



Community-led planning and development

Working with communities, governments and industry to turn aspirations into great places



▶ Community-led planning and development since 2005

Plan C are planners, designers, developers and community engagement specialists who work with communities, governments, industry and Aboriginal organisations to turn local aspirations into tangible outcomes and great places, in urban, regional and remote contexts across Australia.



▶ What we do

Strategic & Community Planning

We translate community aspirations into clear strategies and work programs across governance, culture, economy, infrastructure, environment and Country.

Infrastructure & Land Development

Working with clients we turn ideas into feasible projects, supporting site selection, concept and master planning, costing, governance and delivery for community-focused developments.

Community Benefit Trust Management

We help establish, manage and support community benefit trusts, ensuring funds are invested in projects that deliver measurable, long-term community outcomes.



Co-design

We design with communities, facilitating participatory processes where all stakeholders shape priorities, projects and place outcomes together.



Community Engagement

We design and deliver broad, rich and deep engagement programs that respect local context and culture, giving communities a voice and informing robust decisions and proponents a better understanding of community priorities and needs.



Tourism Development

We support Traditional Owners to develop on-Country tourism concepts, development strategies and partnerships that strengthen culture and create jobs.



Business Cases, Economics & Social Benefits

We prepare business cases, economic analysis and social benefit assessments to support funding bids and investment decisions for community-led projects.

▸ Sectors and Clients

Resources, Energy & Renewables

All levels of Government

Aboriginal Corporations & Communities

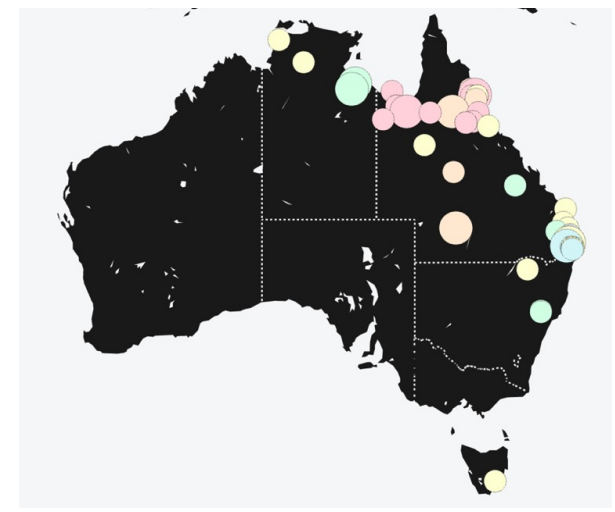
Tourism and Events

Property & Asset Development

▸ Awards

- Planning Institute of Australia – National Award for Planning Excellence, Planning with Country (Talaroo Hot Springs Tourism Planning and Business Case, 2023).
- Planning Institute of Australia (Qld) – Award for Planning Excellence, Planning with Country (Talaroo Hot Springs Tourism Planning and Business Case, 2022).
- Planning Institute of Australia (Qld) – Commendation, Public Engagement and Community Planning (Western Yalanji Community Plan, 2016).
- Planning Institute of Australia – National Award for Planning Excellence, Public Engagement and Community Planning ('Engaging in the Cauldron': Community Engagement in Blackwater and Moranbah, 2012).
- Planning Institute of Australia (NSW) – Commendation, Public Engagement and Community Planning (BHP Billiton Mt Arthur Coal Sustainable Communities Project, 2011).

▸ Where we work



► How we work

Plan C supports clients across all stages of the project lifecycle – from early strategy and concept development through to delivery and operations. We can deliver the full pathway or focus on specific stages as needed, and we regularly bring in specialist partners where additional expertise is required.

Not all stages are required for every project; we tailor our involvement to project needs.



Strategy & early planning

- Strategic and community planning
- Operations planning
- Communications and engagement plans
- Grant and funding strategy
- Social benefits assessment

Concept, master planning & feasibility

- Site analysis
- Concept development
- Master planning
- Pre-feasibility and business planning
- Cost-benefit analysis

Design & approvals

- Preliminary design
- Budgeting and cost estimates
- Grant applications
- Design development
- Product design and development
- Planning and development approvals

Delivery & operations

- Contractor procurement
- Project delivery support
- Asset management and operations planning

► Strategic Planning

Strategic Planning is about the processes involved in bringing community and key stakeholders together, exploring and understanding their goals and aspirations and developing and agreeing on a future direction and pathways to achieve a future vision.

Our Strategic Plans provide community-led road maps to sustainability for the achievement of community and stakeholder aspirations, based around the quadruple determinants of sustainability: governance and administration; community and culture; economy and infrastructure; and environment and country.

As a team of planners, community engagement specialists and developers, Plan C's specialty is turning aspirations into achievable plans and pathways – working with clients all the way through from concept to realisation.



Case Study - Talaroo Hot Springs

Plan C developed Ewamian Aboriginal Corporation's 2022-2027 Strategic Plan which outlines the vision, aspirations and priorities for Ewamian Limited, identified through engagement with the Ewamian Limited Board and community. One such aspiration was the expansion of the Talaroo Hot Springs Development.

Plan C worked with Ewamian Aboriginal Corporation to source \$3.5 million in capital works funding and gaining the necessary approval pathways. Talaroo Hot Springs opened in 2021, and proudly stands as an award-winning destination for local, interstate and international visitors to be given insight into Aboriginal ways of seeing, experience Aboriginal hospitality and take away a deeper form of reconciliation between people, culture and place.

► Key Projects



Gugu Badhun Aboriginal Corporation Strategic Plan 2025-2030

Plan C worked closely with GBAC to embed sustainability across the domains of governance, economy, environment and community. A comprehensive planning process, involving extensive research and an engagement residency, revealed a range of opportunities for GBAC to fulfil community aspirations and continue their engagement with Gugu Badhun Nation Building.

Key initiatives, such as a Property, Land Acquisition, Investment and Development Strategy, strategically align development opportunities with GBAC's strong organisational vision.

The 2025-2030 Strategic Plan is the third Strategic Plan Plan C has had the privilege of developing with GBAC, having worked with the organisation for over 12 years.



Carpentaria Land Council Aboriginal Corporation Land and Environment Strategic Plan 2025-2035

Plan C developed with Carpentaria Land Council Aboriginal Corporation (CLCAC) a Land and Environmental Strategic Plan. CLCAC's Land and Environment Unit is considered to have one of the best Indigenous Ranger Programs of its kind in Australia, with the new plan taking into consideration the program's achievements, updated priorities, as well as developing new strategies and actions that capitalise and build upon existing assets, identified opportunities, organisational capabilities and resources.



Business Plan for Jigija Indigenous Fire Training Program - Gangalidda and Garawa Native Title Aboriginal Corporation

Plan C completed a business plan that addresses commercial and operational strategies for Jigija, including longer term aspirations for the brand, partnerships, and product diversification.

Jigija training programs are a response to growing interest in traditional land management practices from recent bushfires and carbon markets. It provides a unique opportunity for Gangalidda People to share traditional fire knowledge and practice integrated with contemporary fire management strategies and technologies.

▶ Key Projects



McArthur River Mine Community Benefits Trust (CBT)

Plan C leads broad community engagement and wide-ranging community and economic development in Borroloola and the surrounding Big Rivers region as Project Officers for the McArthur River Mine Community Benefits Trust across the priority areas of culture and art, education, enterprise and job creation, environment, health, and social and community development.



Jirribilyi Borroloola Central (McArthur River Mine Community Benefits Trust)

Jirribilyi is a \$24 million mixed use development including retail, commercial, community and accommodation uses being developed by the CBT to support economic development and entrepreneurship in the region and provide more services in an underserved community. The CBT is investing in Jirribilyi to create space for community and economic activity and address the shortages of retail and commercial space in Borroloola.

Construction will commence in early 2026, with the development planning to open in mid 2027.



Queensland Music Trails Preliminary Business Case, Tourism Opportunity and Social Benefits (QMF)

Plan C and AEC developed an economic and social business case to support the creation of the Queensland Music Trails. In 2022, QMF received \$25m in establishment funding for the Queensland Government for the trails. Between 2022-2025, QMF saw 92,000 attendees, \$13.7m in economic impact, 1800 artists, creatives and crew engaged, 28 regional and remote Queensland communities engaged and 1,150 First Nations artists and businesses employed

Visitors enjoy regional drive itineraries across linked music events that create an enhanced experience of place and return meaningful economic and social returns to communities.

► Our Team



Jim Gleeson

Founder & Director

Jim is a community planning, engagement and land development specialist with 30 years' experience working at the intersection of industry, government, community and place. He partners with mining and renewables companies, Aboriginal corporations, developers and governments to translate community aspirations into built outcomes, enterprises and social benefits.



Hayley Seears

Community Trusts & Remote Planning Lead

Hayley designs and delivers engagement and planning processes that reflect community values and aspirations. She has worked in urban, regional and remote locations on strategic planning, land use planning, community and economic development and tourism projects.



Ryan McDade

Development Lead

Ryan is an experienced developer with a strong track record in large-scale urban renewal, greenfield, and mixed-use developments, including affordable housing. He brings extensive expertise in stakeholder and community engagement and is passionate about the positive role development can play in delivering meaningful outcomes for communities



Sam Carrick

Strategic & Community Planner

Sam is a strategic and community planner working across sectors in urban, regional and remote settings. He supports Aboriginal corporations, communities and government on self-determined community planning, engagement and strategic planning



Patrick Sankey

Development Officer

Patrick is an emerging development professional. He assists with feasibility assessment, business case development and project delivery, helping translate community ideas into practical outcomes