



ANGLICAN CHURCH  
DIOCESE OF SYDNEY

# Growth Corporation

2020-2022 STRATEGIC PLAN



# ANGLICAN CHURCH

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## DIOCESE OF SYDNEY

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# Message from the Chair

The Growth Corporation was established at the start of 2019 by Standing Committee, in response to the request of the 2018 Synod to *“further the work of the Anglican Church’s Sydney Diocese by facilitating and assisting the effective use of property and other resources for promoting and proclaiming the gospel of the Lord Jesus Christ”*. In the 12 months since establishment, we have formed a Board with faithful members bringing excellent leadership and governance skills who are well-suited to achieve this goal.

Some common questions that we have heard over the past 12 months have been:

- 🗨️ **“What is the Growth Corporation?”**
- 🗨️ **“What does it do?”**
- 🗨️ **“How is it different from the other property-related organisations in the Diocese?”**
- 🗨️ **“Isn’t this just another layer of bureaucracy that will slow down the property process?”**

These are all valid questions. My hope is that the first two bullet points are answered in this Strategic Plan. The intention of the Growth Corporation is to provide strategic leadership for the various Diocesan organisations involved in property and to improve the experience for parishes embarking on a ministry-driven property initiative. We will work in partnership with the Sydney Diocese’s Anglican Church Property Trust (ACPT) - the owner of all church property in the Diocese. The Growth Corporation will be responsible for developing and implementing strategies to assist in ministry growth initiatives involving the acquisition or development of property in greenfield and existing urban areas.

This should result in greater efficiencies for property initiatives to be developed, approved and then constructed.

A key initiative for the Growth Corporation Board was the appointment of a Chief Executive.

This was achieved with Ross Jones’ appointment in September 2019. We have great confidence that Ross will drive the implementation of this Strategic Plan and will challenge us as a Board to think of new and different ways of using property to facilitate the spread of the Gospel in Greater Sydney.

We have a great opportunity to serve Christ as we activate our property assets to interact with our communities and effectively demonstrate God’s love in real and practical ways. While we represent a minority of Greater Sydney’s population, we are not the first to be in this position - the Disciples were fewer in number and influence when Jesus said to them, *“All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”* Matthew 28:18-20.



A handwritten signature in black ink, appearing to read 'Philip Bell'.

**Philip Bell OAM**

CHAIR - Anglican Church  
Growth Corporation

# Message from the CEO

What a great privilege it is to be heading up the Growth Corporation. It's amazing to look back on a career in private sector professional services consulting and the experiences and training that I have had and to see how God's hand has been there the whole time preparing me for this role.

One of my key lessons over that time has been how you can multiply your footprint of influence if you can activate a team. If we do things in isolation, we are limited by our own capacity and capabilities. If we engage a team of people, we can have a massive influence on a much wider audience or geographical region. If that rings true in the business world, when all you have is the power of teams of people, imagine how much more influence we can have if we effectively collaborate with each other as a Diocese, with God leading us, to reach the people of Greater Sydney with the Gospel.

There are so many great ministry and evangelism ideas being implemented in pockets across the Diocese by highly skilled and godly people. We need to be sharing these to enable others to have access to innovations that may be applicable in their areas.

**Greater Sydney is already a global city with a population nearing 5 million people. About 1% of those are regularly attending Anglican churches. The population is expected to rise to close to 8 million in the next 30 years.**

What an awesome opportunity and challenge lies before us as we use the skills and intellect given to us by God to work out ways to demonstrate God's love to the people of Greater Sydney today and into the future.

As Greater Sydney changes, we, as a Diocese, need to be willing to change and morph the ways we minister to its people while not compromising on the Gospel we share. We need to look at possibilities in the same way George Bernard Shaw was thinking when he said,

**“Some people look at things that are and ask, ‘Why?’ I look at things that never were and ask, ‘Why not?’”**

We can look at Greater Sydney and its ongoing march away from God and become despondent. However, we can also look at what God did in the past when the disciples were concerned about outreach and look at the possibilities that God will

do when we faithfully work with him - *“When the disciples heard this, they were greatly astonished and asked, ‘Who then can be saved?’ Jesus looked at them and said, ‘With man this is impossible, but with God all things are possible’”*.  
Matthew 19:25-26.



The Growth Corporation is taking a Diocesan-wide view on how we plan, manage and activate our properties to facilitate mission and create more opportunities to interact with the people of the communities in which we are located. As previous generations have left a positive legacy for us, we want to be godly stewards of the resources provided by generations past, but also to provide future generations with property resources that will be used to facilitate Gospel ministry in generations to come. This includes physical buildings and property, but also developing sustainable funding mechanisms to enable ministry and evangelism to be supported without burdening future generations with financial constraints. We also need to interface with providers of our ministers, church planters and evangelists to ensure that the locations and designs of property assets provide the flexibility to adapt to the ministry needs of the future.

I commend this first Strategic Plan of the Growth Corporation to you and look forward to working with you, under God, to implement this across the Diocese.

A handwritten signature in black ink, appearing to read 'Ross Jones', written over a faint circular watermark or logo.

**Ross Jones**

**Chief Executive - Anglican Church  
Growth Corporation**



# Strategic Context

## Diocesan Mission

Our **Diocesan Mission** drives everything we do in the Sydney Diocese. Our Vision and Mission describe our overall direction and purpose under God and our Values serve as our guiding principles for the way we operate as an organisation. The four priorities identified help us to focus on the key issues that, with God's help, will see his Kingdom increased and strengthened across the Sydney Diocese.

### **The current opportunity for the Gospel in Greater Sydney is significant.**

About 1% of Greater Sydney's population regularly attend an Anglican Church in the Diocese. This represents about 48,000 adults amongst Greater Sydney's population of 4.7 million<sup>1</sup>. In March 2018, the NSW Government's Greater Sydney Commission released its *Greater Sydney Region Plan* -

*A Metropolis of Three Cities (The Plan)*<sup>2</sup>. The Strategic Plan provides the population growth and land use planning context that helps to define the task ahead if we are to effectively share Jesus with a rapidly expanding population that increasingly is distant from our Saviour.

It is within this strategic context that property can act as an enabler for furthering the Kingdom if we plan effectively and strategically, collaborating across the Diocese to reach as many people as possible with the saving grace of the Gospel. The task is too large to address as isolated parishes. What is needed is a new approach where Mission is activated locally while working together as a Diocese to connect across Greater Sydney and Wollongong with initiatives and innovations that work in one location, but could also have application across the region.

<sup>1</sup> The 48,000 is only adults over 18 years of age. The 4.7 million includes the total Greater Sydney population.

<sup>2</sup> The full Plan can be seen at <https://www.greater.sydney/metropolis-of-three-cities/introduction>



# ANGLICAN CHURCH

## DIOCESE OF SYDNEY

### VISION

To see Christ honoured as Lord and Saviour in every community.

### MISSION

We commit ourselves afresh, in prayerful dependence on the Holy Spirit, to glorify God and love our neighbour by proclaiming the Lord Jesus Christ, calling people to repent and living lives worthy of him.

### PRIORITIES

1. **REACH** all the lost in our Diocese with the life-giving gospel of Christ.
2. **DEEPEN** spiritual maturity among our members.
3. **EQUIP** our members to exercise their gifts.
4. **RESPOND** to the changing face of our society.

### VALUES

Our values flow from our identity in Christ. We are created in God's image and redeemed by Christ's blood for the glory of our Heavenly Father. We therefore value and cherish:

- + God's Word, the Bible, as our ultimate authority and guide.
- + The reading and explanation of the Bible as the basic method of our ministry.
- + The centrality of the cross of Christ and his resurrection in our proclamation and in our lives.
- + Lives of holiness and humility that adorn the gospel.
- + Prayerful dependence on the Holy Spirit for power to speak and hearts to change.
- + An urgent love for people who, apart from faith in Christ Jesus, face certain condemnation under the righteous judgement of God.
- + Selfless flexibility and creativity to reach the many different peoples in our communities with the gospel.
- + Partnerships between and among individuals, churches, Anglican schools, diocesan organisations and faithful members of the Anglican Communion.
- + Repentant hearts and renewal by God's grace.

# Sydney Diocesan Population

## GREATER SYDNEY REGION PLAN 2018

Greater Sydney Commission's stated aims in The Plan are to:

- ▶ **Set a 40-year vision (to 2056) and establish a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters.**
- ▶ **Inform district and local plans and the assessment of planning proposals.**
- ▶ **Assist infrastructure agencies to plan and deliver for growth and change and to align their infrastructure plans to place-based outcomes.**
- ▶ **Inform the private sector and the wider community of the growth management and infrastructure investment intentions of government.**

In the past 25 years, Greater Sydney has grown by 1.3 million people to reach its current population of 4.7 million. Today, Greater Sydney is one of the top 10 fastest growing regions in the Western world: by 2036 it is projected to be home to another 1.7 million people (6.4 million total), and by 2056 will reach a total of 7.9 million.

Greater Sydney's footprint has grown not only through an increasing population, but via a decline in dwelling occupancy rates; average housing is down from 5.24 and 6.08 people per dwelling in 1909 (depending on whether the resident lived in the suburbs or the city) to an average of 2.8 people per dwelling in 2016. Density has declined from 13 people per hectare in 1909 to 4.25 people per hectare across Greater Sydney. While there are 31 people per hectare in the Eastern areas of the City, this is low compared to an average density of 109 per hectare across New York City (the five boroughs).

In addition, Greater Sydney is currently seeing a higher number of births, with around 63,500 births each year. At the other end of the spectrum, the proportion of over-85s will almost triple in the next 25 years. These two statistics alone generate the need for greater housing choice and affordability as well as community facilities from baby health care, child care and schools, to support services for older people.

To meet the needs of a growing and changing population, the Plan seeks to transform Greater Sydney into a metropolis of three cities:

- ① **The Western Parkland City**
- ② **The Central River City**
- ③ **The Eastern Harbour City.**

Having three cities, each with supporting metropolitan and strategic centres, is designed to put workers and families closer to knowledge-intensive jobs, city-scale infrastructure and services, entertainment and cultural facilities. Managing and retaining industrial land close to centres and transport will enable critical services to support businesses and residents.

Development in the three cities will increasingly capitalise on air rights rather than making space by expanding the urban footprint. This will require not only good quality apartment buildings and commercial towers but also mixed-use buildings including schools, roof top gardens, vertical farms and innovative energy sources.

While population growth, urbanisation and technologies change, many of our needs stay the same. Well-located housing will remain important, as will effective public places, efficient transport, local infrastructure and planning that is people-focused.

The overall, high-level plan can be seen in Figure 1. The detailed plan is at:

<https://www.greater.sydney/metropolis-of-three-cities/>



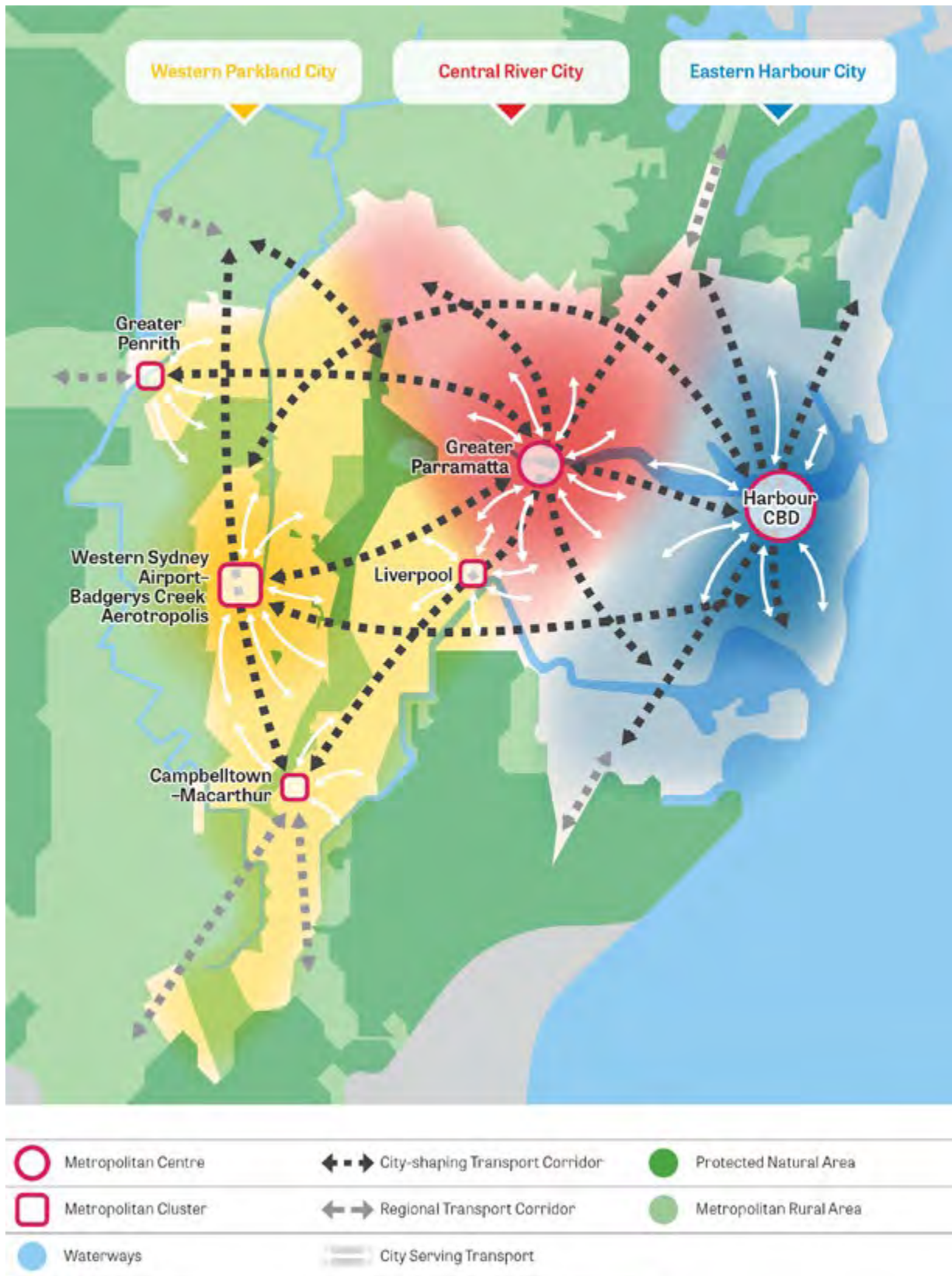


Figure 1: Greater Sydney Commission Strategic Plan

## OUR RESPONSE

### □ So what does all this mean for ministry, evangelism and property in the Sydney Diocese?

It means that the experiences, expectations and needs of our increasing population are changing, and will continue to do so in the coming decades. Our housing expectations are moving away from the great Aussie dream of a detached house in the suburbs, and towards denser housing solutions that are both affordable and close to work to allow for greater levels of disposable time and income. The impact of technology, particularly in its ability to connect people on-line over long distances, is resulting in increasing isolation and disconnection from our local communities as people communicate digitally without the face-to-face emotional connections that we humans need.

**If we continue to minister and reach out to our communities in the same ways we have in the past we will increasingly be perceived as irrelevant.**

We therefore need to look at all of our activities, including the way property supports ministry and evangelism, and be willing to try different things to enable us to better meet the needs of our changing communities without compromising on the Gospel message that remains relevant and essential for all people.

This requires us to understand how the population is developing and changing across Greater Sydney.

It also requires us to have a deep knowledge of our local communities, to critically and prayerfully analyse the spaces and groups in which each parish or organisation operates, and to willingly and strategically develop ministry and evangelism plans that are specific to that community. This requires wisdom that God will freely give, for He has promised, *“If any of you lacks wisdom, you should ask God, who gives generously to all without finding fault, and it will be given to you. But when you ask, you must believe and not doubt, because the one who doubts is like a wave of the sea, blown and tossed by the wind.”* James 1:5-6. It also requires faith that, over the long term, God will act on and bless our innovations as we seek to develop and implement effective plans for ministry and evangelism in our city. As we develop and implement these plans, we must also strategically consider the shape of our property needs to enable and facilitate these innovative plans and programs in order that we may more effectively minister to more people.

To assist in this great ministry task, the following pages outline how the Growth Corporation will play its role in working with Parishes to implement a range of strategic actions, with the aim of achieving its vision and mission. We can only be effective in partnership.



# Growth Corporation Strategic Plan

The Growth Corporation was established at the 2018 Synod to “further the work of the Anglican Church’s Sydney Diocese by facilitating and assisting the effective use of property and other resources for promoting and proclaiming the gospel of the Lord Jesus Christ”. The Growth Corporation is an umbrella organisation bringing together the various property-development-related functions of the Diocese with a strategic focus to provide:

- ▷ **A coordinated approach across the Diocese.**
- ▷ **One point of contact for parishes on property issues.**
- ▷ **Prioritisation of greenfield and urban renewal church developments to facilitate Mission.**
- ▷ **Enhanced communication on Mission-related property initiatives.**
- ▷ **Continuous improvement to Diocesan property processes to balance the risk profile of the Diocese with the need to develop and purchase property to keep up with the Mission requirements of Greater Sydney and Wollongong.**
- ▷ **Innovative funding mechanisms to reduce the financial burden on new and existing parishes when contemplating Mission-related development.**
- ▷ **Clear visibility of the Mission-related development pipeline to enable Moore College, Ministry Training and Development (MTD) and the Centre for Ministry Development (CMD) to effectively prepare and match the right people for the right Mission roles across Greater Sydney.**

This Strategic Plan sets out the Vision, Mission and Objectives of the Growth Corporation and the initiatives to be implemented to achieve the Vision. It cannot be achieved without strong partnerships between the Growth Corporation, parishes and relevant Diocesan organisations.



## Vision

To activate our property resources to become vital community hubs where mature disciples are made and Christ's love is demonstrated by sharing his Word with, and through care and compassion for, the people of Greater Sydney and Wollongong.



## Mission

To develop a sustainable property portfolio that facilitates the mission of the Sydney Diocese, bringing together property initiatives to interact with the greenfield and urban renewal (existing urban) growth areas, innovative funding solutions that generate ongoing annuity income and interface with the people resources required to effectively minister to Greater Sydney and Wollongong.





## Objectives

We will work with the Diocese and Parishes to develop their land in a way that compels the local community to engage with the church and its amenities regularly, so that we may see more people come to know Christ and to develop in maturity in their relationship with him. We will develop amenities that are first and foremost designed to serve ministry objectives, both local and Diocesan, while also ensuring that these properties are financially sustainable for the parish and the Diocese. Our objectives are to:

-  Provide sustainable buildings that facilitate the ministry objectives of the local parish and the Diocese.
-  Embed within communities Christian hubs that demonstrate Biblical values of inclusion, care, support, integrity, security, good stewardship and love.
-  Establish development solutions that create projects which can be replicated for other potential parish developments seeking similar outcomes in similar contexts.
-  Assist parishes and organisations with underdeveloped land holdings to use their capital more effectively to achieve ministry objectives.
-  Establish sustainable development models and partnerships that offer scalable solutions.

## Growth Corporation-specific Values

While the Diocesan values shape everything that The Growth Corporation does, there are some specific values that will also shape the specific focus of Diocesan ministry that the Growth Corporation is responsible for. These include:

-  Our Mission to reach people with the love of Christ shapes everything we do, including how we utilise our resources.
-  The value of property is not only financial, but its capacity to enable and support ministry to flourish.
-  Delivering innovative property-focussed solutions for the Diocese and parishes is key to achieving our Mission.
-  God desires us to be godly stewards of the funds that we raise and will manage for the purpose of furthering God's kingdom.

# How We'll Get There

The Growth Corporation is an organisation within the Sydney Diocese, which contributes to the overall Sydney Diocesan Vision, Mission and Values. This Strategic Plan interprets and details how we will achieve our mission within the broader Mission of the Diocese in the coming three-year period.

**Nelson Mandela once said, “Action without vision is only passing time, vision without action is merely daydreaming, but vision with action can change the world.”**

In recent years, the Sydney Diocese has not had a consistent and deliberate strategy to use its property to facilitate its Mission. Instead, various organisations and stakeholders within the Diocese have operated with different visions and strategies, not reaping the benefits of collaboration, the sharing of ideas and experience, and the benefits of supporting each other. The following Strategic

Plan brings together these various organisations and stakeholders. With God’s help, it will enable our Diocese to use and develop our property in ways that better support our Mission.

Strategic planning is of no value unless, as an organisation, we effectively implement it. This Strategic Plan is, therefore, a starting point, and we will be disciplined in reporting on the implementation of the actions below. A detailed action plan has been developed as a companion to this Strategic Plan, for use by the Growth Corporation to report on progress to Standing Committee and Synod. If we faithfully implement this Strategic Plan, God willing, we will see more people experiencing the love of Christ through connecting with his people and hearing the gospel, and realising their need to submit to him as Lord and Saviour.

The Growth Corporation Strategic Plan is divided into four main priority areas:

The diagram consists of four colored rounded rectangles arranged in a 2x2 grid. Each rectangle contains an icon, a number, and a title. The top-left rectangle is teal and contains a church icon, the number '01', and the text 'Greenfields Initiatives'. The top-right rectangle is yellow and contains a lightbulb, a dollar sign, and a circular arrow icon, the number '03', and the text 'Sustainable Funding'. The bottom-left rectangle is red and contains a church icon with a sun and a gear, the number '02', and the text 'Urban Renewal Initiatives'. The bottom-right rectangle is blue and contains a lightbulb, a gear, and two people icons, the number '04', and the text 'Equipping'.

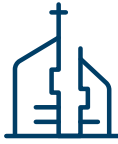
The following sections provide the reasons why the Strategic Plan initiatives are important.

<sup>3</sup> “Greenfield” areas are typically land release areas. Usually, these have previously been zoned for low density uses (eg. rural residential).

<sup>4</sup> Urban renewal areas refer to existing urban areas with potential for building development that have had previous development on them. The two relevant types of “urban renewal” areas for this Strategic Plan are “infill development” and “urban renewal”. Infill development commonly aims to provide greater housing variety and increase densities within existing urban areas through medium density and high density developments. Urban renewal is where existing urban areas are redeveloped or re-purposed creating a new life for an area that has plateaued or is in decline. An example would be the urban renewal of Homebush and Rhodes prior to and post the 2000 Sydney Olympics.

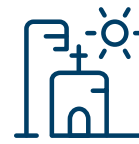
# Growth Corporation Strategic Plan

Property is a facilitator of the Diocesan Mission



## Greenfields Initiatives

- ▷ Review 2014 & 2017 Greenfields Strategic Plan
- ▷ Complete Geographic Information System (GIS) as a strategic planning tool
- ▷ Prepare lessons learnt with Church Planters
- ▷ Develop and implement modular case study matching staging with church growth
- ▷ Identify collaborative opportunities with Anglicare, Moore College and Anglican Schools
- ▷ Develop a program of development opportunities for new release areas in partnership with culturally consistent developers



## Urban Renewal Initiatives

- ▷ Develop an Urban Renewal strategic plan with focus on urban renewal and strategic infill areas
- ▷ Establish Urban Renewal Pilot Program of Specified Projects for priority development
- ▷ Complete GIS and identify priority projects
- ▷ Share examples of what 'good' Ministry Plans look like
- ▷ Provide robust assessments of whether the level of investment in a parish matches the Ministry Plan
- ▷ Revise property development guidelines for churches and provide as an interactive project management flowchart
- ▷ Work with State and Local Govt to develop a sustainable heritage strategy for church properties
- ▷ Review the appropriateness, from a Mission perspective, of current parish boundaries

Effective communication *internally* (Diocese, Anglicare,

Figure 2: Growth Corporation Strategic Plan



### Sustainable Funding

- ▷ Prepare gap analysis between funding and the church property task
- ▷ Prepare funding options paper, including the establishment of a 'future fund'
- ▷ Quantify ongoing cashflow from major projects receipts and annuity income
- ▷ Investigate alternative uses of 2% levy to enable more new church development
- ▷ Define parish contributions for greenfield developments
- ▷ Prepare vision document aimed at donors to assist in fund raising
- ▷ In collaboration with Anglicare and Anglican Schools, investigate joint collaboration to achieve economics of scale through stronger buying power



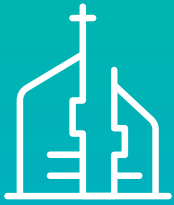
### Equipping

- ▷ Identify timing for church planters for greenfields locations
- ▷ Identify sites for church growers in urban renewal areas that require church planting
- ▷ Work with Bishops and ENC regarding potential for a regional centres model for ministry
- ▷ Based on population projections, compare ministry task to current trends of provision of ministers
- ▷ Work with organisations like MTD, CMD, Geneva Push and Reach Australia to identify examples of robust parish ministry/evangelism plans and communicate these as the minimum expectation for developing church property

Anglican Schools) and *externally* (funders and suppliers)







# 01 Greenfields Initiatives

## REVIEW 2014 & 2017 GREENFIELDS STRATEGIC PLAN

- ▷ Some solid planning work has been done by the Diocese in previous years regarding greenfield/new release areas. This strategic thinking has seen new church facilities developed in growth corridors. These properties have also seen strong increases in values because they were identified and purchased ahead of zoning changes for land release areas. This has resulted in additional funds being available for subsequent church planting.
- ▷ This initiative has already begun following the release of the Greater Sydney Commission's Strategic Plan, and will continue as detailed regional plans are completed by the Commission to inform Local Environmental Plans (LEPs) revisions.

## PREPARE LESSONS LEARNT WITH CHURCH PLANTERS

- ▷ There have been a number of church plants undertaken in the Diocese with varying degrees of success. At present, the lessons learnt from these experiences are confined to the minds of those involved in the church plants. We need to examine these experiences so that we can better understand what factors have allowed for church plants to thrive, and what challenges have been faced and how they might be overcome or avoided in future. If we are to invest in multi-million dollar projects, we must have a more systematic approach to collecting and sharing these lessons so that we can continually improve our stewardship of our time and financial resources.

## COMPLETE GEOGRAPHIC INFORMATION SYSTEM (GIS) AS A STRATEGIC PLANNING TOOL

- ▷ There are currently a range of geographic information tools being used by the Diocesan organisations. In many cases, these are being used as mapping tools without being utilised as data management tools for strategic planning and asset management.
- ▷ A review will be undertaken of the existing Geographic Information Systems (GIS) within the Diocese with the result being to adopt one system as the source of truth.
- ▷ As part of this review, the Growth Corporation will make recommendations on aligning current parish boundaries with Census Collector Districts to make it easier for parishes to obtain accurate Census information on their parishes.

## DEVELOP AND IMPLEMENT A MODULAR CHURCH BUILDING CASE STUDY, MATCHING STAGING WITH CHURCH GROWTH

- ▷ Modular construction is permanent structures fabricated off-site and put together on-site and is changing the way building construction is undertaken in a range of different industries. It should not be confused with demountable buildings.
- ▷ This form of design and construction has the potential to reduce the cost of new church buildings while not compromising on outcomes and finishes, when compared with bespoke church design.
- ▷ This form of construction also has the advantage of aligning easily with the stages of a church plant's growth, allowing for the church's buildings to grow and change as the church does, thereby reducing the cost burden on new congregations.

## IDENTIFY COLLABORATIVE OPPORTUNITIES WITH ANGLICARE, MOORE COLLEGE & ANGLICAN SCHOOLS

- ▶ There are practical advantages of collaborative developments with Anglicare, Moore College and Anglican Schools. Initiatives such as sharing carparks, co-locating ministry activities or enhancing buying-power through contractor and consultant commissions open up greater opportunities to be better stewards of the financial resources we have been entrusted with as we work together.
- ▶ Through the development of the Greenfields Strategic Plan and the Urban Renewal Strategic Plan, we have the potential to collaborate with sister organisations to better reach the communities in which we operate. This needs to be done around agreed ministry plans that help us demonstrate Christ's love, and that also provide a pathway from pastoral care and love to hearing the good news about Jesus.

## DEVELOP A PROGRAM OF DEVELOPMENT OPPORTUNITIES FOR NEW RELEASE AREAS IN PARTNERSHIP WITH CULTURALLY CONSISTENT DEVELOPERS

- ▶ The Anglican Diocese is not geared-up to be a property developer. For complex developments, we will need to partner with reliable and skilled organisations that have an ethos that aligns with ours, and are able to unlock the maximum value for mission and effectively manage risk.
- ▶ The Growth Corporation is in the process of forming these partnerships with developers and financial institutions to either partner on complex buildings or to be the owner/operator of a greenfield community hub on behalf of the property developer.





## 02 Urban Renewal Initiatives

### DEVELOP AN URBAN RENEWAL STRATEGIC PLAN WITH A FOCUS ON URBAN RENEWAL<sup>5</sup> & STRATEGIC INFILL<sup>6</sup> AREAS

- ▶ As a Diocese we have not had an urban renewal strategic plan. Development in urban renewal areas has always been in response to parishes proposing developments.
- ▶ However, with 70% of our catchment populations coming from existing urban area infill and renewal, it is now imperative that we take a more strategic approach in these areas. As a result, the Growth Corporation will prepare an Urban Renewal Strategic Plan to identify the priority areas for ministry enhancement, particularly those which require property development in order to prepare for growth. This will also better inform projects to be added to the Urban Renewal Pilot Program referred to below.
- ▶ It is important that income generating developments on church sites also have a land use consistent with the Anglican Church mission and ethos. Where appropriate, land uses such as Social and Affordable Housing (SAF), student housing, child care, aged care and mental health care would take precedence over general residential or commercial uses.
- ▶ Irrespective of where parishes come on the priority list of this Urban Renewal Strategic Plan, it should not prevent them from pursuing ministry and evangelism initiatives involving property augmentation or from learning from other parishes in similar contexts with similar mission goals. However, the Strategic Plan will prioritise the availability of Diocesan funding for these developments to ensure that our funds are directed to where they will have the greatest impact.

### ESTABLISH THE URBAN RENEWAL PILOT PROGRAM OF SPECIFIED PROPERTIES FOR PRIORITY DEVELOPMENT

- ▶ The Urban Renewal Pilot Program is a key initiative to attempt to kick-start high-priority ministry-related developments.
- ▶ Many parishes have not begun development projects because of perceptions of a complex process to enable construction to start and a lack of funding to get development approval, let alone construction. The pilot program will attempt to address these constraints for a limited number of projects so that the Growth Corporation can provide the Diocese with confidence that these projects can be developed in a more streamlined way while still effectively managing the Diocesan risks.
- ▶ We aim to start the Pilot Program in the second quarter of 2020 and, assuming all goes well, add to it in years to come. The pilot has only been made possible by partnering with the Sustainable Development Group (SDG). SDG has brought to the Diocese innovation in the planning, designing and funding of urban renewal church developments.

### COMPLETE GIS AND IDENTIFY PRIORITY PROJECTS

- ▶ This action is just as important in for Urban Renewal initiatives as it is for the Greenfields initiatives.

<sup>5</sup> Urban renewal is where existing urban areas are redeveloped or re-purposed creating a new life for an area that has plateaued or is in decline. An example would be the urban renewal of Homebush and Rhodes prior to and post the 2000 Sydney Olympics.

<sup>6</sup> Infill development commonly aims to provide greater housing variety and increase densities within existing urban areas through medium density and high density developments.



## SHARE EXAMPLES OF WHAT “GOOD” MINISTRY PLANS LOOK LIKE

- ▷ It is important that any property development is linked to a strong and well-thought-out ministry/evangelism plan. Without this, it is irresponsible of the Growth Corporation to support the investment of limited finances.
- ▷ The Growth Corporation is working with the Bishops and parishes to identify ministry and evangelism plans that have been developed and implemented and have been associated with real growth. The aim is to share these across the Diocese so that any parish considering property enhancements will know what “good” looks like in terms of ministry / evangelism planning.

## REVISE PROPERTY DEVELOPMENT GUIDELINES FOR CHURCHES AND PROVIDE AS AN INTERACTIVE PROJECT MANAGEMENT FLOWCHART

- ▷ The Growth Corporation has received feedback that the current guidelines for property development are too cumbersome and difficult to understand for wardens and lay people. To assist with understanding, Diocesan property staff have held workshops with parishes which have been effective, but there is potential to amend the current guidelines to make them more user-friendly and interactive.
- ▷ This is an initiative the Growth Corporation will undertake following the development of the Greenfields and Urban Renewal Strategic Plans.

## PROVIDE ROBUST ASSESSMENTS OF WHETHER THE LEVEL OF INVESTMENT IN A PARISH MATCHES THE MINISTRY PLAN

- ▷ As a result of the above, the Growth Corporation will provide advice to Standing Committee on whether the quality and likely outcomes of the ministry/evangelism plans are commensurate with the type and scale of investment proposed for property development.
- ▷ The Growth Corporation will provide advice to Standing Committee on the strategic value of properties for the purposes of implementing the Diocesan Mission with a focus on the wider strategic value to the Diocese and with a preference for developing existing property to enable it to fulfil its potential for ministry, rather than selling.

## WORK WITH STATE AND LOCAL GOVERNMENT TO DEVELOP A SUSTAINABLE HERITAGE STRATEGY FOR CHURCH PROPERTIES

- ▷ The issue of heritage buildings is both a blessing and a curse for the Sydney Diocese. The blessing is that we can celebrate the strong heritage and influence our ancestors have had on Sydney for over 200 years. The curse is that planning agencies list our buildings and sites as being of significant heritage value, but provide no assistance in maintaining these “assets”.
- ▷ The Growth Corporation will take a strategic approach, negotiating a position with State Government and relevant Local Governments to provide greater flexibility for managing these buildings and properties. We will also push for the provision of grants to assist in the upkeep of heritage buildings that are no longer appropriate for ministry.
- ▷ The Growth Corporation at first instance will negotiate a position with State Government in relation to churches listed as heritage items under the Heritage Act 1977 (State listings). The Growth Corporation will also assist parishes with local heritage items on an item by item basis when development or change of use is proposed.

## REVIEW THE APPROPRIATENESS, FROM A MISSION PERSPECTIVE, OF CURRENT PARISH BOUNDARIES

- ▷ This initiative is a lower priority, but at some stage we as a Diocese will need to review our Parish boundaries. These were established decades ago and Greater Sydney’s population and land-uses continue to change.
- ▷ We need to critically review whether the current parish boundaries facilitate or stall mission. We currently have parishes ranging from total population catchments of less than 3,000 people to some nearing 70,000 people. With the ideal catchment around the 15,000 person mark, some areas are stretched, while others are over-served. A review of boundaries will allow us to allocate resources more effectively for ministry, particularly in less-resourced areas.





## 03 Sustainable Funding Measures

### PREPARE A GAP ANALYSIS BETWEEN FUNDING AND THE CHURCH PROPERTY TASK

- ▶ There is already a significant funding gap for existing churches that is limiting ministry-related property enhancements. This funding gap means that parishes defer initiatives that could result in more effective ministry and evangelism.
- ▶ Money is currently raised from parishes for use across the Diocese, predominately for new churches. However, the amount being raised is significantly less than what is required to meet the future population growth projections. As a result, if we try to build churches in greenfields areas to keep up with demand, we will incur a significant debt. Essentially, the way we are funding new churches is not sustainable.
- ▶ The Growth Corporation is modelling this issue and investigating alternative funding mechanisms to see how the gap can be closed.

### PREPARE FUNDING OPTIONS PAPER, INCLUDING THE ESTABLISHMENT OF A “FUTURE FUND”

- ▶ There is significant potential to establish an investment fund similar to the Federal Government’s “Future Fund” for use to facilitate greenfields and/or urban renewal property developments. This will require substantial management and will be a significantly different way of funding ministry-based property developments.
- ▶ The Growth Corporation will prepare an options paper for the establishment of funds and work with institutional investors to build funds over the next two years.

### QUANTIFY ONGOING CASH FLOW FROM MAJOR PROJECTS RECEIPTS & ANNUITY INCOME

- ▶ There is the potential to allocate some funding from the Property Receipts Levy Ordinance, 1998, once other Diocesan funding commitments are addressed. This needs to be modelled, along with the receipts from future existing urban area developments to determine what proportion of the funding gap will be addressed through the major projects receipts levy.

### INVESTIGATE ALTERNATIVE USES OF 2% LEVY TO ENABLE MORE NEW CHURCH DEVELOPMENT

- ▶ Parishes currently contribute 2% of offertories to assist in the funding of new church developments in greenfields areas. To meet the population projections over the next 20 years, we will need to be building around one church per year for the next 20 years. Due to the limited funding raised by the 2% levy, we can currently afford one church every four or so years.
- ▶ It is highly unlikely that Parishes will agree to an increase in the levy so we need to look at alternatives to how that money is used. We are considering a number of options in consultation with the Property Trust and partner banks to see if this money could be utilised more effectively.

## DEFINE PARISH CONTRIBUTIONS FOR GREENFIELD DEVELOPMENTS

- ▷ It is important that church plants take ownership of the ministry required, but also the asset they are receiving. The way this has been done in the past is to require church plants to contribute 10% of their offertories for an unspecified period. This has raised questions from the Parishes about what their total debt will be and how long they will be paying off that debt.
- ▷ The Growth Corporation will work with MPC and NCNC to provide a policy position for future church plants to clarify what the overall parish contributions will be.

## PREPARE VISION DOCUMENT AIMED AT DONORS TO ASSIST IN FUNDRAISING

- ▷ The NCNC continues to work diligently to raise funds, through donations, for the provision of new churches in new communities. An initiative that would assist NCNC is to develop high quality communication materials for use with potential donors.

## IN COLLABORATION WITH ANGLICARE & ANGLICAN SCHOOLS, INVESTIGATE JOINT COLLABORATION TO ACHIEVE ECONOMIES OF SCALE THROUGH STRONGER BUYING POWER

- ▷ Anglicare, Anglican Schools and the Diocese currently use similar consultants and construction contractors for property developments. These are usually on a project by project basis. Parishes sometimes use these external providers while at other times they use smaller local providers.
- ▷ As a Diocese, we are potentially missing dollar savings and improved levels of service by not leveraging the buying power of the Diocese. We could also achieve better value-for-money results by packaging up multiple projects under one contract to enable service providers to provide economies-of-scale savings.
- ▷ The Growth Corporation will work with Anglicare and Anglican Schools to investigate greater collaboration in property-related procurement.





## 04 Equipping

### IDENTIFY TIMING FOR CHURCH PLANTERS FOR GREENFIELDS LOCATIONS

- ▶ Effective church planters represent a small percentage of the existing ministry personnel and the future ministers coming through Moore College. Therefore, we need clarity on the locations and timings of new churches in new communities to enable appropriate church planters to be identified and connected with a specific church plant.
- ▶ The Greenfields and Urban Renewal Strategic Plans should provide this forward view of the church planting task.

### WORK WITH BISHOPS & ENC REGARDING POTENTIAL FOR A REGIONAL CENTRES MODEL FOR MINISTRY

- ▶ *The Greater Sydney Region Plan - A Metropolis of Three Cities*, reinforces the State Government's centres policy. Consideration needs to be given to whether the Diocese should mirror that model and have "regional centres" churches that provide resources and guidance to smaller churches in surrounding sub-regions.
- ▶ If this model is pursued, it will require coordination with CMD to provide appropriately experienced ministry leaders at the churches that represent population centres. The Growth Corporation will work with ENC and CMD to determine if a regional centres model makes good ministry sense.

### IDENTIFY SITES FOR CHURCH GROWERS IN URBAN RENEWAL AREAS THAT REQUIRE CHURCH PLANTING

- ▶ With the significant infill and urban renewal being proposed under the *Greater Sydney Region Plan - A Metropolis of Three Cities*, the need for church planters/growers in existing areas will also be an important need.
- ▶ As above, the Urban Renewal Strategic Plan should provide this forward view of the urban renewal and infill task.

### BASED ON POPULATION PROJECTIONS, COMPARE MINISTRY TASK TO CURRENT TRENDS OF PROVISION OF MINISTERS

- ▶ With the combination of the strategic GIS and the analysis that will be done on the ministry task to meet population projections, the Growth Corporation will provide information to the Diocese and Moore College of the ministry pipeline required to meet the expected population growth.

### WORK WITH ORGANISATIONS LIKE MTD, CMD, GENEVA PUSH & REACH AUSTRALIA TO IDENTIFY EXAMPLES OF ROBUST PARISH MINISTRY/ EVANGELISM PLANS & COMMUNICATE THESE AS THE MINIMUM EXPECTATION FOR DEVELOPING CHURCH PROPERTY

- ▶ As referred to under the "Urban Renewal Initiatives", the Growth Corporation will share examples of what "good" Ministry Plans look like and feed these to organisations like MTD, CMD, Geneva Push and Reach Australia to incorporate into relevant ministry development programs.





## Communications

The task of effective communications in the implementation of this Strategic Plan cannot be under-estimated. There have been some great things done in the past by parishes and the Diocese to further the Gospel in the Diocese that few know about. This is real Gospel teamwork and these examples need to be effectively communicated and celebrated.

The Growth Corporation will work with Diocesan organisations, like Anglican Media, to identify the most effective platform to share information between parishes and regions.

**The ideal is to build on an already effective communication medium that key audiences use.**

A major group that needs to be inspired to mission is the large number of congregation members. We need to use communication mediums to share and

celebrate examples of God working in the Diocese. The Growth Corporation will provide communication material (written, digital and video) to be used by ministry teams and parishes to give practical examples of where ministry/evangelism plans are being facilitated and enhanced by wise property investments.

Importantly, the Growth Corporation will be reporting quarterly on the implementation and effectiveness progress of this Strategic Plan. An annual report will be provided to Standing Committee and Synod which will also be available to parishes.

The Strategic Plan will also be shared with potential partners to demonstrate that they can have confidence that the Diocese is taking a more strategic and portfolio-wide approach to the use of property to facilitate ministry and community engagement.

# Expected outcomes

If we implement this plan effectively we expect the following outcomes:

- ▶ Increased attendances at churches across the Diocese.
- ▶ Stronger presence in the communities in which we operate.
- ▶ Local churches that are known in their communities for demonstrating Christ's love in word and in practical actions to Christians and non-Christians alike.
- ▶ Clear Greenfields and Urban Renewal Strategic Plans with identified priority areas across the Diocese.
- ▶ A pilot program that has resulted in excellent buildings that effectively facilitate ministry and in new ways of doing business that are streamlined.
- ▶ Effective ministry/evangelism plans driving enhancements to property.
- ▶ Multiple forms of construction, construction staging and contract mechanisms that provide the necessary physical outcomes while managing risk.
- ▶ Effective collaboration across the Diocese on mission-related property issues.
- ▶ An effective one-stop-shop for parishes for all property-related issues.
- ▶ A heritage management strategy that celebrates our heritage while minimising constraints on ministry and finances.
- ▶ A sustainable suite of funding measures available to enable ministry-related property development.
- ▶ A Diocesan property team who are trusted, valued and used by parishes and the Diocese employing the gifts God has given each of them to bring honour to Him.





