our methods integrate financial, social / cultural and environmental elements to assess the economic bases for organisations, communities, programs and projects.

Our skills and experience include:

- ▶ Cost benefit assessments
- ▶ Economic and social impact assessments
- ▶ Financial feasibilities
- ▶ Market assessments
- ▶ Economic revitalisation
- ▶ Economic development, and
- ▶ Economic and social research and policy

The C Change team can evaluate the economic impact, value, contribution and opportunity for any project or commission.

We work with a wide range of clients including: government departments of infrastructure and planning, state development, transport, housing, community and social policy; the resource sector; local government; not-for-profit organisations, and the development industry.

Example Projects

Sunshine Coast Light Rail Project



C Change's Principle, Vanessa Bennett, was asked to be a part of the Sunshine Coast Regional Council Taskforce's core team to assist with preparing a case for the implementation of Light Rail on the Sunshine Coast by 2020. C Change's role was to prepare the Phase 1 Business Case and Economic Assessments, which included a Cost Benefit Analysis, Economic Impact Assessment and Social Impact Assessment. The analysis found that implementation of a Light Rail system, together with improvements to feeder lines, would bring about significant benefits and savings to the Sunshine Coast. In addition, C Change prepared the foundation for a grant application to the Australian Government, which resulted in the awarding of \$500,000 to the Sunshine Coast Regional Council for Phase 2 of the assessments.

The Pearl, Doha, Qatar



C Change's Principal Economist / Planner, Vanessa Bennett, led a project when still the Managing Director for SGS Economics and Planning that carried out extensive market research, prepared a design development brief and completed a financial feasibility analysis for an island which has been constructed in the Persian Gulf off the coast at Doha, capital city of Qatar. The US\$4.2 billion development includes palaces, villas, townhouses, high-rise tower apartments, three 5 star hotels, retail for locals and tourists, recreation, leisure and community facilities such as schools, kindergartens and Mosques. SGS was sub-consultants to the US company Parsons International (engineering), which managed the project. Other members of the team included architects (Callisons, Seattle) and marketing and promotion firm (Leo Burnett, Dubai).



Cost Benefit Analysis for Mission Australia

C Change Sustainable Solutions, together with Andrea Young Planning Consultants completed a cost benefit analysis of Mission Australia's RESOLVE program. The program is aimed at those at risk of losing their tenancies, and aims to ensure that participants can sustain their housing. The CBA followed the State Government's approved process for a rapid assessment, and included much research, consultation and data analysis. The results indicated that for every \$1 invested by the Government, over \$10 is saved by Government through implementing the program.



Economic and Social Impact Assessment for Christmas Island Phosphates

While at SGS, C Change's Vanessa Bennett determined the likely economic impacts associated with the granting or non-granting of further phosphate mining leases on Christmas Island. The economic impact report was part of a wider Environmental Impact Statement required to accompany the mining applications. The report's economic and social component documented likely impacts on Christmas Island and the broader economic and social impacts on the Australian economy associated with the granting or non-granting of the mining leases. The analysis showed that in first round results, over 40 percent of the Island's economy could collapse if the mining industry was to cease without a rational transition to a post mining economy. The report also included discussions on opportunities for diversification and re-skilling CIP employees, economic development options for the Island and social programs / requirements.



Light Rail Shot is used with the permission of the Sunshine Coast Council

Sustainable Communities

Creating sustainable communities requires insight and knowledge. C Change consultants have the specialist expertise to create in partnership with their clients, productive, enduring communities.

The team's extensive planning services include:

- ▶ Community led strategic plans
- ▶ Housing assessments
- ▶ Policy and land demand analyses
- ▶ Social and development infrastructure assessments and plans
- ▶ Infrastructure coordination and funding advice
- ▶ Strategic land use

We also deliver social and economic policy and program evaluations, research and development.

Our sustainable community clients include: government departments of infrastructure and planning, state development, transport, housing, communities and social policy; the resource sector; local government; not-for-profit organisations, and, the development industry.

“ I alone cannot change the world, but I can cast a stone
across the waters to create many ripples. ”

Mother Teresa

Example Projects

Determination of Fair and Equitable Affordable Housing Contributions, BMA, Moranbah



BMA commissioned C Change to prepare the Bowen Basin Coal Growth BBCG Project Housing Impacts Study and Plan. The Study sought to provide an understanding of the current housing and related contexts in Moranbah and determine the level of 'at risk' low to moderate income non-resource households in Moranbah. In addition, the Study was required to determine BMA's impact on the demand for low to moderate income non-resource housing in Moranbah from the Caval Ridge Mine and Daunia projects such that a fair and equitable contribution to affordable housing could be determined. A flexible model for contributions was developed and options to fulfil the contribution were determined.

Implementation Note #5: Social Infrastructure Guidelines



C Change's principal, Vanessa Bennett, led the development of a Social Infrastructure Guideline when at SGS Economics and Planning. The Guideline, developed by Vanessa, Andrea Young, Dee Elliott and Sharyn Briggs, was required to be utilised by all LGAs in South East Queensland to ensure social infrastructure was adequately planned for in Planning Schemes. This guideline won State and National awards for Planning Excellence. The guideline was subsequently updated to extend to the whole of Queensland and has been utilised in many states across Australia, including New South Wales, Perth, Victoria and South Australia.

Moreton Regional Council, Rural Areas Futures Strategy



In a team comprising C Change, Buckley Vann Town Planning Consultants, LRAM, Bligh Tanner, BMT WBM and Yurrah, commissioned by Moreton Bay Regional Council, the Moreton Bay Rural Areas Strategy was developed. The purpose of the study was to address the SEQ Regional Plan and SEQ Rural Futures Strategy. C Change's role in the Rural Areas Strategy was to:

- ▶ clearly identify the role and function of the Region's rural centres
- ▶ identify and describe the current and anticipated employment structure of the rural areas; and
- ▶ identify opportunities to further develop rural enterprises.

The finalisation of this work led to C Change providing further economic assistance to some of Council's key rural sites.

Advice regarding Infrastructure Charges in Queensland and Australia



C Change's Vanessa Bennett is consistently sought for advice on the development and implementation of Infrastructure Charges Regimes across Queensland and Australia. She has been instrumental in the early phases of a fair and equitable system for infrastructure charges in Queensland and is a consistent advocate for fairly based charges. Recently, she provided advice, with Buckley Vann Planning Consultants, to the Department of Local Government and Planning about the Infrastructure Charges Regime under the Sustainable Planning Act. Vanessa also acts as an expert witness with regards to Infrastructure Charging across Queensland, and has had very favourable outcomes associated with her evidence.

“ The first rule of sustainability is to align with natural forces, or at least not to try and defy them. ”

Paul Hawken



Sustainable Business

C Change Sustainable Solutions works hand-in-hand with clients to develop goals, plans and timelines to bring sustainability visions to reality. We ensure our clients' business and organisational strategies are aspirational, inclusive, and contribute positively to the stakeholders and communities that they serve in the long-term, as well as being realistic and consistent with cash flow / funding allocations in the short-term.

Our business services include:

- ▶ Strategic planning
- ▶ Vision + goal Setting
- ▶ Integration with corporate strategy
- ▶ Industry benchmarking
- ▶ Expert facilitation

Sustainability must be integrated with the overall corporate strategy. Our process results in strategies that align with company goals, identify cost savings and new business opportunities, deliver competitive advantage and benefit the bottom-line. C Change Sustainable Solutions works with businesses and organisations to:

- ▶ Benchmark our clients against industry leading best practices
- ▶ Set sustainability goals aligned with corporate strategy
- ▶ Create strategies to achieve sustainability visions
- ▶ Tie the strategic plan back to your cash flow

Sustainable Education



At C Change, we pride ourselves on our ability to transfer knowledge directly to our clients. We understand that in order for positive change to occur, there must be a sound understanding of the principles underlying the need for change. We have over 30 years experience teaching

economic and social sustainability principles to varied stakeholders all over the world including in Australia, New Zealand and the Middle East. Our training is comprehensive and extremely practical with a sound mix of theory and experiential sessions.

Economic and Social Planning Lecturing and Training

C Change has developed lecture series and training programs which have been applied in a university environment and can be tailor made to suit your organisation's specific needs.

The lecture/teaching series developed for university courses are designed to ensure that students are provided with contemporary information. The programs developed for organisations are designed to build internal capacity and assist your profitability by reducing the need for external consultancies.

The following programs are available, and others can easily be developed:

- ▶ Cost Benefit Analysis as it applies to the Human Services Sector, Coastal Hazard Adaptation Strategies, Infrastructure Projects, and Tourism Projects
- ▶ Housing Need Assessments
- ▶ Program Evaluation and Impact Assessment
- ▶ Regional Economic Development Plans and Programs
- ▶ Community Infrastructure Assessment and Plans; and
- ▶ Community Led Strategic Planning Processes

Business Sustainability Mentoring and Coaching

C Change provides in-house mentoring on any component of our economic and social planning expertise areas. General coaching for individual planners or entire businesses are also a component of C Change's expertise. Where applied, C Change's coaching has increased profitability, productivity and staff's general wellbeing by significant amounts.

“ Education is the most powerful weapon which you can use to change the world. ”

Nelson Mandela

What can we do for you?

Economic and Social Impact Assessment

Housing Policy & Research

Infrastructure Planning & Funding

Financial Feasibility Assessment

Economic and Social Policy & Evaluation



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