

An aerial, isometric-style illustration of a city with various colored buildings (orange, red, blue, green) and a river winding through it. The scene is bright and colorful, with a soft, hazy atmosphere.

**sydneyanglicans<sup>+</sup>**

ANGLICAN CHURCH  
GROWTH CORPORATION

South Western Region

***Draft Buildings & Property Strategy***

*For Discussion*

2023

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## Executive Summary

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### Background

The Sydney Diocese currently incorporates more than 260 local parishes. On behalf of these churches, more than 1,000 church and rectory properties are held in trust. Additionally, the Anglican Schools Corporation (**TASC**) manages 18 school campuses. Anglicare operates more than forty residential aged care locations or retirement villages. The Anglican Church Growth Corporation (**ACGC**) owns approximately 15 sites in greenfield locations across the Diocese and intends to continue purchasing additional sites.

Despite these significant land holdings, there is currently no integrated Diocesan-wide (or regional) ministry-led, buildings and property strategy for the Anglican Diocese of Sydney.

Instead, there are various buildings and property guidelines, directions and disparate strategies that have been developed over time by the Standing Committee, the Anglican Church Property Trust (**ACPT**), the ACGC, Anglicare, Moore College and TASC. There are also many parishes implementing their own buildings and property initiatives that may or may not be aligned with any wider strategic ministry needs.

Buildings and property have historically been a great enabler of local ministry across the Diocese. As an act of faithful stewardship, we must now ask of all our buildings and property assets:

- are they still fit for purpose?
- have we taken into consideration the changing perception of Christianity in our society?
- are our buildings and properties in optimal locations?
- if some areas are oversupplied or undersupplied with local Anglican churches, do we need to consider a more strategic approach regarding where churches should be located?
- what types of buildings and built forms might best facilitate effective ministry and evangelism both now and in the future?

Now is the time to step-back and prayerfully consider how this current generation of Sydney Anglicans can best steward the buildings and properties that, under God, will support and strengthen the flourishing of Christian ministry across the Diocese.

The opportunity to critically reflect is timely because:

- research is showing a very significant decrease religious affiliation (including Anglican affiliation), particularly in younger age-groups
- religious groups are experiencing increasing difficulty and instability leasing publicly managed spaces such as public schools and Council halls
- high levels of inflation and significant increases in construction/material costs are impacting feasibility of business-as-usual church developments
- rental housing prices are increasing significantly due to interest rate rises and a growing shortage of suitable housing in Greater Sydney
- many church buildings are historic structures and require regular and expensive repair work (burdening the congregation) just to remain safe to use
- overall population projections and internal migration dynamics have been significantly affected by COVID-19 and factors like the normalisation of 'work from home' practices.

These issues are complex and inter-related. They represent challenges too broad for any single parish to effectively identify, manage and overcome. It will be critical to collaborate across parish, mission area and region boundaries to meet the challenge and ensure that every Anglican church can continue to serve their changing local communities.

Developing a diocesan-wide, ministry-led buildings and property strategy will begin to address the moment at-hand and open new possibilities for more effective ministry and evangelism. Collaborating on such a strategy holds the potential to integrate the intent and insights of each region's 'sub-strategy'. The strategy would also highlight the key areas where action is needed to optimise for long-term ministry and evangelism.

The need for this kind of strategy was raised in the Anglican Church Growth Corporation's *2020-2022 Strategic Plan*. In September 2022, Synod noted the report, "*Toward the Development of a Diocesan Property Strategy*". It resolved via Resolution 15/22 – paragraph (b) to "ask the Standing Committee to prepare a diocesan-wide ministry-directed property strategy for the next session of the Synod, having taken into account the feedback from Synod members."

Members of Synod were invited to contribute to the development of the diocesan-wide ministry-led property strategy. Feedback was requested by 31 December 2022. Only one submission was received.

## Draft South Western Buildings and Property Strategy

Standing Committee requested that ACGC lead the preparation of the strategy. ACGC considered the best course of action was to pilot a 'proto-type' strategy for one region before preparing equivalent strategies for the remaining regions to form a diocesan-wide strategy. This was proposed to the Archbishop, who agreed to the proposal. For this reason, ACGC has drafted a ministry-led, buildings and property strategy for the South Western Region of the Diocese. The South Western Region was chosen because it has a mix of:

- historic and established parishes
- relatively recent growth parishes
- emerging and future greenfields parishes.

ACGC Management has collaborated closely with Bishop Peter Lin and released, firstly, an initial discussion paper to Rectors and Wardens of all South Western Region parishes. 25 detailed submissions were received from South Western Region parishes which helped greatly with the development of the draft strategy.

The draft strategy was prepared using the most up-to-date, post-COVID population data available from NSW Department of Planning and SGS Economics. The Diocesan Registrar provided updated attendance statistics for the year prior to COVID-19 and for 2020 and 2021 (both impacted by COVID).

The analysis completed in support of the draft strategy takes an objective 'optimisation' perspective on Diocese resources and identifies a series of actions necessary to ensure the building and property in the South Western Region remain effective for the next 30 years.

This objectiveness of numerical analysis is helpful in providing a transparent evidence-base for recommendations but also warrants careful assessment and consideration. The Regional Bishop, via the Mission Areas of South Western Region, will be responsible for implementation, and will take into consideration the ideal timing to implement the recommendations.

A key factor in the draft South Western strategy is managing high-growth parishes. The region includes the fastest growing greenfield areas and some of the fastest growing urban infill areas in the Diocese. The recommendations of this draft strategy identify:

- (a) parish multiplications due to the projected population growth in both greenfield and urban infill parishes
- (b) parishes that are a priority for upgrades to existing ministry infrastructure
- (c) recommended parish partnerships in locations where the current and projected parish populations are significantly smaller than the target parish population size set in the draft strategy
- (d) parishes with under-utilised properties that could be re-purposed or redeveloped as part of the Urban Renewal Pilot Program (URPP) or sold, with the proceeds going to church upgrades or the parish multiplications required to meet population demand.

Of particular note is:

- the region currently has 45 parishes. Based on 30,000-person parish population catchments, in 2026 the Region would need 44 parishes. However, in 2056, this would increase to 64 parishes.
- When looking at the number of new parishes that need to be created with parish population catchments between 30,000-40,000, there is a need for 19 new parishes (especially in the South Western growth corridor), while there is the opportunity for closer parish partnerships for at least nine parishes.
- There is opportunity to realign parish boundaries to reflect where more recent transport infrastructure (major roads, for example) has resulted in travel pattern blockages within parishes.

## Have your say

The Draft South Western Buildings and Property Strategy has been prepared for Synod 2023 as a draft for comment. Because it is proposed that this be the template for the other four regions, it is appropriate to provide the opportunity for all Synod members to comment.

The best way to provide feedback is to make a submission. You can do that by:

- e-mailing a submission to [diocesansecretary@sydney.anglican.asn.au](mailto:diocesansecretary@sydney.anglican.asn.au). Please use the subject line “*South Western Region Draft Buildings and Property Strategy*” to make sorting and collation of submissions easier.

- post submissions to:

Diocesan Secretary  
Anglican Church Diocese of Sydney  
PO Box Q190  
QVB Post Office NSW 1230

**Submissions will be accepted until 15<sup>th</sup> November 2023**

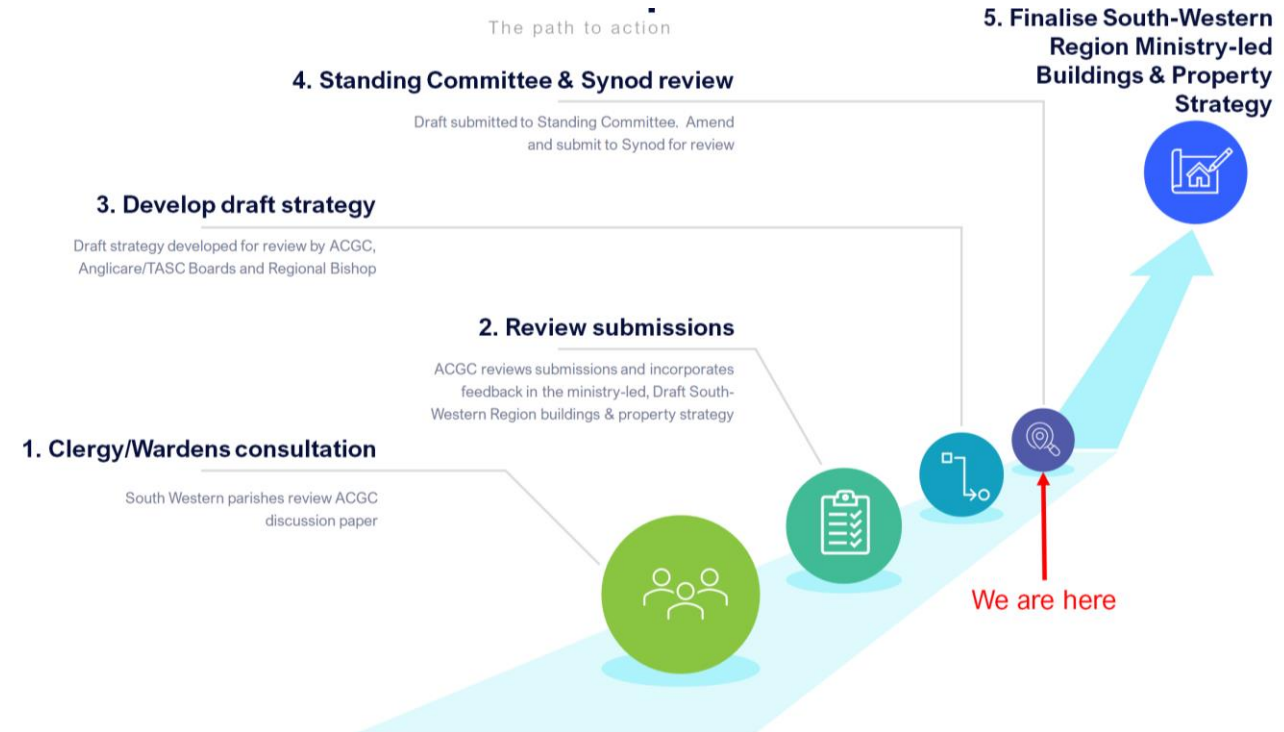
You will make the task of analysing your submission easier if you:

- provide points under relevant headings of this draft strategy or on the web page so that it is clear to us what your comments relate to
- include your name, postal and/or e-mail address so we can acknowledge receipt of your submission
- provide a contact number in case we need to clarify a comment made.

All written submissions (that aren't form letters) will be acknowledged and will remain confidential. While form letters will be accepted and examined, they will not be acknowledged and will be treated as one submission, irrespective of how many copies are received.

Should you want to discuss any aspects of the Draft Strategy, please e-mail the Diocesan Secretary at the above address so that she can arrange a telephone call with one of the Growth Corporation team.

## Next Steps



After the 15<sup>th</sup> November 2023, ACGC will review the comments and make any necessary amendments to the draft strategy and submit to Standing Committee for final approval. Using the lessons learned, ACGC will then commence preparation of the strategies for the remaining four regions. These will be submitted to Synod progressively as they are completed.

## 1. About the draft strategy

### 1.1 The strategic imperative

As was stated by Bishop Peter Lin in his Presidential Address to the Election Synod in May 2021, the confluence of the rapidly changing demographics in the Diocese (see **Figure 1**) along with the ongoing weakening of affiliation with Christianity (see **Figure 2**) means that we are at a crucial strategic moment for the work of the gospel in the Diocese.

As a Diocese, we cannot continue to do what we have always done and expect to be effective in reaching people with the Gospel. We cannot rely on historic family or government affiliations with Christianity/Anglicanism. There are likely to be less nominal, occasional church attendees automatically choosing to attend an Anglican church at Christmas and/or Easter out of a sense of duty to their religious affiliation. Any decision to do so will be based more on location and/or awareness of the individual church for its interaction with their community.

As we are already seeing, we cannot rely on historic affiliation rates to maintain or increase our relevance to a wide population. This relevance will be related to how effectively churches, and especially parishioners, are in living out their faith in word, as they share the Gospel and action, as they seek to demonstrate Jesus' care and compassion in the communities in which they live and operate.

Even with a strong historical connection, as a Diocese, we currently see about 1% of the people living within the boundaries of the Sydney Diocese consistently attending Anglican churches (see **Figure 3** and **Figure 4**). Even if we add this to those attending Catholic churches the other Christian denominations we can assume that **over 95% of the population of the Diocese don't know Jesus**. This is both a tragedy and a major responsibility to take stock and pray for our Diocese and to resolve to be much bolder for the Gospel.

As was the case with first century Christians, we should not expect to have strong social influence but instead focus on purposeful prayer, active

evangelism and demonstrating Christ's love in word and practice, through hospitality, care and compassion to those who need to meet our Saviour.

By approximately 2056, 50% of the population of Greater Sydney will live west of Parramatta. However, as can be seen in **Figure 5**, ~70% of the Diocesan parish assets (namely, church buildings) are located east of Parramatta. We need to better utilise our ministry infrastructure and resources to deliver effective ministry assets. These sorts of structural shifts cannot be done at the parish level and require a coordinated Diocesan-wide approach to meet the immense mission challenge on our doorstep. This challenge requires collaboration across parish and regional boundaries and Diocesan organisations. If we keep maintaining current practices, we will be too slow in establishing a meaningful presence in key growth areas, and too cumbersome in enhancing ministry infrastructure in infill areas.

This has significant implications for the future of buildings and property in the Diocese. The strategic directions we choose to take will determine how we maximise the use of the buildings and property assets that previous generations have, under God, provided to us.

With this context, we need to consider what we can learn from the approach of the early believers in Acts 4:32-37 while we assess the variety of strategic directions we can go:

*<sup>32</sup> All the believers were one in heart and mind. No one claimed that any of their possessions was their own, but they shared everything they had. <sup>33</sup> With great power the apostles continued to testify to the resurrection of the Lord Jesus. And God's grace was so powerfully at work in them all <sup>34</sup> that there were no needy persons among them. For from time to time those who owned land or houses sold them, brought the money from the sales <sup>35</sup> and put it at the apostles' feet, and it was distributed to anyone who had need.*

*<sup>36</sup> Joseph, a Levite from Cyprus, whom the apostles called Barnabas (which means "son of encouragement"), <sup>37</sup> sold a field he owned and brought the money and put it at the apostles' feet.*



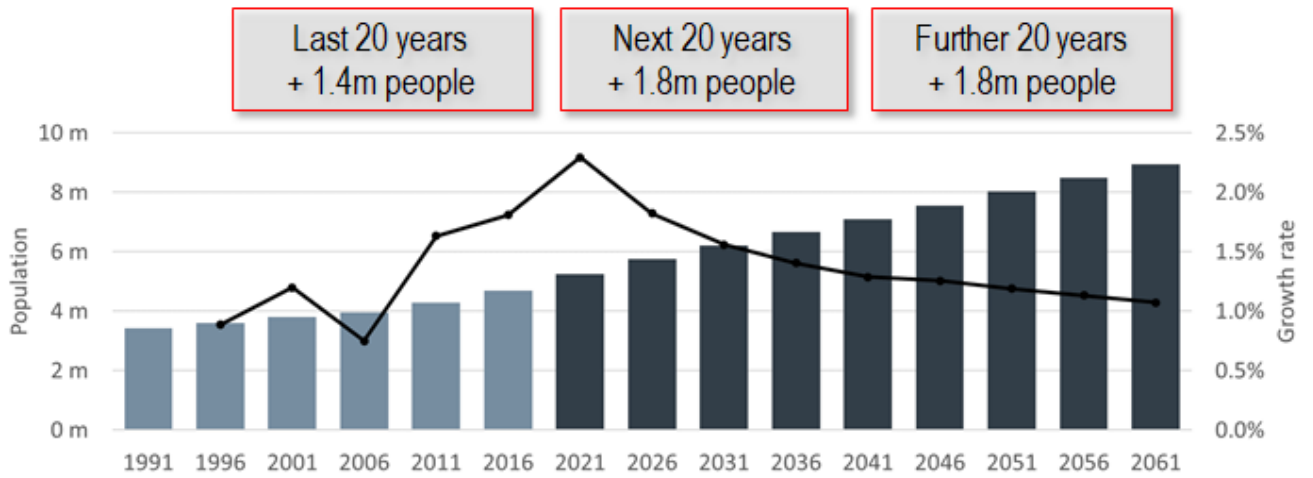


Figure 1: Sydney population growth and projections 1991-2061

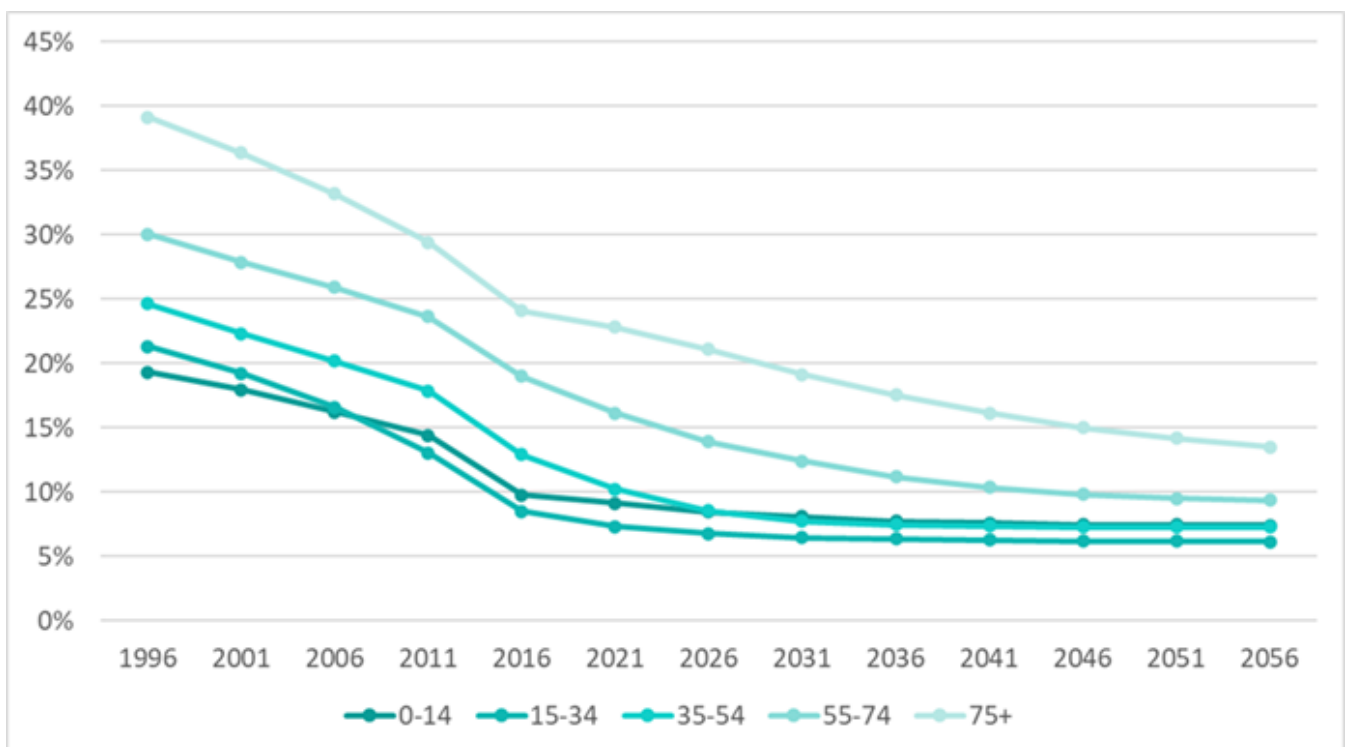


Figure 2: Anglican affiliation rates

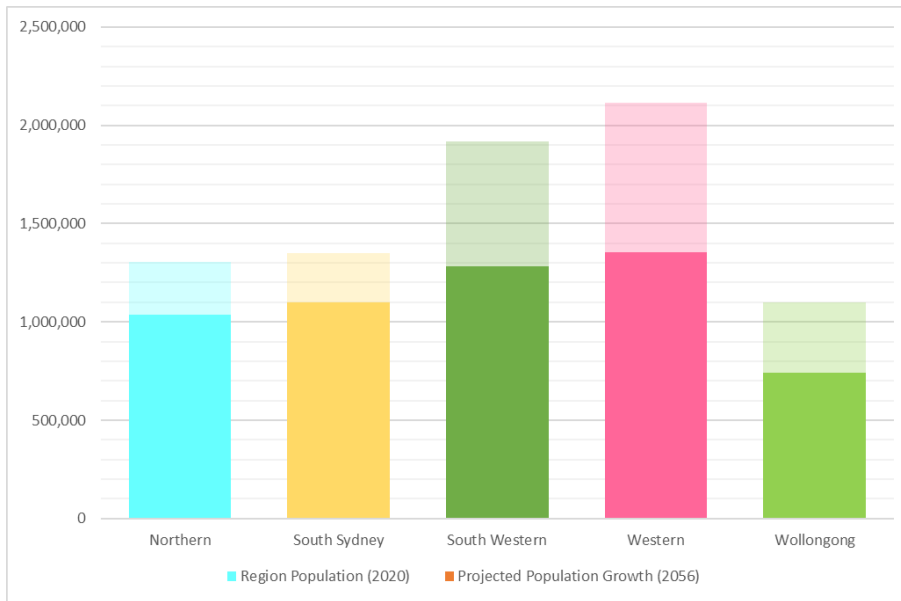


Figure 3: Sydney Anglican Regional population growth to 2056

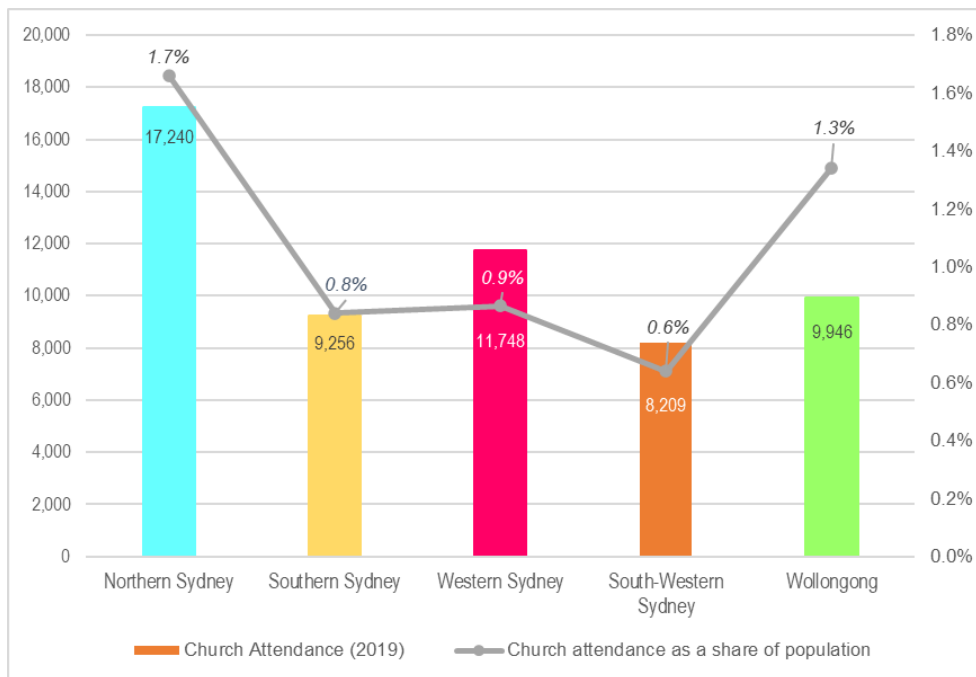


Figure 4: Sydney Anglican Regional attendance numbers and share of regional population

**Figure 4 Explanatory Notes:**

- The thick coloured bars represent the numbers of people attending Anglican churches in 2019 (pre COVID). This can be compared against the scale on the left-hand side of the graph with the actual numbers provided by Parishes to the Registrar appearing above each bar.
- The outline bar within each of the coloured bars represents the percentage of the regional population catchments attending Anglican churches. This is worked out by dividing the attendance numbers for each Diocesan region by the total population of each region. The bars can be compared against the scale on the right hand side of the graph with the actual percentages appearing inside the outline bar.

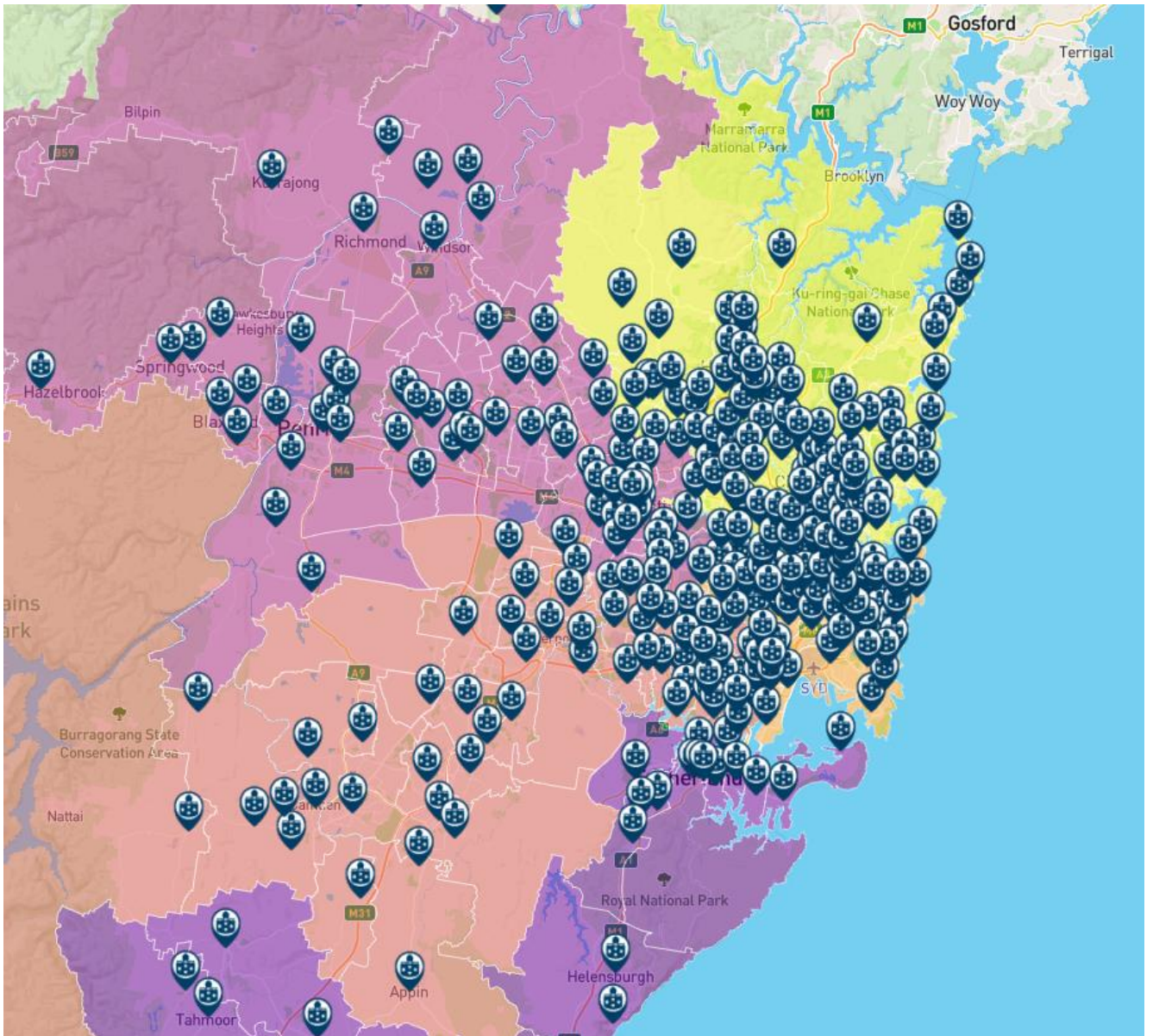


Figure 5: Distribution of ministry infrastructure in Greater Sydney

Acknowledging the wise stewardship of Diocesan property in generations past, it is our turn now to be effective stewards in how we best utilise buildings and property to facilitate ministry and evangelism.

## 1.2 The need for a strategy

Our buildings and properties have been a great blessing, but we must ask:

- are they still fit for purpose?
- have we taken into consideration the changing place of Christianity in our society?
- are there locations where we have too few church properties and are there locations where we have too many?
- are our properties in optimal locations or do we need to take a more strategic approach regarding where we should be located?
- what built form would best facilitate effective ministry and evangelism?

Without a strategic and ministry-led approach to buildings and property, there has been confusion about how to best utilise buildings and property to

facilitate ministry and evangelism across the Diocese.

Synod 2022 acknowledged the need for a Diocesan-wide, ministry-led buildings and property strategy. The Anglican Church Growth Corporation (ACGC) was tasked with coordinating the preparation of the strategy. During 2023, following discussions with the Archbishop, it was decided to prepare a draft regional ministry-led, buildings and property strategy for one region to act as a prototype for further regional strategies. This would be submitted as a draft for comment at Synod 2023. Feedback would be taken into account in finalising the South Western Region strategy and would then be applied to the remaining four Regions. These would be developed progressively allowing for appropriate consultation.

A Discussion Paper was released in the first half of 2023 to Rectors and Wardens of the South Western Region. The consultation and strategy development process can be seen in **Figure 6**. The discussion paper raised a number of issues and questions to prompt discussion on the development of a ministry-led buildings and property strategy for the South Western Region. We are thankful that submissions were received from 26 of the 45 parishes in the Region. A summary of the issues can be seen in **Appendix A**.



**Figure 6:** Steps in preparing the draft South Western Buildings and Property Strategy

### 1.3 Why the South Western Region?

The South Western Region was chosen because it has a mix of:

- historic and established parishes
- relatively recent growth parishes
- current and future greenfields parishes.

This draft strategy has been provided to Synod 2023 to seek further feedback. It is envisaged the South Western Region Buildings and Property Strategy will be finalised at the end of 2023, with the other regional strategies finalised progressively following appropriate consultation.

### 1.4 What does the draft strategy include?

The draft strategy was prepared using the most up-to-date, post-COVID population data available from the NSW Department of Planning and SGS Economics. The Diocesan Registrar provided parish attendance statistics for 2019, 2020 and 2021. The 2019 statistics have been used as they are the most up-to-date statistics unaffected by the impact of the COVID pandemic. The analysis has been from a perspective of objectively optimising the building/property and ministry (staff) resources in the South Western region for effective ministry and evangelism over the next 30 years.

This approach will invariably result in the need for more nuanced assessments of the recommendations. The Regional Bishop, via the Mission Areas of South Western Region will be responsible for these assessments which will influence timing and need to implement the recommendations.

The draft strategy outlines the region's ministry/evangelism focus and the impact this has on the design and planning of buildings and property.

The South Western Region includes the fastest growing greenfields areas, and some of the fastest growing urban infill areas in the Diocese. The draft strategy identifies the greenfield priorities and the urban renewal and infill needs. The key outcomes of the strategy identify:

- Greenfield parishes requiring parish multiplications due to the expected population growth;
- Urban infill parishes requiring parish multiplications due to population growth
- Urban infill areas requiring upgrades to existing ministry infrastructure
- Potential parish partnerships where current and future parish populations are too small to justify the allocation of ministry buildings and staff
- Under-utilised properties that could be re-purposed or redeveloped as part of the Diocesan Urban Renewal Pilot Program (URPP) or sold, with the proceeds going to the parish multiplications required to meet population demand.

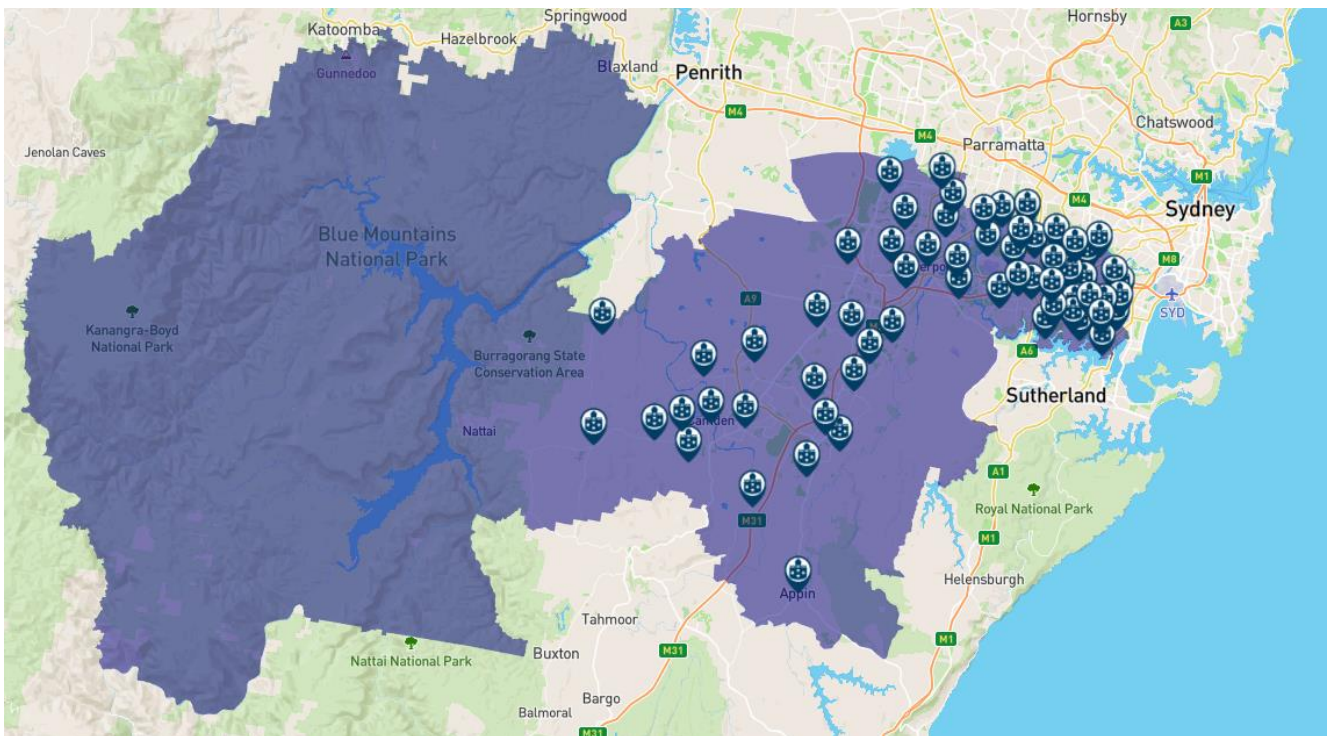
This Draft Strategy contains some challenging recommendations, especially in the area of parish partnerships and building re-purposing or sale. These challenging recommendations are not unique to the South Western Region and are also expected to occur in the strategies for other Regions

As seen in the following sections of this draft strategy, the Diocese has most of the buildings and property infrastructure it needs to cater for over 2% of the Diocesan population if the population was located in the vicinity of that infrastructure. The difficulty is that recent and future population settlement patterns mean that there is an over-supply on ministry infrastructure in some areas and an under-supply in other areas. Much of our infrastructure is in locations that effectively service a "Harbour-focussed" Sydney. With the urban expansion to the west, we need to look at the assets that God has provided to us through brothers and sisters in Christ from previous generations and determine, as this generations' stewards, the best use of these assets for the Kingdom.

## 2. Issues facing the South Western Region

### 2.1 Strategic Context

The South Western Region of the Sydney Diocese (see purple shaded area in **Figure 7**) extends from Sydney's Inner-West out to the western boundary of the metropolitan area that is the Blue Mountains National Park. From a strategic perspective, the Region includes the South Western Growth Corridor and the Western Sydney Airport (and associated Aerotropolis) precincts and the Greater Macarthur Growth Area.



**Figure 7:** Sydney Diocese South Western Region

In 2020, the Region was home to ~ 1,283,275 people. This is expected to grow to ~ 1,918,260 people by 2056. This represents an increase of 50% (see **Table 1**). Over the next 30+ years, the Western and South Western Regions will see significantly higher population growth compared to other Diocesan regions.

**Table 1:** Population comparison of the South Western Region and the Diocese<sup>1</sup>

Regions	No. of parishes	2020 population	2056 population	Change #	Annual % change	Total % change	Ave pop./parish (2020)	Ave pop./parish (2056)
South Western	45 <sup>2</sup>	1,283,275	1,918,260	634,985	1.4%	49.5%	27,304	40,814
Sydney Diocese	258	5,519,000	7,792,747	2,273,747	1.1%	41.2%	21,391	30,204

<sup>1</sup> Note: The figures in the above table differ from predictions in the Discussion Paper. The above table contains projections taking into account the impact of the COVID-19 Pandemic.

<sup>2</sup> Excludes Regents Park and Church at the Peak

## 2.2 The ministry & evangelism imperative

The ministry and evangelism aims of the South Western Region are to:

*“Preach more – Plant more – Grow more”*

- We need to preach more so more people hear of Jesus
- We need to plant more churches in areas of population growth
- Our desire is for all churches to grow more, reaching more people with the saving grace of the Gospel.

In relation to the interaction between ministry and buildings and property, the following are the priorities:

### Hub

- Create hub/resource churches who partner with 2-4 churches to maximise total ministry hours (clergy and lay) in the given area.
- Intentional training hubs for future rectors/church planters/hub church leaders.
- Plant in urban areas from hub or partner congregations.
- Invest in buildings where necessary/possible so it can support hub/resourcing congregations, including being churches with 7 days-a-week gospel value

### Greenfields

- Purchase sites and construct churches strategically (taking into consideration demographics, development opportunities, partnerships with The Anglican Schools Corporation and Anglicare).

- Greenfields churches planned as greenfields planting hubs.
- Assistant ministers specifically trained in greenfields churches for greenfields church plants.
- Intentional lay leader identification/training/envisioning for greenfields church plants

### Ethnic

- Recruiting, training, locating ministry workers with non-English language abilities with ministry teams in areas of most impact. (e.g. Chinese ministry in Hurstville.
- Create hub/resources churches for training/sending workers with language capabilities.
- New buildings or renovating buildings that better serve ethnic ministry (eg. big kitchens, two or more “corporate worship” spaces).

## 2.3 Impacts on buildings and property

With only 47 parishes in South Western Region, the obvious implication of this population growth is we will need to increase in the number of parishes to effectively minister to the rapidly growing population.

The number of additional parishes needed in the future, and their timing, will be dependent on a range of factors. To provide a base case, this draft strategy has used the following assumptions:

Assumption	Metric
Parish population catchment	30,000 <sup>3</sup>
% of parish population attending Anglican churches	2% <sup>4</sup>

<sup>3</sup> For Greenfields planning over the past decade, one new Greenfields church per future parish population of 40,000 has been used. For the purposes of this paper, we have used a parish population catchment of 30,000, as not all parishes are greenfield.

<sup>4</sup> While the current attendance percentage across the Diocese is just over 1%, under God we will prayerfully aim to see an average of 2% of the population regularly attending Anglican churches.

<b>Church capacity<sup>5</sup></b>	2.5x church auditorium seating capacity
<b>Liturgical church style would not be a blocker to effective collaboration for the Kingdom</b>	N/A

Assuming parish population catchments of 30,000 are applied across the regions<sup>6</sup> **Table 2** shows the number of parishes that the South Western Region and the Diocese currently has, how many are needed in 2026 and how many it would need in 2056. This is shown geographically for the South Western Region in **Figure 8** and **Figure 9**. Sensitivity analyses of these assumptions can be seen in **Appendix C**.

This demonstrates that the Diocese has, historically, developed more ministry infrastructure in the eastern half of Greater Sydney than is needed today for effectively implementing Diocesan ministry goals. This was not a mistake, but was based on travel patterns of the time with an early “rule-of-thumb” of catchments based on a 15-minute walk to the local church.

However, the population patterns in the Diocese have changed with the State Government pushing population to the west and people gauging distance to a destination more on driving time than walking time. This has resulted in a deficit of buildings and property resources in the western half of the Diocese and also within the South Western Region.

Were the Diocese a “for-profit” secular organisation, we would engage in an “asset recycling” initiative to sell assets where we are over-served to fund new assets where we are under-served.

**But**, we are not a “for-profit” secular organisation. We need to work toward the best ministry and evangelism outcomes for the whole Diocese.

<sup>5</sup> Church capacity is a multiplier of the church auditorium seating capacity. The Regional Bishops have agreed that a parish should look at expanding the building capacity when the regular attendance at all services reaches 2.5x the auditorium seating capacity. This is based on a church running 4 services with two at 75% capacity and 2 at 50% capacity.

<sup>6</sup> Wollongong Region has been excluded as it is dominated by rural parishes that hold vastly different travel patterns from suburban parishes.

<sup>7</sup> This cost is based on the recent new church constructions at Stanhope Gardens and Leppington. It has not been adjusted for

However, we now need to adopt a new and forward focussed strategy for each region, and the Diocese as a whole because:

- our communities are changing and we need to adapt to how we can best serve them with ministry and evangelism, including how we best utilise our buildings and property for the sake of the Gospel.
- the high cost of property in Sydney/Wollongong and the rising cost of construction means that the Diocese does not have the financial resources to buy land and build churches at the pace needed to keep up with projected population growth.
- the Diocese is unlikely to have the necessary ministry staff available to service the number of parishes needed. This warrants a rethink about the tying up of highly trained ministry staff and property assets in parishes that are significantly smaller than 30,000 person catchments.

## 2.4 Application to the South Western Region

The South Western Region has its own internal considerations when it comes to parish size considerations:

- If we look at just the gross regional statistics in **Table 2**, the conclusion can be drawn that the South Western Region currently has close to the correct number of parishes, but needs to add an additional 19 parishes over the next 30 years.
- Assuming a new church cost of \$10.5M<sup>7</sup>, the task of adding the additional parishes just in South Western Region would be ~\$200M over the next 30-35 years.

the recent significant increases in construction costs. The costs include:

- Land acquisition – Assume \$4,000,000 (this is now on the low side of the market)
- Development process – Assume \$1,100,000 (includes consultants to prepare Development Application documents and Government infrastructure contributions)
- Building and civils construction – Assume \$5,400,000 (ACGC is working on its Nucleus design concept to reduce construction costs)
- **Total: - \$10,500,000**

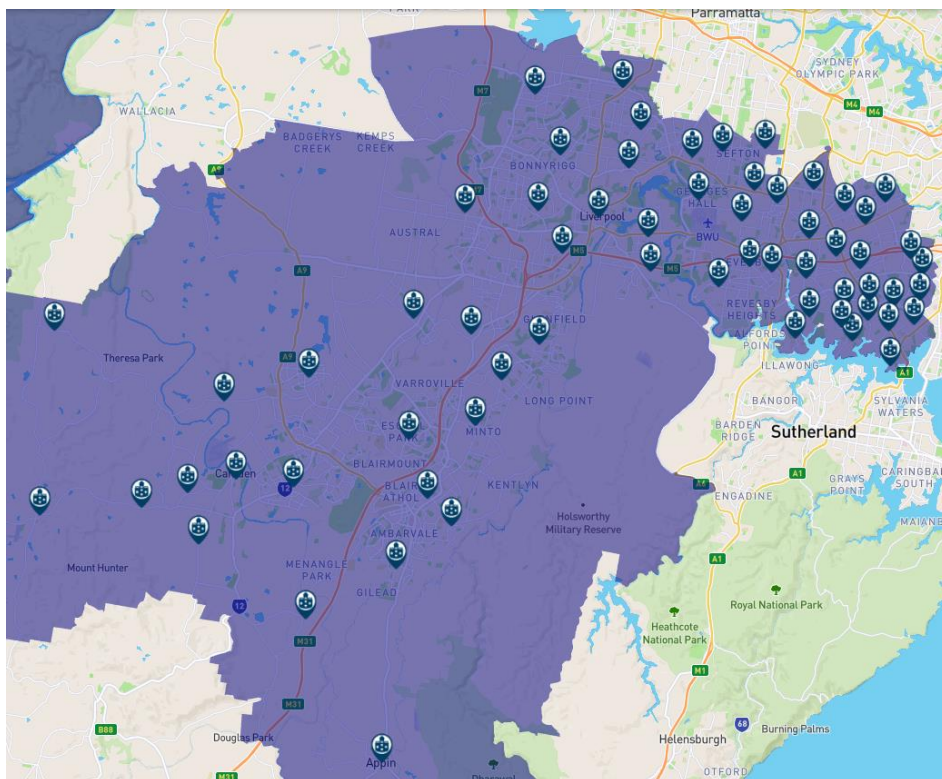


- Assuming land could be purchased for ~\$4M per parish, property for the additional land would cost ~\$76M.

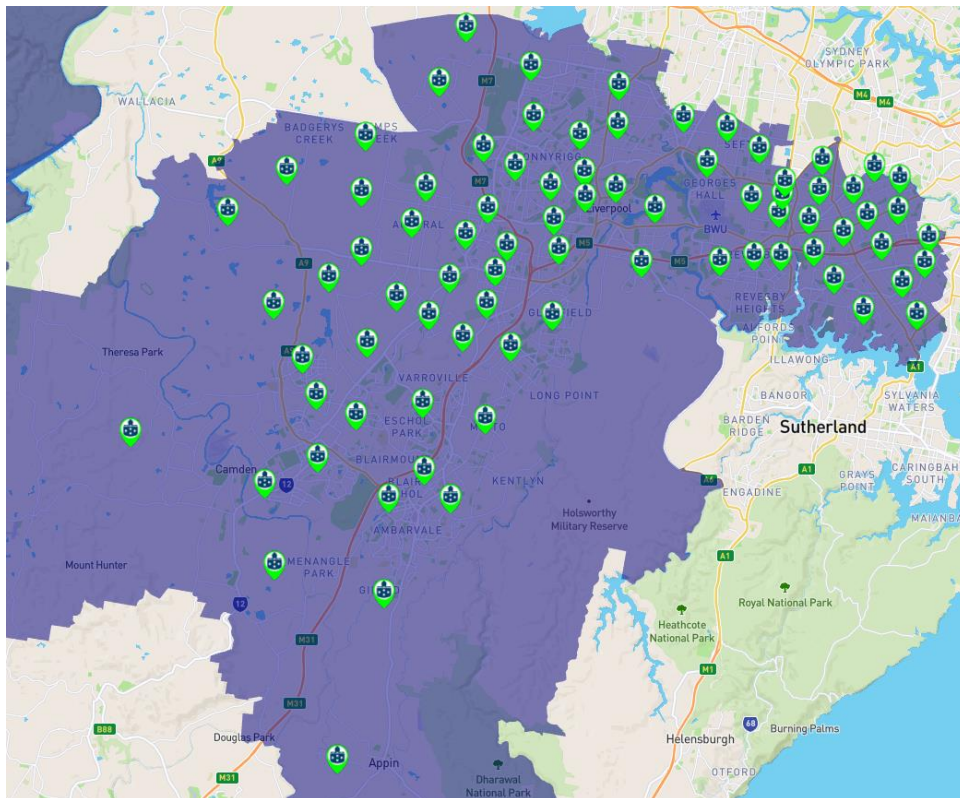
**Table 2:** Numbers of parishes needed now and in 2056

Assumed parish population size **30,000**

	Current no. of parishes	2026			2056		
		Regional Pop.	No. of parishes needed	Net difference 2023-2026	Regional Pop.	No. of parishes needed	Net difference 2023-2056
South Western	45	1,334,767	44	-1	1,918,260	64	19
Sydney Diocese	258	5,701,297	190	-77	7,792,748	250	-3



**Figure 8:** Current number and location of churches in South Western Region



**Figure 9:** Future (2056) number and location of churches in South Western Region if a 30,000 person parish size is maintained

- To construct the necessary infrastructure and undertake all the project development activities would cost an additional ~\$120M.
  - During that time, the cumulative value of the Land Acquisition Levy (LAL), assuming Net Operating Receipts (NOR) escalate on average by 2% per year would be ~\$115M. These funds can only be used for land acquisition and need to be used across the Diocese (not just in South Western Sydney Region).
  - The additional sources of funds that could be used for the acquisition and construction task include:
    - NCNC donations at historical levels of \$500K per year. Over 30 years this would contribute \$15M.
    - Sale of subdivided land excess to church plant needs (assume 10 of the 19 churches can subdivide excess land and net \$4.5M). This would total \$45M.
    - Increasing the number of parishes contributing to the Land Acquisition Levy (LAL) through the Urban Renewal Pilot Program (URPP) – potential income of \$50M that will increase cumulatively over the 30-year outlook.
    - Property sales of disused or under-utilised property. This has the potential to provide the greatest short-term injection of capital but cannot be estimated because the sale or re-purposing of such a property is determined by each parish, which will have its own assessment of the ministry need for dis-used or under-utilised property.
- While this analysis is very “numbers” focussed, the story of the South Western Region is more nuanced. As can be seen in **Figure 10**, currently 56% of parishes in the South Western Region have

population catchments less than 30,000 people. Almost 20% have less than 10,000 people. At the other end of the scale, about 14% of parishes have populations well in excess of 50,000 people.

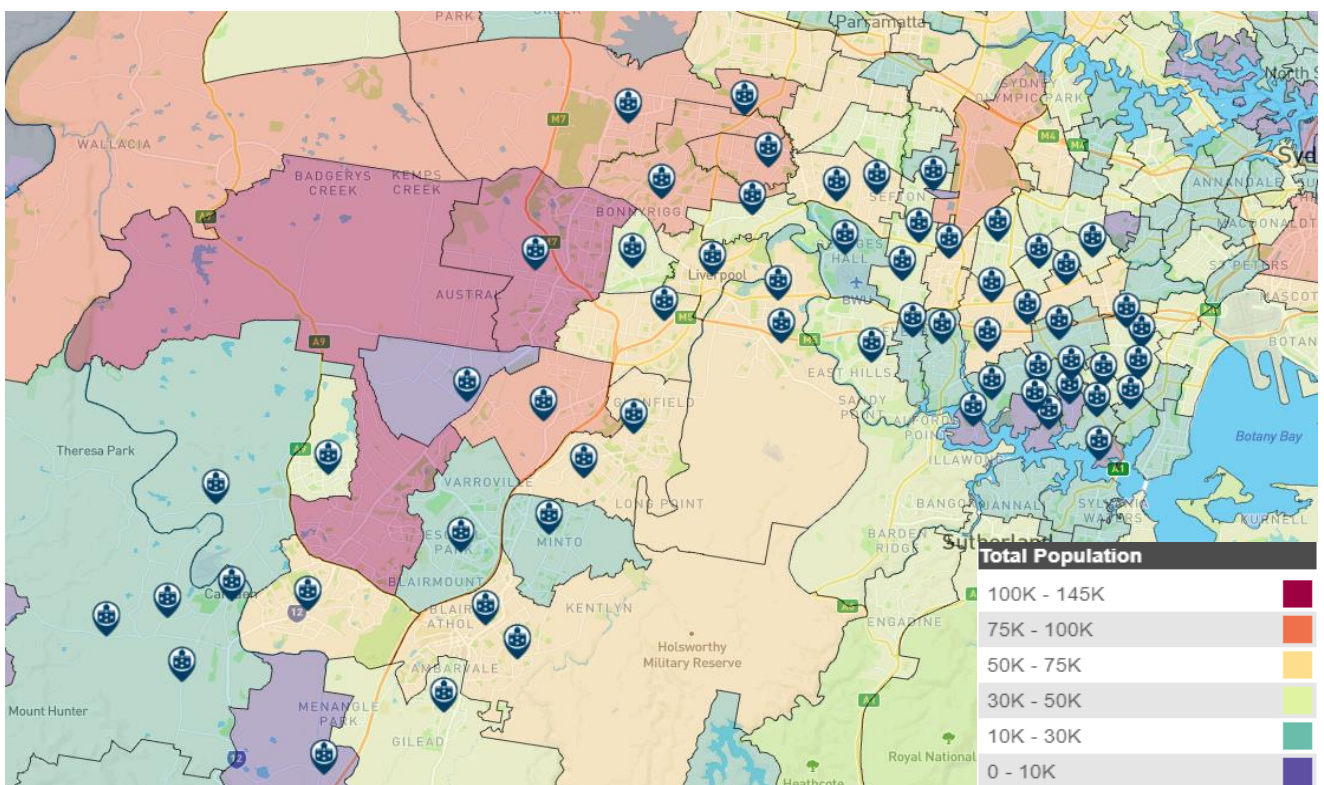
This situation will be exacerbated by 2056 when many of the smaller parishes closer to the Sydney CBD remain fairly stable in small (less than 10,000 people populations), while the number of parishes with populations greater than 50,000 will expand significantly. In other words, not only will the number of parishes in excess of 50,000 increase, but the extent to which they exceed 50,000 will significantly increase. Six parishes are expected to have populations of 70,000-100,000 and four parishes are expected to have populations above 90,000 people.

The implications of these changes to population distribution throughout the South Western Region are that:

- As a minimum, there will be a need for the creation of new parishes in the Region to meet

the increasing population demands (see **Section 3**).

- There will be a need to multiply some well-established parishes where significant urban population infill is expected to occur (see **Section 3**).
- There will be a need to enhance the capacity of some existing church facilities to be able to effectively cater for population growth in these parishes (see **Section 4**).
- There will need to be strong consideration of parish partnerships where current and future parish populations are too small to justify the allocation of ministry buildings and staff. Ministry staff from these locations could be re-allocated to areas of greater need and buildings and property could either be re-purposed with income generating social infrastructure or sold and re-invested in the church construction task in higher population growth areas (see **Section 5**).



**Figure 10:** South Western Region parish populations in 2041

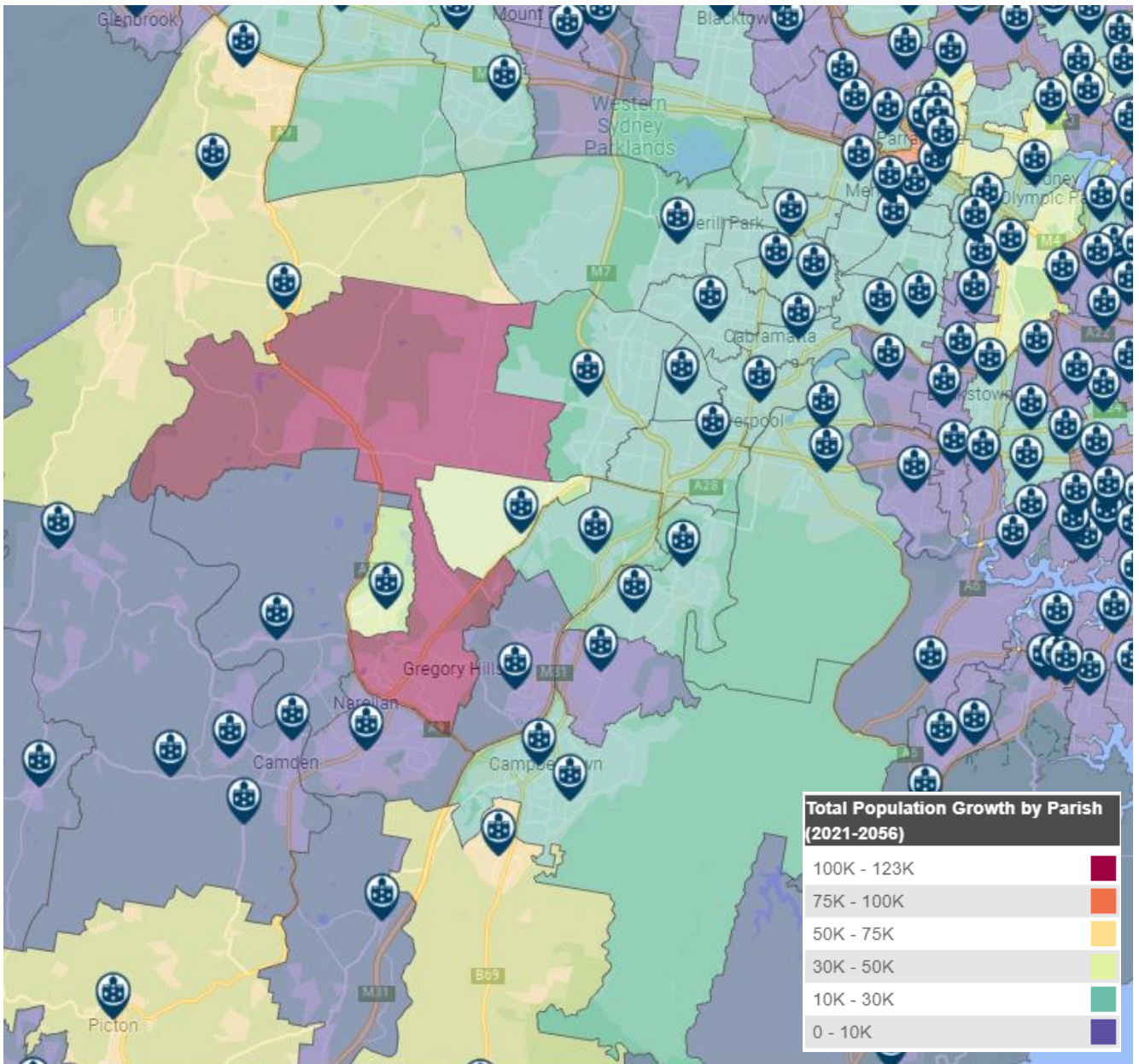


Figure 11: South Western Region parish population growth in 2056

## 3. Multiplication of parishes

### 3.1 Why multiply

The Diocesan Vision is “*To see Christ honoured as Lord and Saviour in every community.*” As communities multiply across our Diocese, we have to adapt to have a meaningful presence in these new communities. We want to be effective at helping as many people as possible across our Diocese meet Jesus. We live in a city where about 95% of the population do not know Jesus.

Parishes and ministry teams struggle to be effective when there are too many people making up the population of a parish. Historically, the Sydney Diocese has not run a “mega-church” model. While we long to see a much larger percentage of the population regularly attending our churches, the long-term trend has been between 1 and 2 % across the Diocese. There are some parishes that have been able to attract a higher percentage than 2% of the population, and there are other parishes for which 1% is a significant stretch.

For planning purposes, the Diocese has taken the view that our target should be for a parish should have the capacity to cater for 600-800 people (total attendance), across all services. This would represent 2% of a parish population between 30,000-40,000 people. If we use the 2.5x multiplier metric suggested by the Regional Bishops, this would mean that we should plan to have parish churches with a seating capacity of 240-320<sup>8</sup>. These seem to be numbers that ministry teams can effectively oversee and encourage parishioners to deepen their relationship with Christ.

**Table 3** shows the expected population growth from 2020 through to 2056 for the parishes that will have the highest populations in 2056. A table showing these statistics for all parishes in the South Western Region can be seen in **Appendix B**.

The table indicates that the parishes of St Johns Park, Hoxton Park, Fairfield with Bossley Park and

Campbelltown in 2020 had parish populations well in excess of the 30,000-40,000 target. By 2056, all 11 of the parishes in the table will have populations well in excess of the target range. By 2056, only St Johns Park Anglican Church will have the capacity in its auditorium to cater for 2% of the parish population attending the church.

The parishes in the above table fall into two main categories:

1. Greenfields (see **Section 3.3**)
2. Urban infill (see **Section 3.5**)

The high growth greenfields parishes are Camden Valley and Rosemeadow (**Figure 18** and **Figure 22**). The remainder of parishes in **Table 3** represent the high growth urban infill parishes in the South Western Region (**Figure 25**).

### 3.2 Setting church plants up for success

The Diocese has a long history of planting churches. Most of the churches we meet in started as a church plant at some stage. In the past, church plants have typically been generated by a parish and have been undertaken within that same parish.

However, as we face significant and rapid population growth in a number of parishes, along with:

- the increasing complexity and cost of church construction,
- the increasing cost of ministry housing
- the generally accepted need for at least 50 parishioners to start a church plant to set it up for success;

the demands are becoming too great for one parish to manage alone.

<sup>8</sup> Each parish will have a different need for ancillary space for Kids' Church and Youth Group depending on the demographic and the effectiveness of youth ministry.

**Table 3: Parish population and attendance - High populations in South Western Region**

Parish	Total attendance	Parish population 2020	% of population attending	Parish population 2026	Parish population 2036	Parish population 2046	Parish population 2056	Capacity needed for 2% 2020	Capacity needed for 2% 2026	Capacity needed for 2% 2036	Capacity needed for 2% 2046	Capacity needed for 2% 2056
Camden Valley	264	44,701	0.6%	55,456	92,133	130,757	168,286	894	1,109	1,843	2,615	3,366
St John's Park	87	74,185	0.1%	75,324	81,113	88,868	95,618	1,484	1,506	1,622	1,777	1,912
Hoxton Park	227	75,965	0.3%	77,618	84,382	89,558	93,979	1,519	1,552	1,688	1,791	1,880
Fairfield with Bossley Park	271	68,791	0.4%	69,802	76,090	85,014	93,385	1,376	1,396	1,522	1,700	1,868
Rosemeadow	115	24,211	0.5%	26,144	39,948	59,069	77,726	484	523	799	1,181	1,555
Riverwood - Punchbowl	114	47,447	0.2%	48,718	57,338	64,678	71,078	949	974	1,147	1,294	1,422
Campbelltown	391	54,337	0.7%	56,260	60,970	65,735	69,982	1,087	1,125	1,219	1,315	1,400
Chester Hill with Sefton	125	42,826	0.3%	44,172	50,391	60,013	69,170	857	883	1,008	1,200	1,383
Liverpool	359	41,249	0.9%	44,750	52,252	60,190	67,506	825	895	1,045	1,204	1,350
Ingleburn	131	41,116	0.3%	41,839	49,672	56,101	61,676	822	837	993	1,122	1,234
Liverpool South	85	47,694	0.2%	48,998	52,916	56,991	60,636	954	980	1,058	1,140	1,213

**Legend**

- 2% of parish population is below 90% of current total seating capacity
- 2% of parish population is between 90% and 110% of current total seating capacity
- 2% of parish population is above 110% of current total seating capacity

### Renewed Task for Mission Areas

The future multiplications that occur will require greater collaboration across parishes and with Diocesan organisations. To implement the initiatives in the remainder of this strategy, Mission Areas will need to play a key coordination role. Mission Areas will work with the Regional Bishop and Evangelism & New Churches (ENC) to bring together the necessary ministry, congregational and financial resources and lead sustained prayer among the stakeholders to set church plants up for success.

These new parishes and church plants will need experienced Rectors and/or Assistant Ministers with gifts in evangelism to lead them. Rather than one parish supplying the parishioners, there will be a need for nearby parishes to encourage members of their congregations to join the new churches to reduce the impact on any one parish. ENC and the Mission Area will need to provide support and mentoring to the church planter to assist them develop into the effective leader required to build and sustain a growing parish. Above all, the Mission Areas will encourage and coordinate consistent prayer amongst the stakeholders to commit our combined efforts to God.

## 3.3 Greenfields Strategic Plan

### 3.3.1 Greenfields Strategic Context

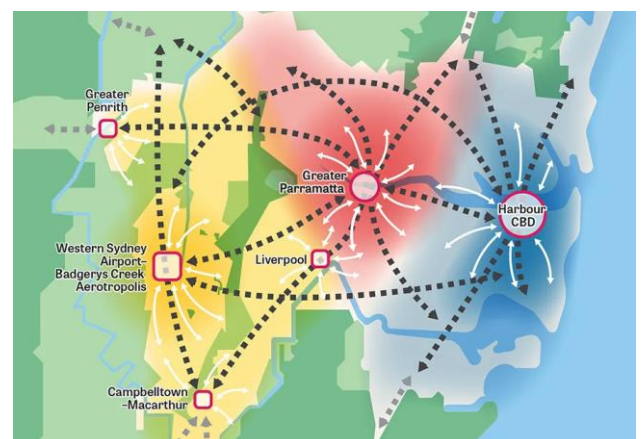
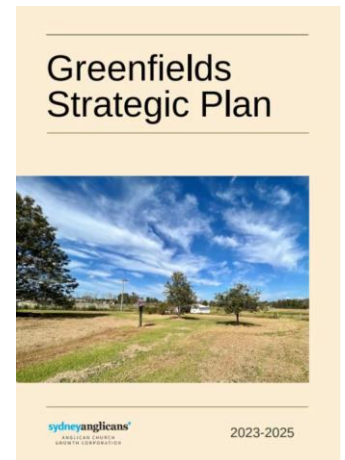
The diocese-wide Greenfields Strategic Plan 2023-2025 (Greenfields Strategy) was released in July 2023. This Greenfields Strategy identifies Growth Corporation’s plan, process and priorities for acquiring new land in the Greenfields.

The strategy builds on the Diocese’s long history of planting churches in greenfield areas to reach the large populations of people migrating from the more expensive inner rings of Sydney and Wollongong to more affordable housing in the outer ring centres. In the early years of European settlement, these “outer” rings remained relatively close to the city centres. Over-time, the urban periphery has stretched further away from the city centre so that many of the once considered ‘outer rings’ are now considered central, urbanised and ‘inner ring’ locations.

Rather than having a singular city centre in the traditional Sydney CBD, the Greater Cities Commission and the NSW Department of Planning and Environment are planning “a metropolis of three cities” that concentrate population growth and infrastructure investment around three unique but connected ‘cities’ being:

- Eastern Harbour City (traditional Sydney CBD)
- Central River City (Parramatta CBD)
- Western Parkland City (Western Sydney Airport- Aerotropolis precincts, Greater Penrith and the Campbelltown to Macarthur Growth Corridor)

This significant shift in thinking is represented in **Figure 12** and **Figure 13**.



**Figure 12:** The strategic vision for three cities across Greater Sydney (Source: Greater Cities Commission)

In recent years, the Diocesan practice for greenfield land acquisition has been to identify future growth areas and purchase land while still zoned for rural purposes. The strategy has been to purchase more land than would be required for a new church,

ancillary facilities, and a rectory (including space for substantial growth and expansion).

Once the Government has rezoned the land for residential purposes, the surplus portion of the site is sub-divided and sold at a significantly higher price (per square metre) than the original purchase price. The sale proceeds generated by the sale of subdivided land can then be used to fund construction of the next new church development.

In the past two business cycles, this strategy largely focused on Sydney's north-west Growth Corridor in response to the land releases associated with the North West Sydney Growth Area. As demonstrated in **Figure 14**, these acquisitions have successfully filled a spatial 'gap' in the distribution of Anglican Church owned property in this key growth area. Plans and projects are now underway to construct new churches on these acquired sites.

The creation of the Anglican Church Growth Corporation presented an opportunity to review the methodologies being used to identify, prioritise and secure new greenfield properties. The review identified three key challenges of the previous method and suggested three corresponding solutions. These are explained in **Figure 15**.

The review identified an opportunity to revise the methodology to create a more multi-focal, evidence-based and agile process for acquiring new land in the greenfields. This revised methodology was developed and implemented to produce the *Greenfields Strategic Plan 2023-2025*.

### 3.3.2 The revised Greenfield methodology

The new methodology for acquiring Greenfield property has been designed to identify optimal sites by looking through an accumulating series of five 'lenses'. Underpinned by the primacy of the ministry lens, these five lenses provide stacked layers of insight that produce a robust evidence base to support each land purchase. These lenses are identified in **Figure 16** and explained in the *Greenfields Strategic Plan 2023-2025*.

### 3.3.3 Implications for South Western Region

The *Greenfields Strategic Plan 2023-2025* includes a 'Top 10' list of priority land search areas. These are the ten highest priority locations to purchase land for new churches in the Greenfields.

While previous investment has been predominantly in the North-West growth areas, seven out of the top ten locations are located in the South Western Region of the Diocese. This is largely due to the planning for the Western Sydney Aerotropolis precincts and land release areas in the Campbelltown to Macarthur area. Additionally, a number of large-scale privately-led planning proposals are also putting upward pressure on population projections in the South Western of Sydney.

The top 10 priority land search areas are identified in **Table 4** and illustrated in **Figure 17**. This list focuses only on the greenfield locations that have not been re-zoned to residential or commercial land uses. This is to enable the continuation of the proven tactic of buying rural land and sub-dividing once a re-zoning has occurred.

The strategic justification for each of these locations is presented in the '*Strategic Alignment Assessment*<sup>9</sup>' that underpins the list.

In the past, land acquisition areas have been prioritised sequentially and this order was communicated to the relevant stakeholders. Feedback from the last business cycle noted that sequential priorities can result in missed opportunities and stakeholder disappointment when a 'lower order' site is acquired earlier due to external market opportunities.

The new Greenfields methodology moves away from this 'next in line' mentality and instead adopts a tiered priority system that can pursue multiple areas at once and be more responsive to market opportunities. Market conditions, the timing of land release areas and re-zonings can change quickly, and the Diocese needs to have the necessary flexibility to respond appropriately.

<sup>9</sup> ACGC (2023), Strategic Alignment Assessment: Top 10 priority land search areas in the *Greenfields Strategic Plan 2023-2025*



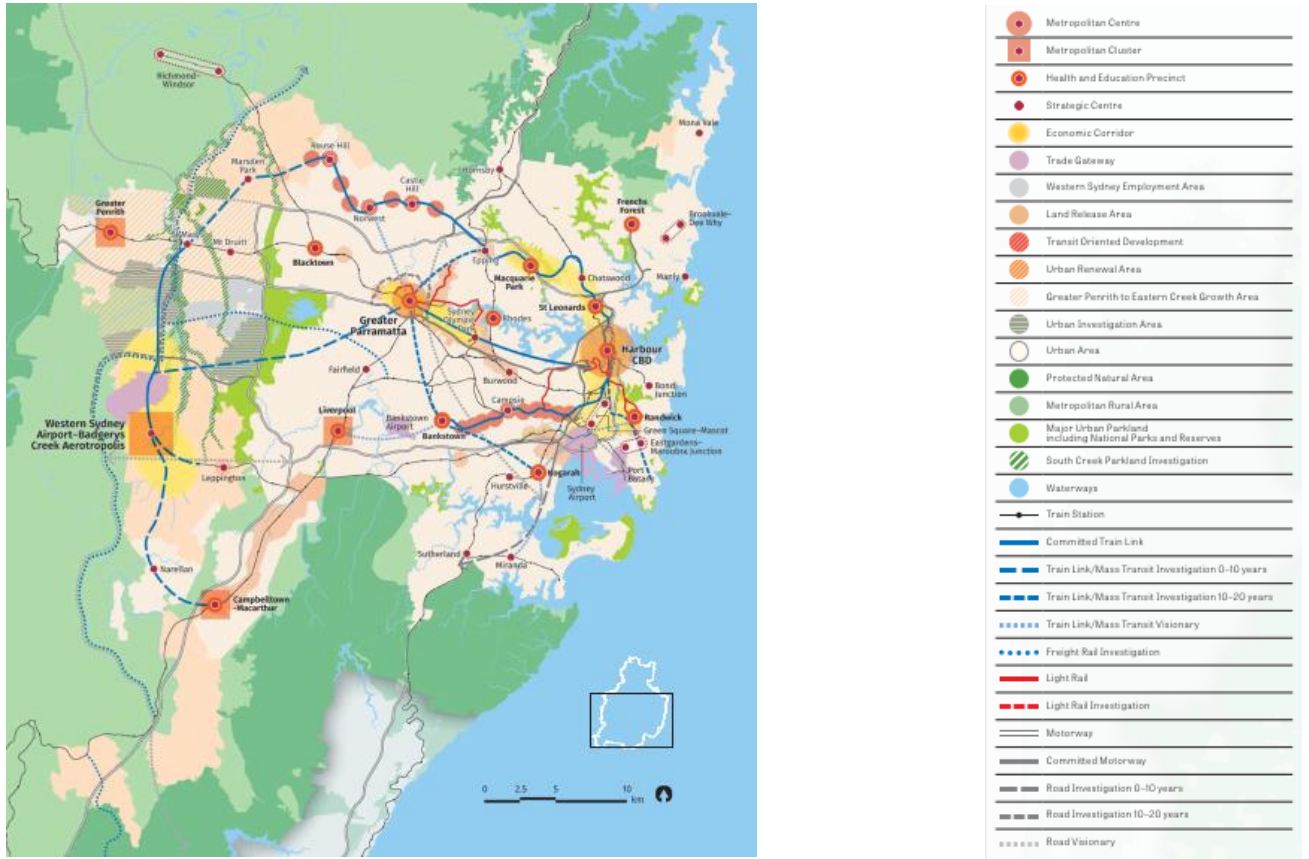


Figure 13:: Structure plan for the metropolis of three cities (Source: Greater Cities Commission)

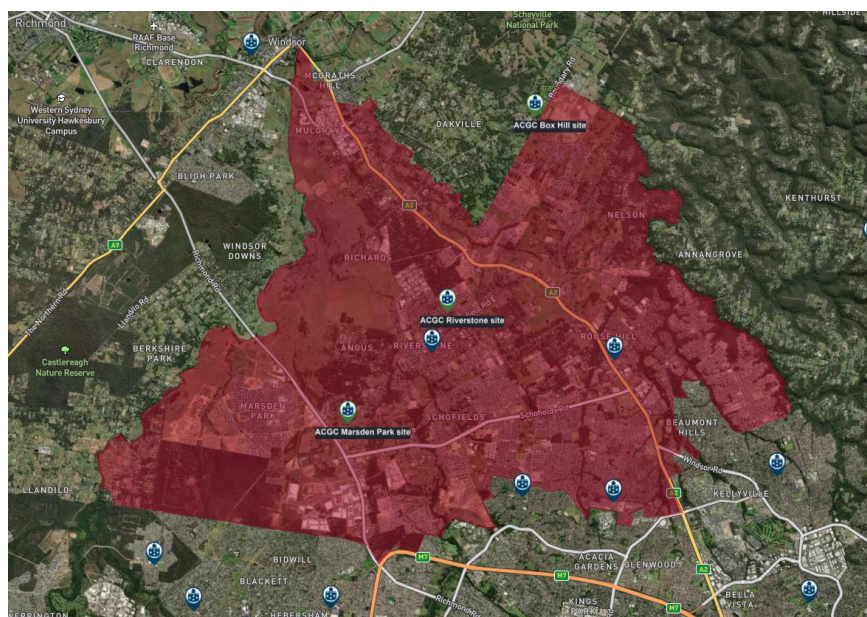


Figure 14: The ACGC land acquisitions in the north west of Sydney are shown by the labelled green pins. The blue pins identify existing Anglican churches and the red shading identifies the North West Growth Area.

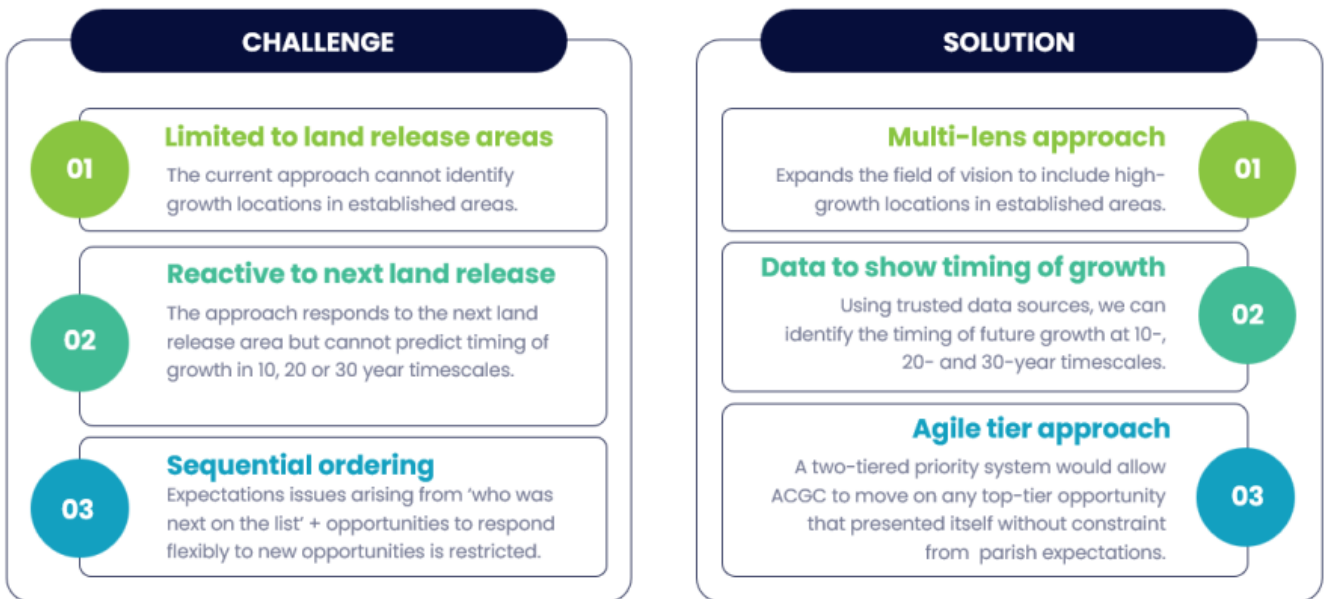


Figure 15: The challenges and solutions identified in the 2022 review

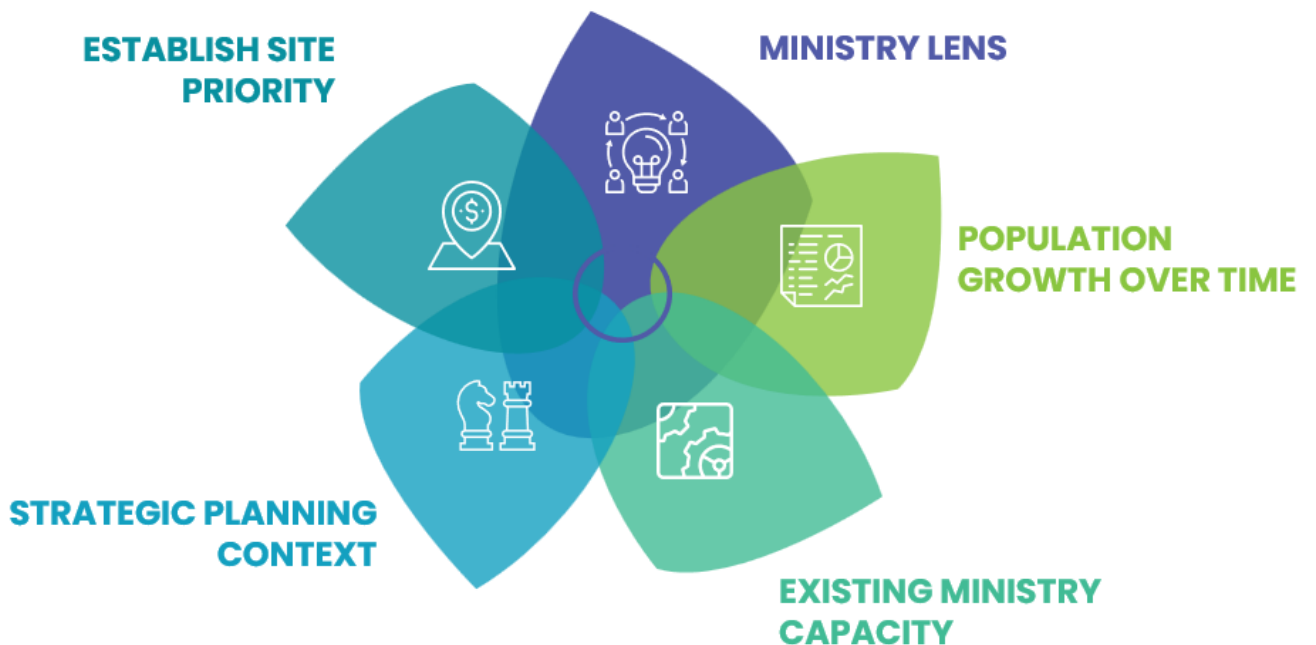


Figure 16: The multi-layered approach to Greenfield acquisitions

**Table 4:** The top 10 priority land search areas for 2023-2025.

**South Western Region**

Priority Land Search Area	Estimated Acquisition Cost	Target year of acquisition	Priority Tier
<b>Camden Valley Parish - 2021 parish: 45,062   2056 parish: 168,286 (+123,225 people)</b>			
Catherine Field	\$6M	2023	1
Austral North / Kemps Creek	\$4.5M	2023	1
Lowes Creek / Maryland Precinct	\$4.5M	2025	2
Rossmore site consolidation	\$2M	2023	1
<b>Rosemeadow + Menangle Parishes - 2021 parish: 25,155   2056 Parish: 83,089 (+57,934 people)</b>			
Gilead	\$5M	2024	1
Menangle Park <sup>10</sup>	\$4M	2024	2
Appin	\$4.5M	2024	2

**Western Region**

Priority Land Search Area	Estimated Acquisition Cost	Target year of acquisition	Priority Tier
<b>Glenmore Park &amp; Mulgoa Parish - 2021 parish: 40,153   2056 Parish: 88,501 (+50,717 people)</b>			
Northern Gateway Precinct / Sydney Science Park	\$4.5M	2025	2
<b>Kingswood Parish – 2021 parish: 19,785   2056 parish: 37,282 (+17,497 people)</b>			
Orchard Hills South	\$4.5M	2023	1

**Wollongong Region**

Priority Land Search Area	Estimated Acquisition Cost	Target year of acquisition	Priority Tier
<b>Picton &amp; Wilton Parish - 2021 parish: 12,093   2056 Parish: 69,607 (+57,514 people)</b>			
Wilton Town Centre	\$4.5M	2025	1

<sup>10</sup> There is potential for a church to operate out of Broughton College. This may result in a property purchase at Menangle Park becoming a lower priority.

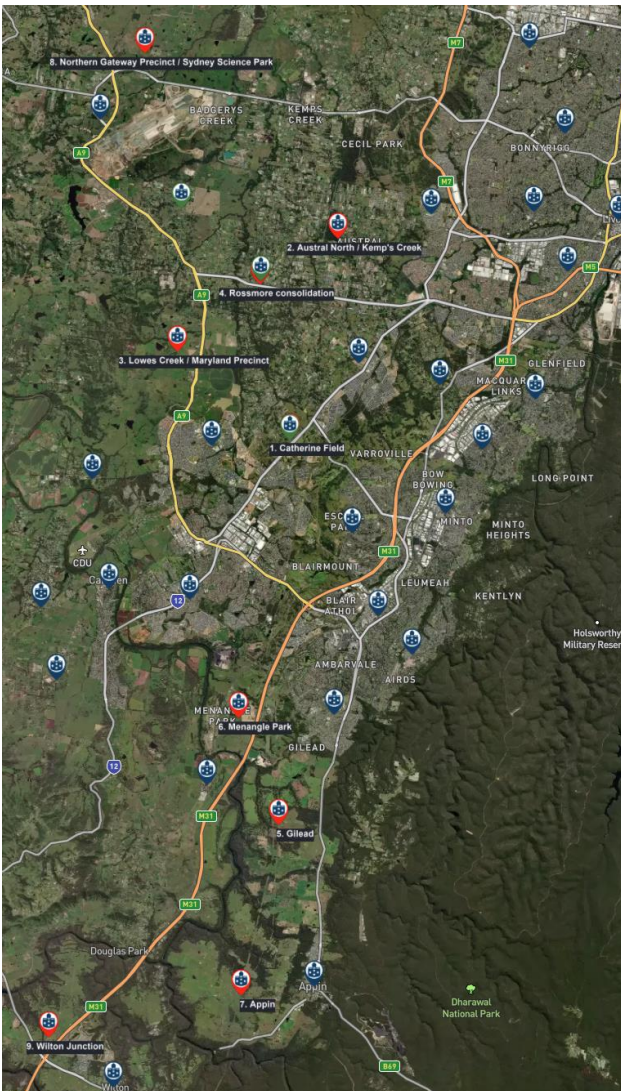


Figure 17: 'Top 10' priority land search areas

Note: The red pins identify the list of priority land search areas (not shown: Orchard Hills)

### 3.4 Proposed greenfield multiplication parishes in the South Western Region

#### 3.4.1 Camden Valley Parish

Camden Valley Parish is the parish with the highest projected population growth in the Diocese. Analysis has shown:

- a projected total population of 168,286 people in 2056 (+ 232% from 2021 total).
- An estimated population growth of 112,830 people between 2026 and 2056.
- Timing of growth:
  - 2026 to 2036: +36,677 people (33% of total growth)
  - 2036 to 2046: + 38,624 people (34% of total growth)
  - 2046 to 2056: +37,529 people (33% of total growth).

The population growth will largely be driven by the Western Sydney Aerotropolis and the surrounding precincts, identified in **Figure 19**.

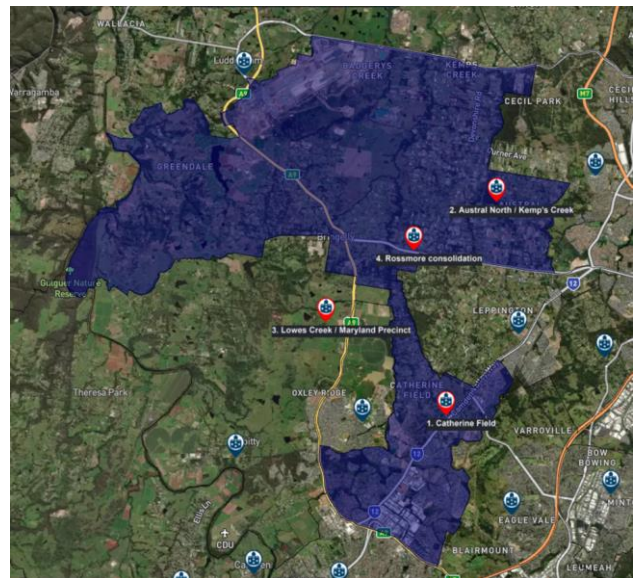
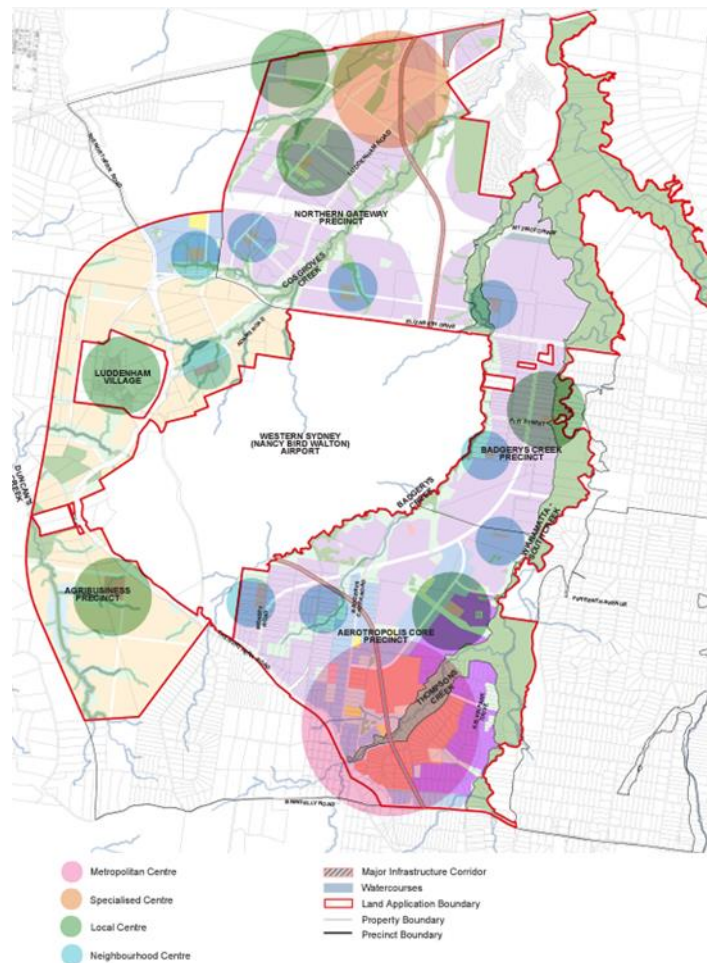


Figure 18: The Camden Valley Parish area



**Figure 19:** The centres hierarchy associated with the Western Sydney Aerotropolis (Source: *Western Sydney Aerotropolis Plan*)

Key points to note about Camden Valley parish:

- The parish area remains very large at 19,541 square kilometres and is irregular in shape.
- There are currently no functional Anglican-owned church buildings in the parish<sup>11</sup>.
- By 2056, there will need to be 4-5 churches to meet the 1:30,000 ratio. There is currently one.

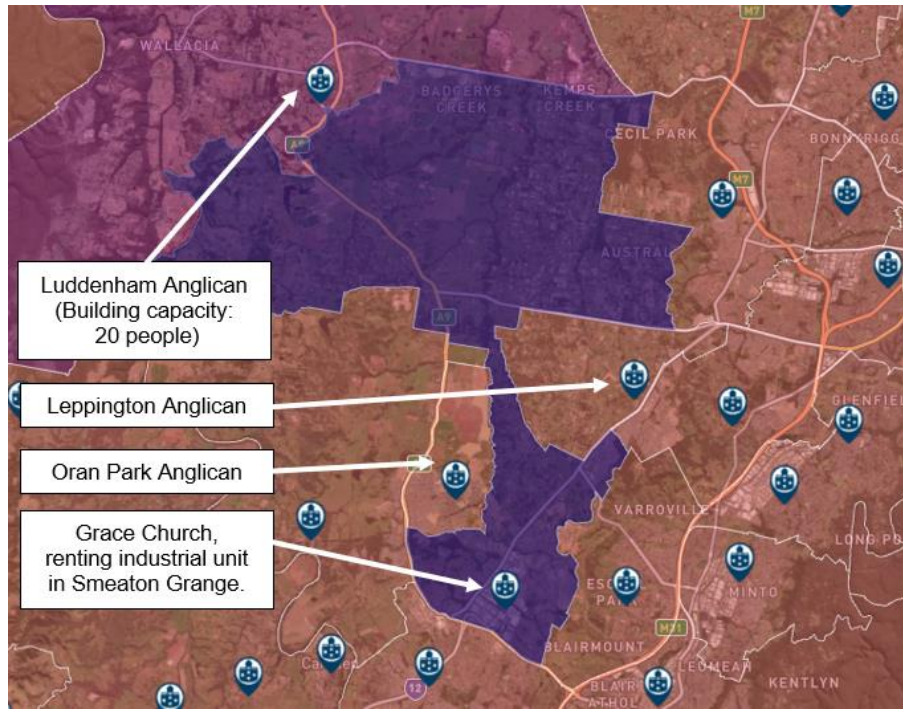
The parish area and lack of existing ministry infrastructure is identified in **Figure 20**.

**Proposed Actions**

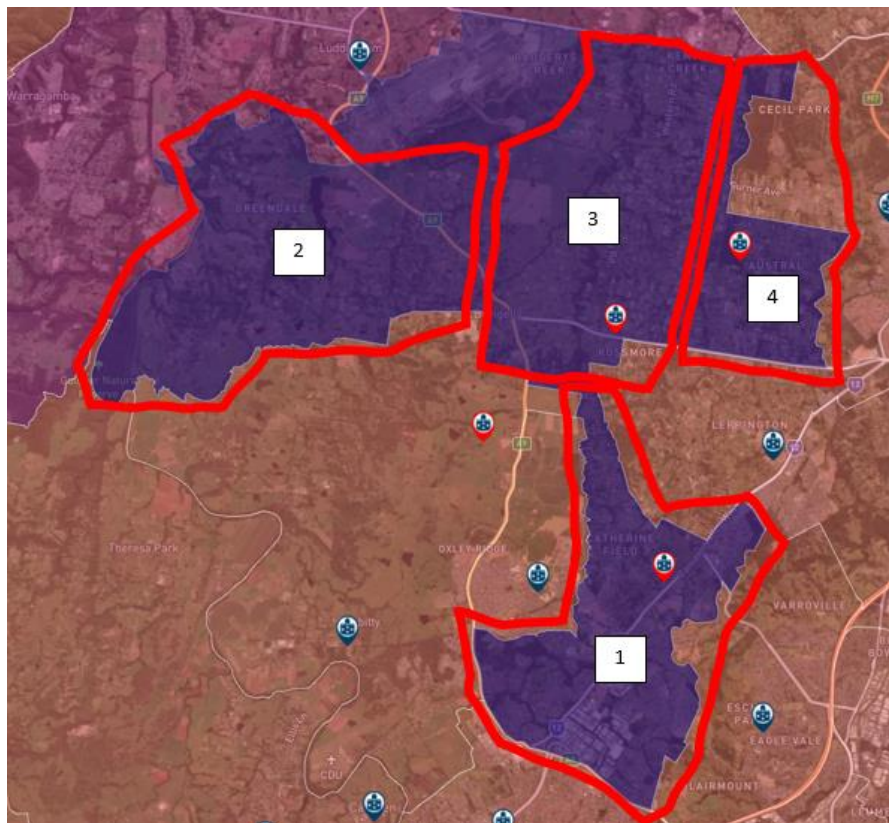
It is proposed for the Macarthur Mission Area to consider:

- (a) A progressive transition to multiply this parish into 4-5 parishes.
- (b) The expected population growth is relatively uniform each decade to 2056.
- (c) In the short-term, consideration should be given to multiplying this parish into two parishes enabling the existing church to focus on growth in the Smeaton Grange/Catherine Field areas while enabling a northern parish to focus on outreach to the Aerotropolis and associated residential release areas north and south of the new airport.
- (d) A draft suggested parish multiplication plane can be seen in **Figure 21**.

<sup>11</sup> The active church currently meets in a rented industrial site near Smeaton Grange. The Rossmore site has a functioning hall but a heritage constrained church that is not fit for purpose.



**Figure 20:** The Camden Valley Parish area and lack of current church ministry infrastructure



**Figure 21:** Suggested parish multiplication of Camden Valley Parish

### 3.4.2 Rosemeadow + Menangle Parishes

The *Greenfields Strategic Plan 2023-2025* identified that Rosemeadow Parish is the fifth highest parish for total population growth (2056) in the Diocese. The parish is projected to accommodate 53,499 additional people resulting in a total parish population of 77,726 people in 2056. The periods of highest growth are noted below:

- 34% of total growth will occur between 2031-2040
- 36% of total growth will occur between 2041 and 2051.

In discerning a land search area, the Rosemeadow Parish has been included with the adjacent Menangle Parish because:

- The historic area of Menangle and will grow by 5,000 people by 2056
- Menangle Park (to the north) is anticipated to grow from 993 people in 2023 to 17,236 in 2041.

Collectively, the projected population growth in the Rosemeadow and Menangle parishes is largely driven by the Greater Macarthur Growth Area. This growth area incorporates the Glenfield to Macarthur urban renewal precincts and includes significant new land release areas at Gilead, North Appin and Appin.

The Rosemeadow Parish and Menangle Parish areas are shown in **Figure 22**.

The Greater Macarthur Growth Area is shown in **Figure 23** and the associated structure plan in **Figure 24**.

### Current Anglican Churches in these Parishes

The collective parish area remains large at 231 square kilometres and is irregular in shape.

There are only Anglican owned church buildings in these parishes are:

- Rosemeadow Anglican (seating capacity of 120 people, no development potential)
- Appin Anglican (seating capacity of 35 people, no development potential)
- Menangle Anglican (private chapel seating 25 people, minimal development potential).

In summary, there are not fit-for-purpose buildings to accommodate the ~70,000 new people arriving in Rosemeadow and Menangle parishes.

### Land-use zoning

The Menangle Park, Rosemeadow suburbs and the Appin township are zoned for residential land uses. The majority of this area, however, remains zoned for rural purposes. This presents an opportunity to buy ideal sites before they increase in price after rezoning for residential and commercial purposes.

### Proposed Actions

It is proposed for the Macarthur Mission Area to consider a transition to multiply the Rosemeadow parish from 2036 onward.

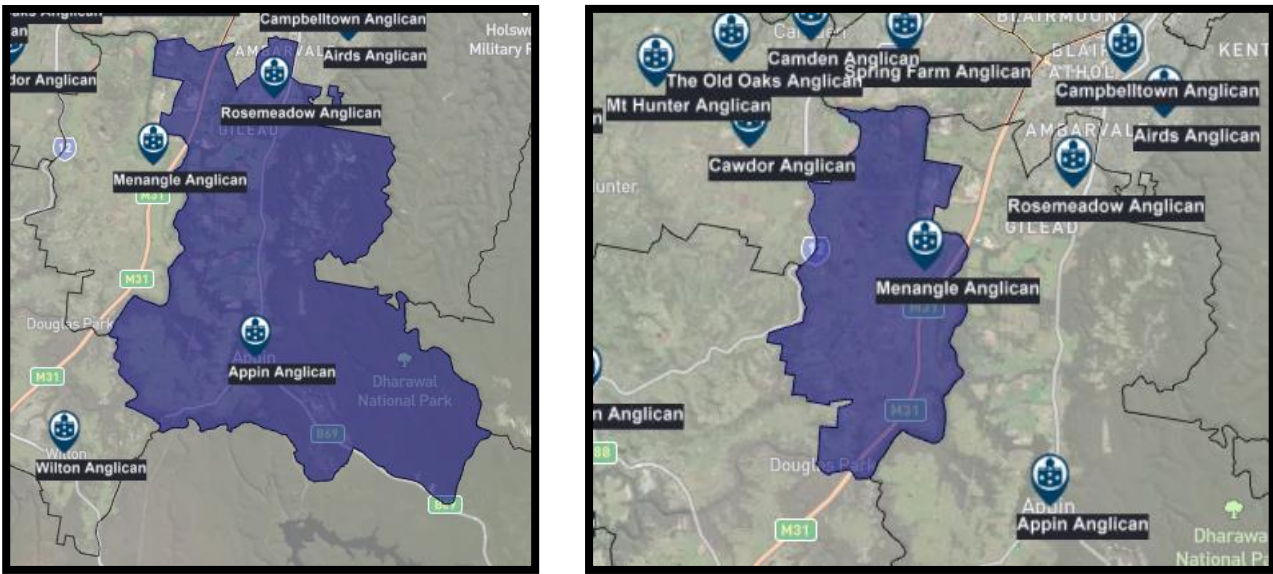


Figure 22: The Rosemeadow and Menangle Parish boundaries

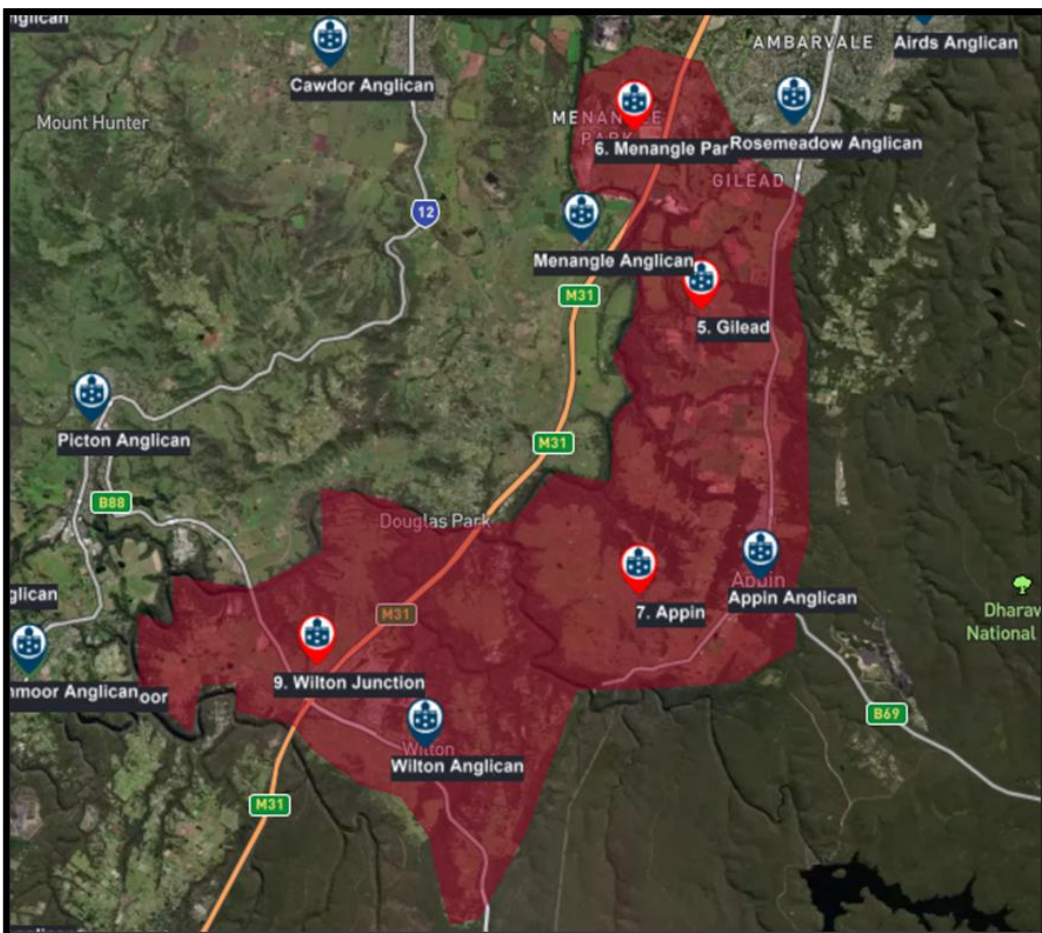


Figure 23: The Greater Macarthur Growth Area

**Note:** The Growth Area is shown by the red shading. The red pins identify the proposed land search areas



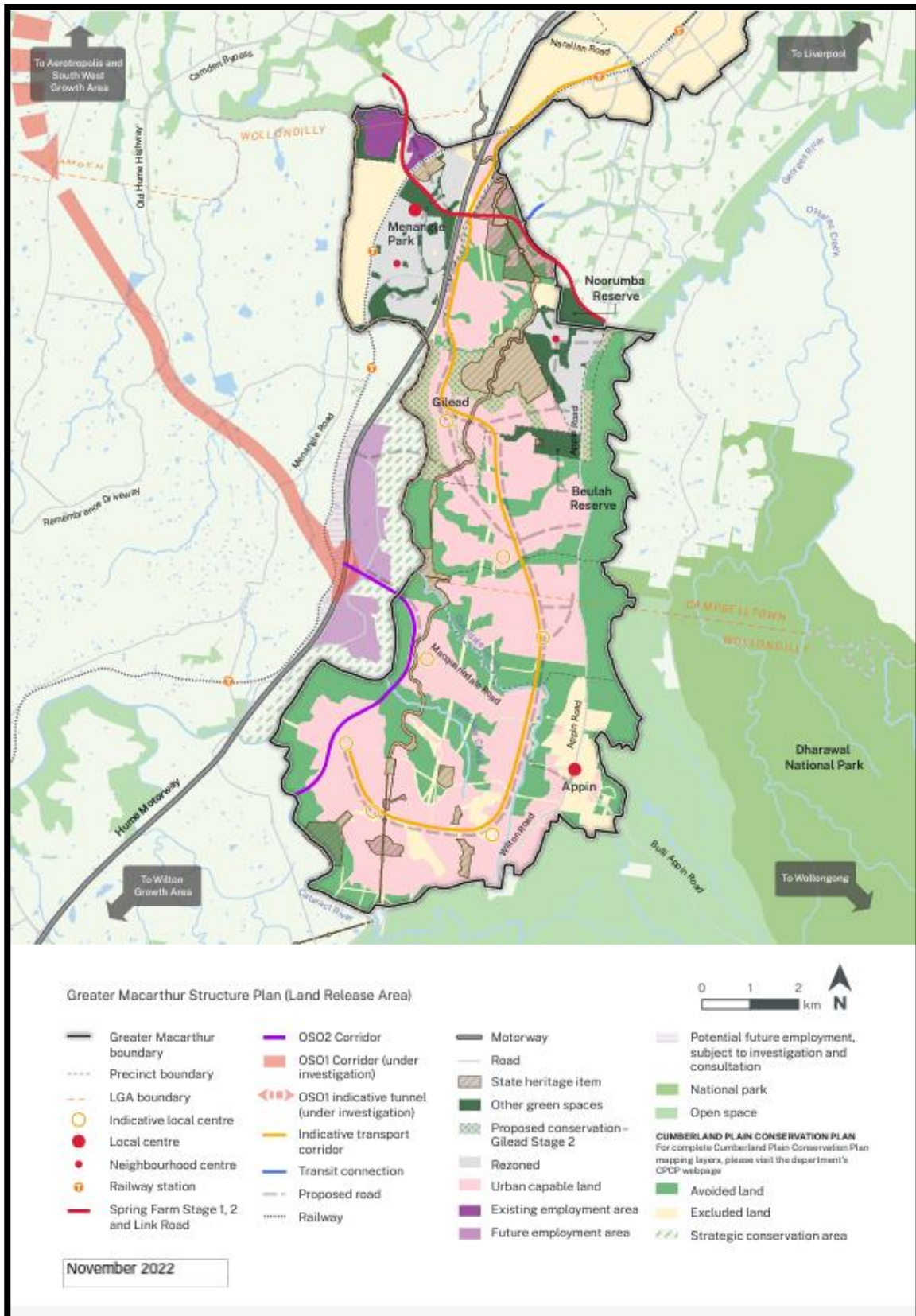


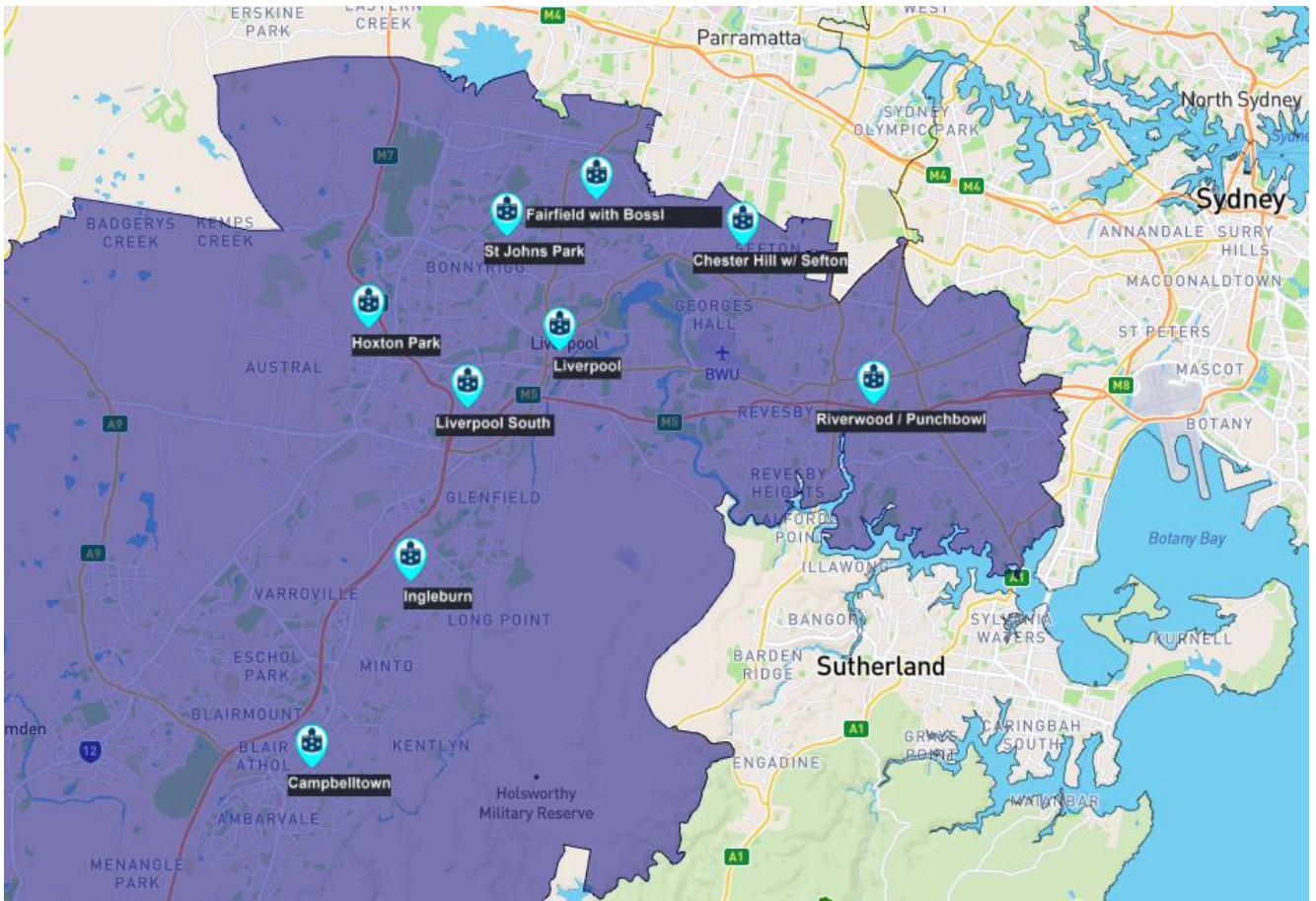
Figure 24: The Greater Macarthur Structure Plan

### 3.5 Urban Infill

Urban infill church planting is complex and costly. Re-zoning and development has already occurred in these areas, meaning land costs will be higher. This will likely limit church plants, in their early stages to using school/community facilities until they grow to a size requiring their own premises. There is also the

potential that owners of school and community facilities may limit the uses of these facilities by faith-based organisations in the future.

New facilities owned by the Diocese in urban infill areas will likely be limited to commercial/industrial areas or the purchase of church facilities from other denominations. The key urban infill areas for the South Western Region can be seen in **Figure 25**.



**Figure 25:** High growth urban infill parishes in the South Western Region

Parish	Total attendanc	Parish population 2020	% of population attending	Parish population 2026	Parish population 2036	Parish population 2046	Parish population 2056	Capacity needed for 2% 2020	Capacity needed for 2% 2026	Capacity needed for 2% 2036	Capacity needed for 2% 2046	Capacity needed for 2% 2056
St John's Park	87	74,185	0.1%	75,324	81,113	88,868	95,618	1,484	1,506	1,622	1,777	1,912
Hoxton Park	227	75,965	0.3%	77,618	84,382	89,558	93,979	1,519	1,552	1,688	1,791	1,880
Fairfield with Bossley Park	271	68,791	0.4%	69,802	76,090	85,014	93,385	1,376	1,396	1,522	1,700	1,868
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Campbelltown	391	54,337	0.7%	56,260	60,970	65,735	69,982	1,087	1,125	1,219	1,315	1,400
Chester Hill with Sefton	125	42,826	0.3%	44,172	50,391	60,013	69,170	857	883	1,008	1,200	1,383
Liverpool	359	41,249	0.9%	44,750	52,252	60,190	67,506	825	895	1,045	1,204	1,350
Ingleburn	131	41,116	0.3%	41,839	49,672	56,101	61,676	822	837	993	1,122	1,234
Liverpool South	85	47,694	0.2%	48,998	52,916	56,991	60,636	954	980	1,058	1,140	1,213

Table 5: Urban infill church planting

**Table 5** indicates that St John’s Park , Hoxton Park, Fairfield with Bossley Park and Campbelltown parishes all currently have parish populations that justify parish multiplication. While church attendances vary across these parishes, a strategic approach is needed to optimise how we reach these growing populations. The following are proposed strategies for consideration by the South Western Region’s Mission Areas.

### 3.5.1 St John’s Park

#### Context

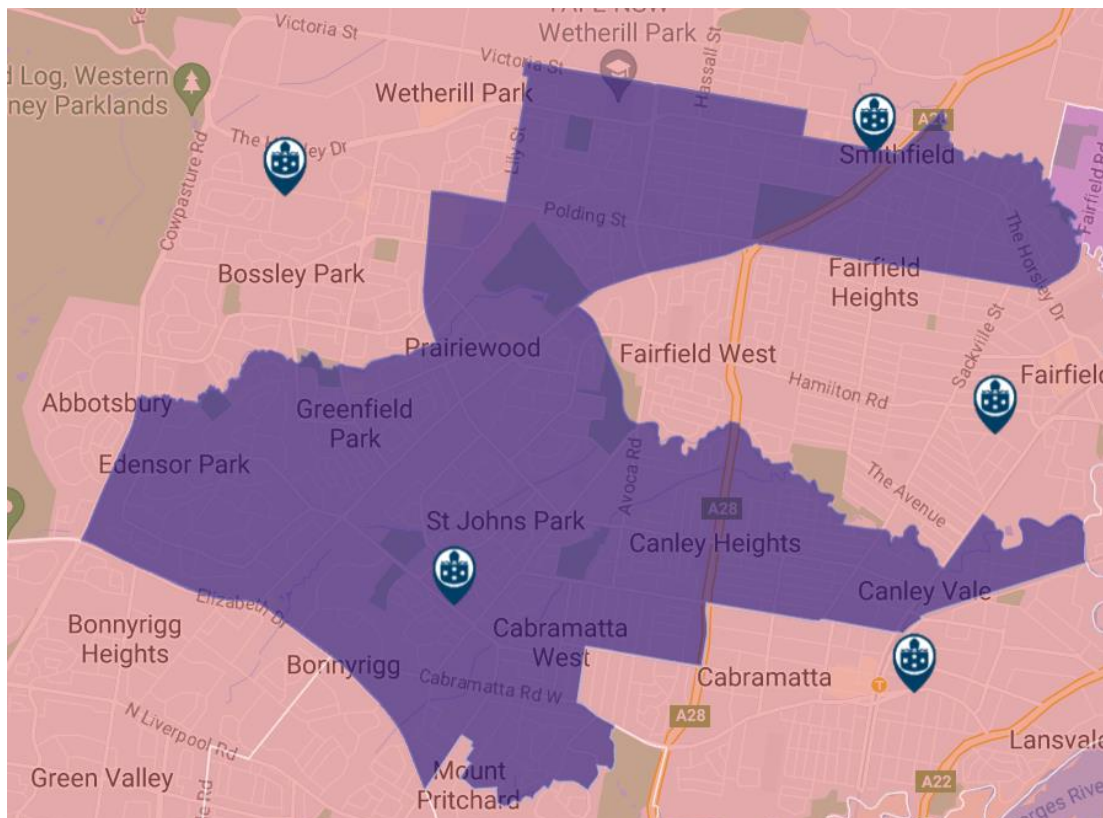
- St Johns Park parish has a current parish population of ~74,000 people.
- This is expected to grow to over ~95,000 in 2056.
  - Ministry operates out of St Johns Anglican, St Johns Park (see **Figure 26**)
  - St James Anglican, Smithfield has not been used for Anglican ministry in over a decade.

- St Johns Anglican can seat up to 800 people when the room divider is not in use, while St James, Smithfield can seat ~100 people.
- It is a strange shaped parish that is partially engulfed by the previously combined Fairfield with Bossley Park parish.

#### Development potential

##### St Johns Anglican church

- The site area is approximately 4,560m<sup>2</sup>.
- Most of the site is occupied by the church building and a rectory.
- The zoning is R2 – Low density residential.
- As a result, there is little additional development potential for this site.



**Figure 26:** St Johns Park parish church building locations

St James Smithfield church

- The site area is approximately 3,770m<sup>2</sup>.
- Its R3 – Medium density zoning is oriented to re-development. However, the site is a local heritage item. This should not prevent investigations to redevelop or sell the site to enable investment in St Johns Anglican and/or an alternative site to Smithfield.

**Proposed actions**

The Liverpool Mission Area consider:

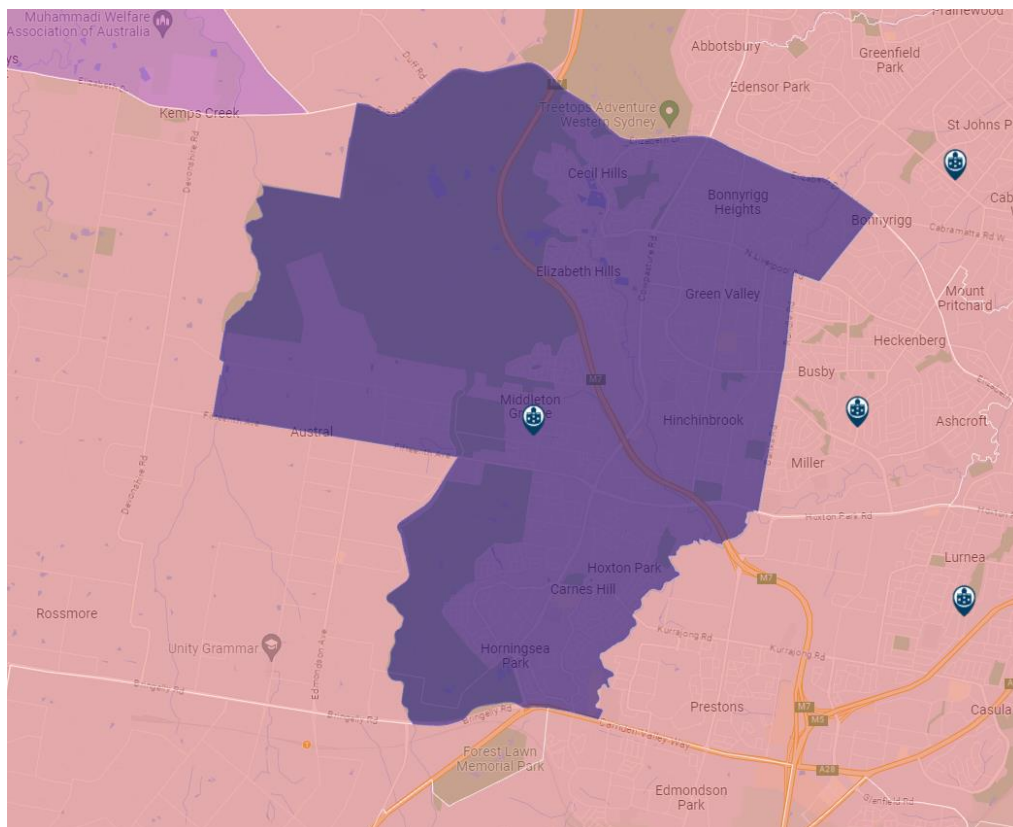
- (a) Rather than trying to multiply this parish, it is suggested that a review of the combined area of the St Johns Park and Fairfield with Bossley Park parishes and consider multiplying this area initially to create four parishes with a view to creating an additional two parishes between 2046 and 2056.

- (b) The parishes would be defined along expected population catchments in 2046 that would result in parishes with approximate catchment sizes of 30,000 people.

**3.5.2 Hoxton Park**

**Context**

- Hoxton Park parish has a current parish population of ~75,965 people.
- This is expected to grow to over ~93,000 in 2056.
- Ministry operates out of one main church site, Hoxton Park Anglican Church (see **Figure 27**).
- The church is a relatively new church with a seating capacity of 500 people. It is located in the centre of the parish on the western side of the M7-Motorway.



**Figure 27:** Hoxton Park parish church building locations

**Development potential**

Hoxton Park Anglican church

- The site area is a large site at approximately 12,370m<sup>2</sup>.
- The site includes a rectory and has room for expansion.
- The zoning is R2 – Low density residential.
- Development potential would only be for uses that integrate with the church’s evangelism plans (eg a childcare facility)

**Proposed actions**

The Liverpool Mission Area consider:

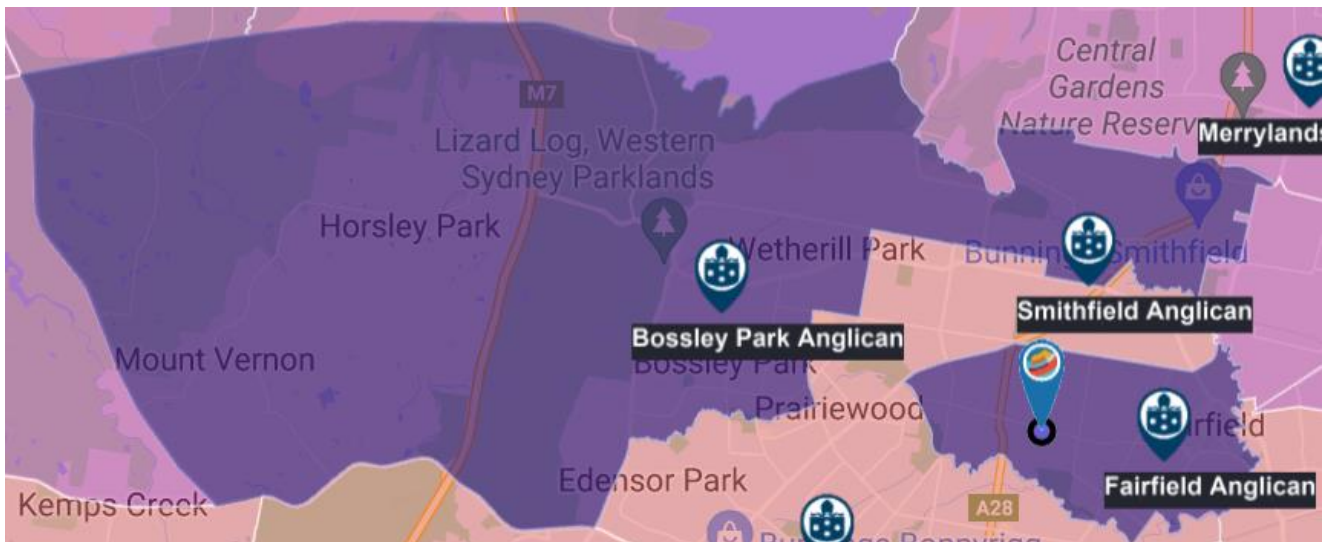
- Using the M7-Motorway as a reasonable dividing line for multiplying this parish with established suburbs of Cecil Hills, Bonnyrigg Heights, Green Valley and Hinchinbrook to the North-East of the M7 as one parish.
- This multiplication should be considered in the short-term to enable the Hoxton Park church

community to focus in the suburbs in the south and west of the parish.

**3.5.3 Fairfield and Bossley Park**

**Context**

- Fairfield and Bossley Park parish has a current parish population of ~68,790 people.
- This is expected to grow to over ~93,000 in 2056.
- Ministry operates out of two church sites:
  - St Barnabas’ Fairfield Anglican Church
  - Church of the Good Shepard, Bossley Park (see **Figure 28**).
- No Anglican ministry operates out of St David’s Anglican Fairfield West. This building is also in poor condition, requiring either significant maintenance works or re-development.
- The three churches have a combined seating capacity of 275 people.



**Figure 28:** Fairfield and Bossley Park parish church building locations

## Development potential

### St Barnabas Anglican church

- The site area is approximately 3,121m<sup>2</sup>.
- Most of the site is occupied by the church building and a rectory.
- The zoning is R4 – High density residential with a 20m building height.

### Church of the Good Shepherd church

- The site at Bossley Park has a generous area of approximately 6,000m<sup>2</sup> with good space for expansion.
- It is zoned R2 – Low density residential.

### St David's Anglican, Fairfield West

- Relatively small site with an area of 1,780m<sup>2</sup>.
- It is zoned R2 – Low density residential.
- This site has the potential to be redeveloped for three assistant minister houses for future multiplied parishes.

## Proposed actions

The Liverpool Mission Area consider:

- (a) Rather than trying to multiply this parish, it is suggested a review be undertaken of the combined area of the St Johns Park and Fairfield with Bossley Park parishes and consider multiplying this area initially to create four parishes with a view to creating an additional two parishes between 2046 and 2056.
- (b) The parishes would be defined along expected population catchments in 2046 that would result in parishes with approximate catchment sizes of 30,000 people.

## 3.5.4 Riverwood – Punchbowl

### Context

- The Riverwood and Punchbowl parish has a current parish population of ~47,450 people. This is expected to grow to over ~71,080 in 2056. Ministry operates out of three church sites:
  - St Saviour's Anglican, Punchbowl
  - St Andrew's Anglican, Riverwood
  - St Matthew's Anglican, Beverly Hills (see **Figure 29**).
- The three churches have a combined seating capacity of 200 people.

### Development potential

#### St Saviours Anglican church, Punchbowl

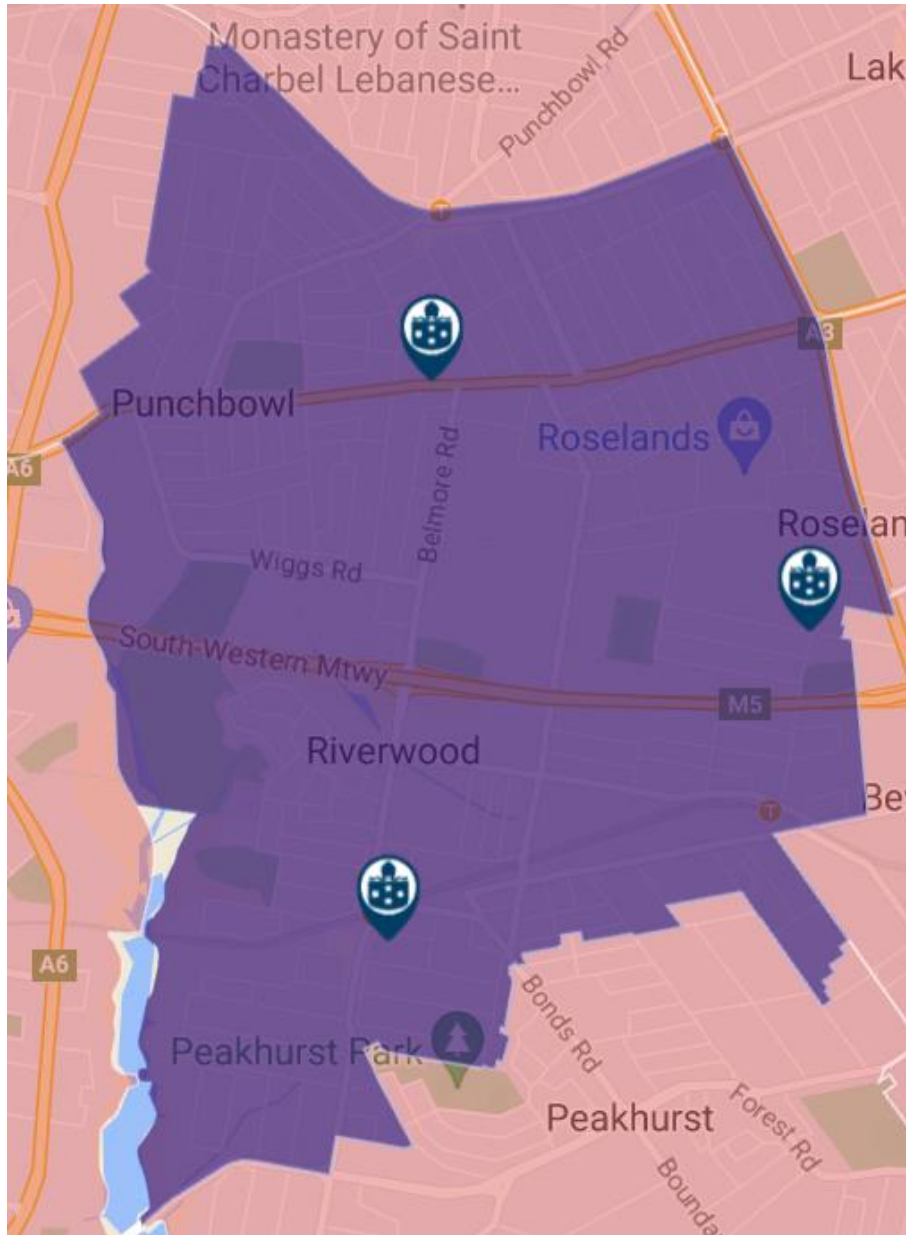
- The site area is approximately 5,110m<sup>2</sup>, however, this includes over half the area being taken up by a heritage cemetery.
- The zoning is SP2 – Infrastructure.

#### St Andrews, Riverwood church

- The site is small with an area of approximately 1,630m<sup>2</sup> with most of the site already occupied.
- It is zoned R4 – High density residential and could be considered for re-development as part of the Urban Renewal Pilot Program (URPP).

#### St Matthews, Beverly Hills

- The site is also small with an area of approximately 1,315m<sup>2</sup>.
- It is zoned R3 – Medium density residential. This site has the potential to be redeveloped for assistant minister houses for future multiplied parishes or for specialist disability accommodation.



**Figure 29:** Riverwood and Punchbowl parish church building locations



Any re-development of these sites would need to be agreed by the parish, with funds raised to be used for the purchase of a larger site and church development in the Punchbowl area.

### Proposed actions

Under the guidance of the Bankstown Mission Area, it is suggested the Parish consider:

- (e) The above development opportunities in the near-term. The population imperative to multiply this parish would be optimal between 2026 and 2036. This would give the parish time to develop some income generating assets and have them paydown debt and be generating income by the time a parish multiplication is required.
- (f) The M5-Motorway provides a reasonable social barrier to use to multiply this parish from one to two.

### 3.5.5 Campbelltown

#### Context

- Campbelltown parish has a current parish population of ~54,330 people.
- This is expected to grow to approximately 70,000 in 2056.
- Ministry operates out of two church sites:
  - St Peter's, Campbelltown
  - St Andrew's, Aird's (see **Figure 29**).
    - St Andrews Anglican, Airds, is a much smaller site but has no heritage constraints.
    - It has the potential to be re-planned for a larger capacity church on-site. The issue for this site will be the lack of space for likely parking requirements of an expanded church. The Airds site includes a residence.
- The parish has three residential sites additional to the two on-church-site residences. It may be a better investment to purchase/rent an off-

church-site residence in Airds and utilise the whole site for an expanded capacity church.

- The two churches have a combined seating capacity of 350 people.
- The parish also own two schools, Campbelltown Anglican School and Broughton College. There is potential for a new church to operate out of Broughton College at Menangle Park, obviating the need for a greenfields property purchase in that area.

#### Development potential

##### St Peters Anglican church, Campbelltown

- The site area is approximately 7,380m<sup>2</sup>. This includes a large heritage rectory.
- The zoning is SP2 – Infrastructure.
- The site is part of a heritage grouping on Campbelltown Council's heritage register that includes the close-by cemetery, but excludes the adjacent Anglican School.

##### St Andrews, Airds church

- The site has an area of approximately 2,820m<sup>2</sup> with most of the site already occupied.
- It is zoned R2 – Low density residential.

#### Proposed actions

The Macarthur Mission Area consider:

- (a) With the population expected to reach 60,000 in the parish in 2036, discussions should commence within the Macarthur Mission Area about how to best minister to this population growth in the future.
- (b) The St Peters, Campbelltown site has room to expand, however, the heritage constraints will make future development on-site difficult, but not impossible.
- (c) The Regional Bishop and the Macarthur Mission Area liaise with the Principal of Broughton College to investigate the feasibility of a new church associated with the College.
- (d) Appin Road provides a reasonable boundary to consider new parishes east and west of the Road.

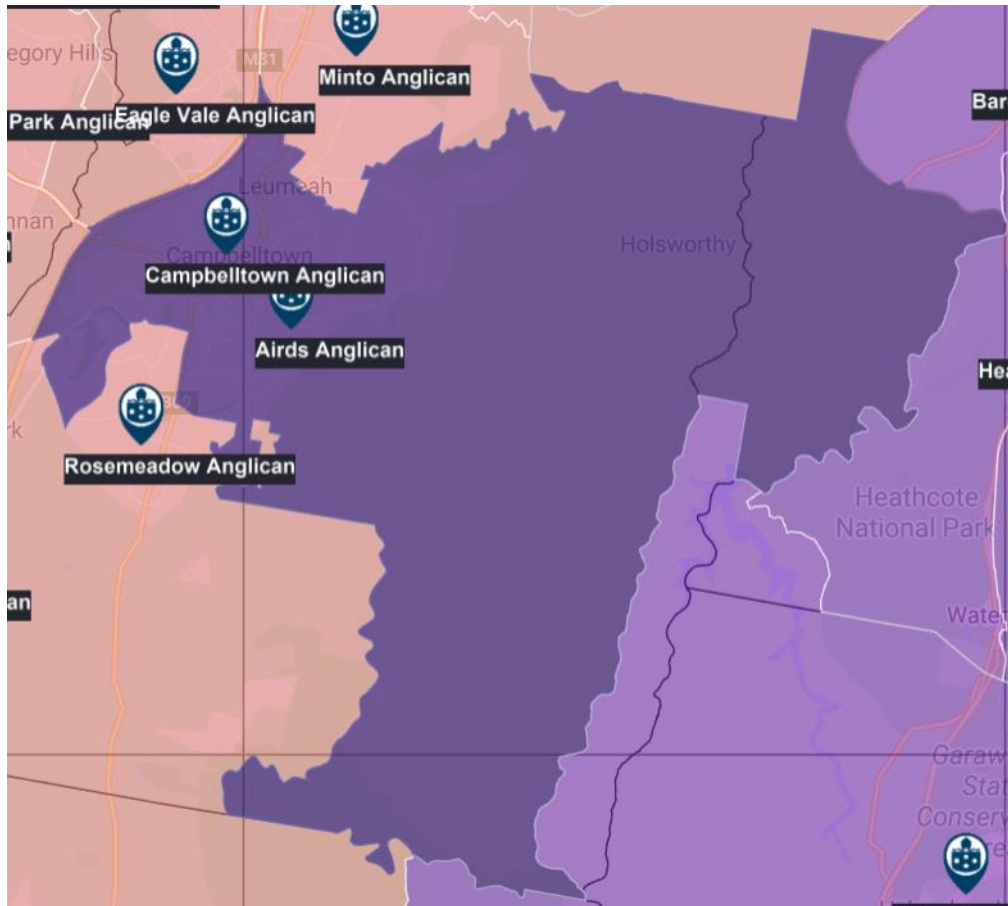


Figure 30: Campbelltown parish church building locations

### 3.5.6 Chester Hill with Sefton

#### Context

- The Chester Hill with Sefton parish has a current parish population of ~42,820 people.
- This is expected to grow to over ~69,000 in 2056.
- Ministry operates out of two church sites:
  - St John Mark's Anglican, Chester Hill
  - St Stephen's Anglican, Villawood (see **Figure 31**).
- The two churches have a combined seating capacity of 170 people.

#### Development potential

##### St John Marks Anglican church, Chester Hill

- The site area is approximately 3,340m<sup>2</sup>, which also includes a rectory.
- The zoning is R2 – Low density residential.

##### St Stephens church, Villawood

- The site occupies a similar area of approximately 2,965m<sup>2</sup>.
- However, the site is a corner block with only a small church building occupying the site.
- It is not heritage constrained and has great potential for a future larger church site.

- It is zoned R2 – Low density residential and could be considered for re-development as part of the Urban Renewal Pilot Program (URPP).
- This site has the potential to be redeveloped for specialist disability accommodation on part of the site, and or a childcare facility.

Any re-development of the site would need to be agreed by the parish, with funds raised to be used for the future development of the Villawood site.

### Proposed actions

The Bankstown Mission Area consider:

- (a) The above development opportunities in the near-term.
- (b) The population imperative to multiply this parish would be optimal between 2036 and 2046. This would give the parish time to develop some income generating assets and have them paydown debt and be generating income by the time a parish multiplication is required.

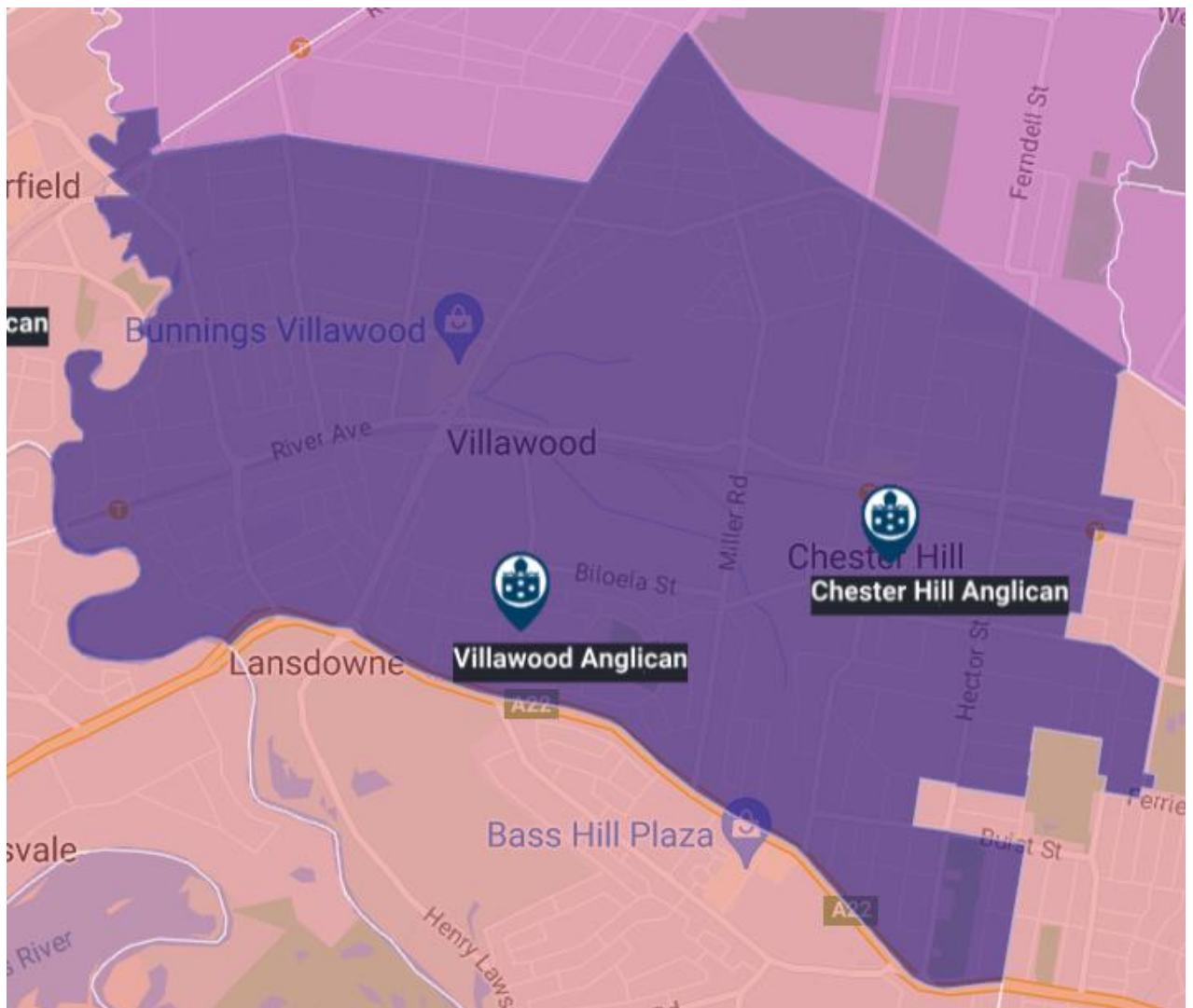


Figure 31: Chester Hill with Sefton parish church building locations

### 3.5.7 Liverpool

#### Context

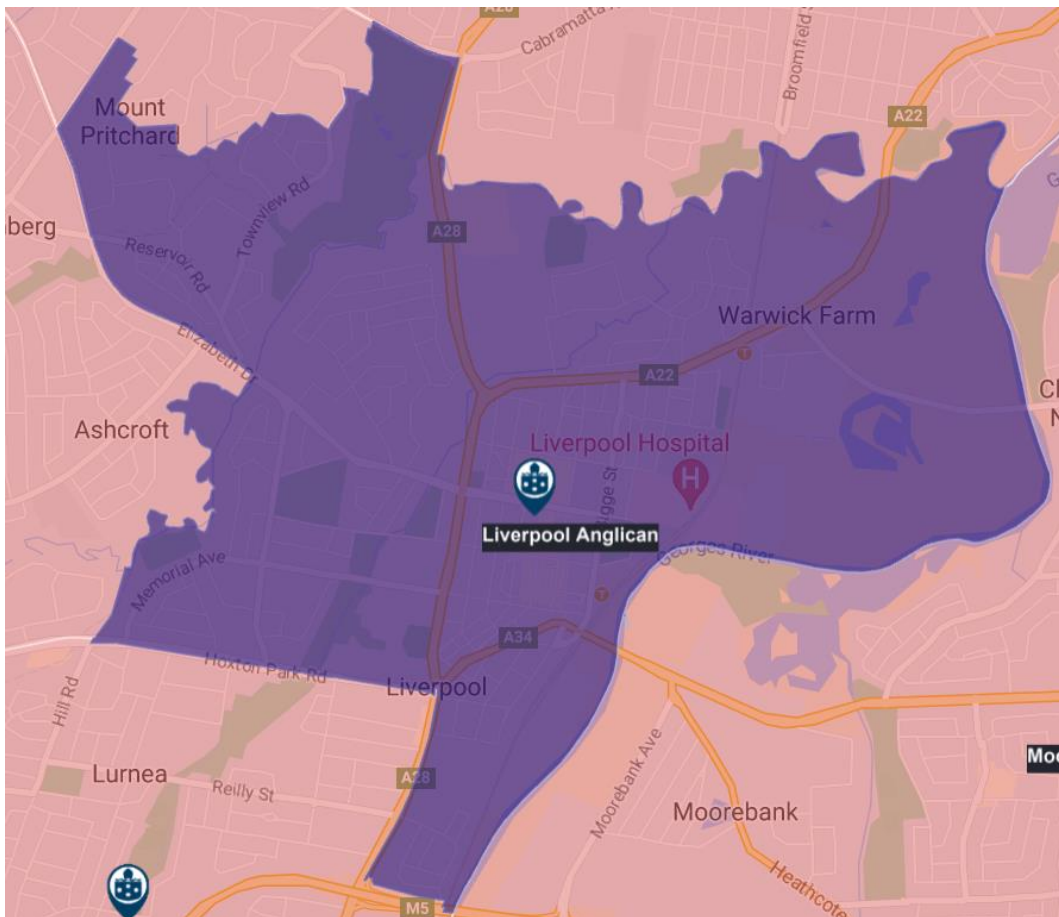
- The Liverpool parish has a current parish population of ~41,250 people.
- This is expected to grow to over ~67,500 in 2056.
- Ministry operates out of the one site, St Lukes Anglican Liverpool (see **Figure 32**).
- St Lukes has a seating capacity of 120 people. It currently attracts 0.9% of the parish population. If it maintains that percentage of

the population, it will run out of space around 2036.

- The parish population is expected to reach 60,000 people in 2046.

#### Development potential

- The St Lukes, Liverpool site area is approximately 9,180m<sup>2</sup>.
- However, the whole site is heritage constrained.
- Modern buildings have been constructed on the boundary.
- The zoning is B4 – Mixed Use.



**Figure 32:** Liverpool parish church building locations

## Proposed actions

The Liverpool Mission Area consider:

- (a) The constraints of the St Lukes site and the likely population growth of the parish and surrounds and how these factors provide an opportunity to review the boundaries of Liverpool, Liverpool South, Sadlier and Hoxton Park parishes. With infrastructure like the M7-Motorway now creating physical barriers for movement, now is an opportune time to review the areas that parishes focus on to best minister to this growth area.

- (b) Consider the 2056 populations of the four parishes:

Parish	Parish population 2046	Parish population 2056
Liverpool	60,190	67,506
Liverpool South	56,991	60,636
Sadlier	35,103	39,142
Hoxton Park	89,558	93,979

- (c) There is potential to create a number of parishes from the Liverpool parish in the east to the M7-Motorway. This would see an area combining the parishes of Liverpool and Sadlier, along with the majority of Liverpool-South.
- (d) The Prestons area of the Liverpool-South parish would be transferred to Hoxton Park parish, reducing Liverpool South to a manageable size.
- (e) The section of the Hoxton Park parish, east of the M7-Motorway would be transferred to the combined Liverpool, Sadlier and amended Liverpool-South.
- (f) This new area would then be multiplied along future population growth patterns to form new parishes of 30,000 – 40,000 people.

## 3.5.8 Ingleburn

### Context

- The Ingleburn parish has a current parish population of ~41,115 people.
- This is expected to grow to over ~61,500 in 2056.
- Ministry operates out of three church sites:
  - St Barnabas Anglican, Ingleburn
  - Glenquarie Anglican, Macquarie Fields (temporarily closed).
- The two churches have a combined seating capacity of 175 people.

### Development potential

#### St Barnabas Anglican church, Ingleburn

- The site area is approximately 2,450m<sup>2</sup>.
- The zoning is R3 – Medium density residential.
- The site is not heritage listed and with the minimum lot size, approximately 10-12 medium density homes could fit on the site.
- However, this is the main ministry site in the parish and should be maintained and grown as a church.

#### Macquarie Fields church

- The site has an area of approximately 4,020m<sup>2</sup> that includes a rectory.
- It is zoned R2 – Low density residential.
- There are no heritage constraints on the site.
- This provides a good site to base a second parish in this growth area.

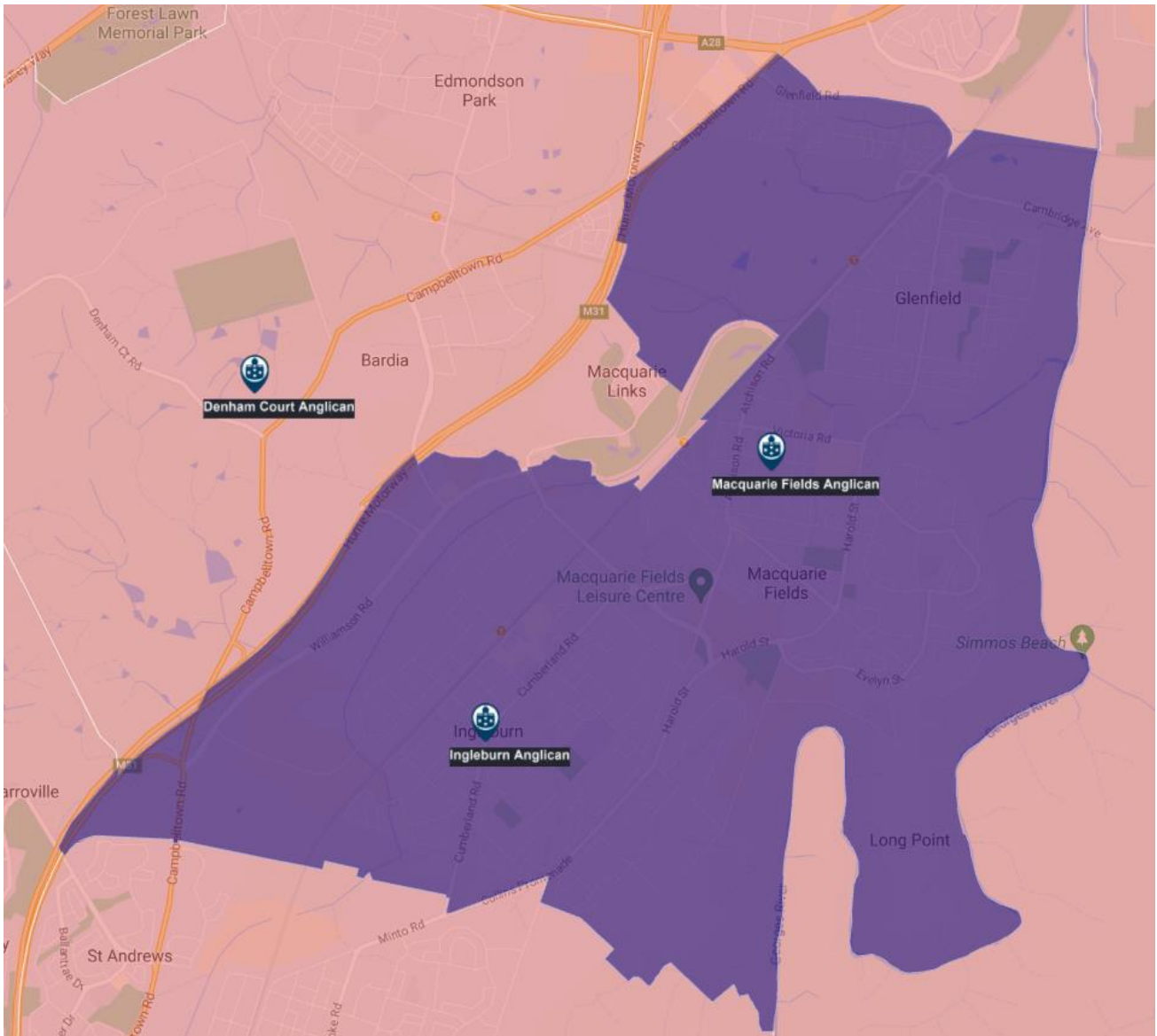


Figure 33: Riverwood and Punchbowl parish church building locations

**Proposed actions**

The Macarthur Mission Area consider:

- (a) The optimal time to multiply this parish from one to two would likely be between 2046 and 2056. However, both sites would need augmentation to effectively cater for the growing population.
- (b) It is also suggested that the section of the Denham Court parish to the east of the Hume Motorway, in the vicinity of the Macquarie Links golf course be transferred to the Ingleburn parish, with the Hume Motorway acting as a barrier to movement east to west.

### 3.5.9 Liverpool South

#### Context

- The Liverpool South parish has a current parish population of ~47,700 people.
- This is expected to grow to over ~60,600 in 2056.
- Ministry operates out of one church site; Holy Trinity Anglican, Lurnea (see Error! Reference source not found.).
- The church has a seating capacity of 120 people.

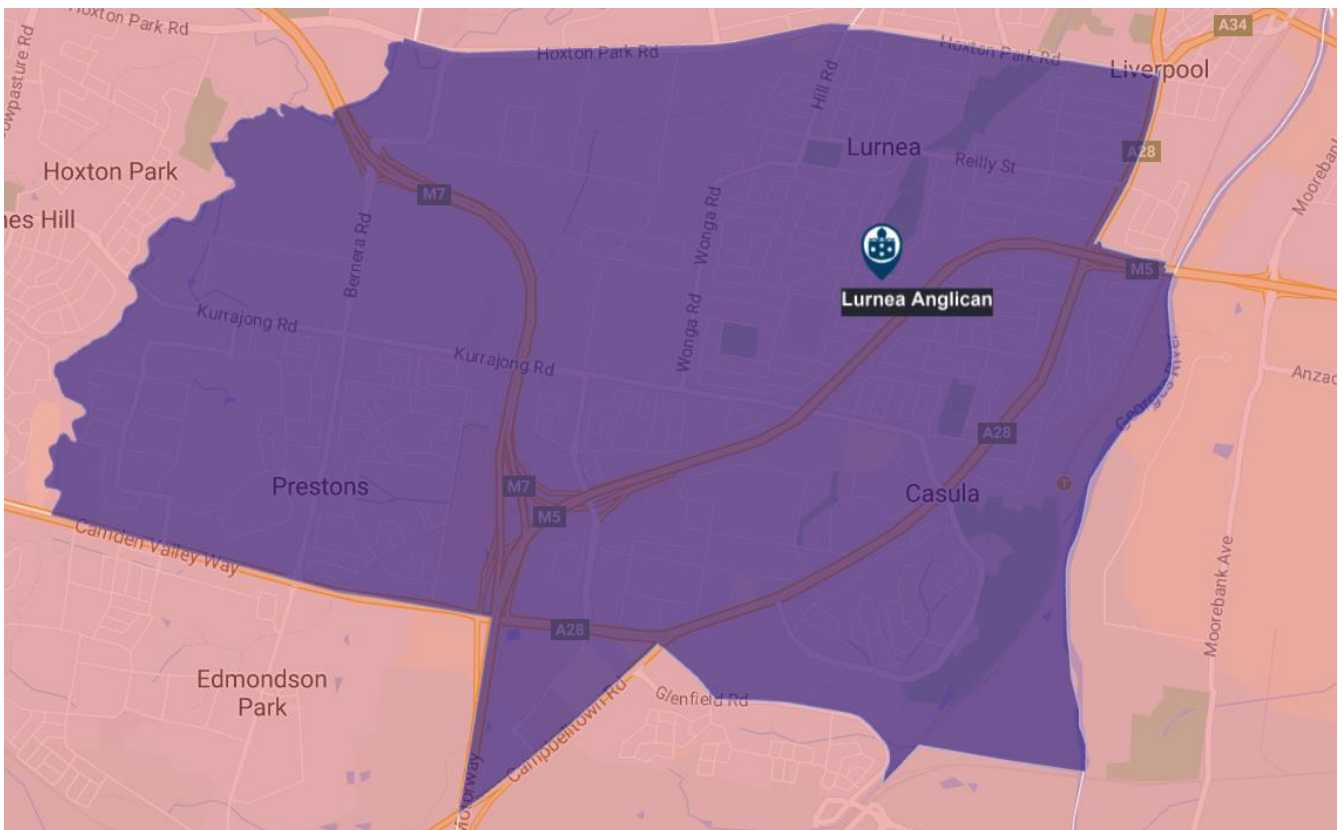
#### Development potential

##### Holy Trinity Anglican church, Lurnea

- The site area is approximately 3,350m<sup>2</sup>, and includes a rectory.
- The zoning is R2 – Low density residential. The site has no heritage constraints.

#### Proposed actions

See the actions in **Section 3.5.2** for this parish.



**Figure 34:** Liverpool South parish church building locations

## 4. Augmentations to existing parishes

There are a number of parishes that won't need to multiply, but they will need to upgrade their facilities to be able to cater for future population growth. There are also a number of parishes that are suited to being part of the Urban Renewal Pilot Program (URPP) due to the characteristics of the site. These are summarised in **Table 6**.

### Table Legend

- 2% of parish population is below 90% of current total seating capacity
- 2% of parish population is between 90% and 110% of current total seating capacity
- 2% of parish population is above 110% of current total seating capacity

Parish	Seating capacity	Total capacity (= seating x 2.5)	Total attend.	Capacity needed for 2% 2036	Capacity needed for 2% 2056	Proposed actions
Camden	155	388	491	381	402	<ul style="list-style-type: none"> <li>• It is proposed to include Camden Anglican as a project in the URPP. While the site is a significant heritage conservation area, there is a 19,205m<sup>2</sup> lot (in addition to the main church site of 19,873m<sup>2</sup>) that has the potential for development as seniors living or affordable housing.</li> <li>• There are a further four churches, each with seating capacities of ~20 people in the parish. While small churches are important, these are too small to sustain viable congregations. These include the Anglican churches at Cawdor, Mt Hunter, the Old Oaks and Worombi. All are very small, timber, heritage churches. They could be re-purposed for wedding functions and or dining leases.</li> <li>• These hamlets are not expected to grow in population out to 2056. The parish and the Mission Area need to consider whether running services in these churches is a good use of ministry staff time.</li> </ul>
Bankstown	100	250	97	872	1,145	<ul style="list-style-type: none"> <li>• The Bankstown site is part of the URPP.</li> <li>• There is potential to significantly upgrade the church facilities on plaza levels of a multi-storey building in the Bankstown CBD. It is intended to retain ownership of the upper levels and lease them for social infrastructure purposes (eg. affordable housing, student housing, key worker accommodation and specialist disability accommodation).</li> <li>• Consideration will need to be given to whether an additional church is required to service the large population in 2056.</li> </ul>



Parish	Seating capacity	Total capacity (= seating x 2.5)	Total attend.	Capacity needed for 2% 2036	Capacity needed for 2% 2056	Proposed actions
Belmore with McCallums Hill and Clemton Park	110	275	59	839	930	<ul style="list-style-type: none"> <li>It is proposed that the St George and Bankstown Mission Areas review the parish boundaries of Belmore with McCallums Hill and Clempton Park (BMHCP), Beverly Hills with Kingsgrove and Lakemba with a view to reducing the population catchment size of BMHCP).</li> <li>Re-distribution could occur with some of the strange historical shapes of the existing parish boundaries to provide a better cultural distribution with all three parishes ending up with catchments between 30,000 and 40,000 people.</li> </ul>
Beverly Hills with Kingsgrove	120	300	127	488	506	<ul style="list-style-type: none"> <li>See above comment.</li> </ul>
Campsie	180	450	125	716	777	<ul style="list-style-type: none"> <li>There are currently no heritage constraints on this site.</li> <li>It is zoned B2 – Local Centre with an 18m height allowance.</li> <li>While the site is relatively small, there is potential to create a vertical church facility, utilising the 18m height.</li> <li>This site has the potential to become part of the URPP.</li> </ul>
Greenacre	80	200	43	780	853	<ul style="list-style-type: none"> <li>Greenacre has a less transient Muslim population than Lakemba. As a result, this parish has an important, long-term ministry to the Muslim population.</li> <li>The current church facilities are too small and could be seen as a blocker to growth.</li> <li>The parish needs assistance from Diocesan organisations like ENC to help with effective evangelism strategies to reach this reasonably large community. If attendance was to get to 2% of the population, the church would not have room.</li> </ul>
Hurstville	425	1,063	476	690	761	<ul style="list-style-type: none"> <li>The parish has adequate room to expand in terms of ministry space.</li> <li>It has been included in the URPP due to the development potential for additional youth facilities and affordable housing or seniors living.</li> </ul>
Lakemba	200	500	58	504	552	<ul style="list-style-type: none"> <li>The Peace Tent that occurs during Ramadan each year operates out of the Uniting Church in Lakemba.</li> <li>ACGC is to approach Uniting Church property to determine if there is interest to sell the Lakemba Uniting site. If there is, ACGC would look to sell the Lidcombe Anglican site (there would be some difficulties due to the heritage constraints on the Lakemba Anglican site).</li> </ul>

Parish	Seating capacity	Total capacity (= seating x 2.5)	Total attend.	Capacity needed for 2% 2036	Capacity needed for 2% 2056	Proposed actions
Leppington	250	625	547	276	960	<ul style="list-style-type: none"> <li>Although this is a new church, it requires a watching brief due to the large number of under 18s coming to the church.</li> <li>There may be a need for upgrades to the ancillary ministry facilities to cater for the large number of kids and youth. 210 of the 547 attendees are under 18 years of age.</li> </ul>
Minto	100	250	80	564	615	<ul style="list-style-type: none"> <li>The church has two adjoining blocks of land ~3,795m<sup>2</sup> and 3,385m<sup>2</sup> which provides it with significant space for ministry, but also for income generating development that could fund future church upgrades.</li> <li>One site is constrained by a heritage church and a rectory.</li> <li>Both sites are zoned R3 – Medium density residential.</li> <li>This site should be considered as a future URPP project.</li> </ul>
Narellan	360	900	146	851	859	<ul style="list-style-type: none"> <li>Narellan Anglican has just completed a church building project that should provide sufficient space for future growth.</li> <li>It sits on a 28,735m<sup>2</sup> site area. The church facilities, generous car parking and additional open space take up about half the site, leaving ~14,000m<sup>2</sup> for other land uses.</li> <li>The parish is liaising with ACGC about how to best utilise this land for community/ministry benefit and to generate income for the parish and Diocese. The site is being considered as a future URPP project.</li> </ul>
Sadleir	120	300	108	613	783	<ul style="list-style-type: none"> <li>Sadler Anglican has just become part of the URPP. A NSW Government grant is being sought to provide a childcare facility on the site.</li> <li>This would be a positive ministry land use to reach out to families in the area. It would also enable childcare and church office space to be provided on a second storey to the childcare facility.</li> <li>This would also provide income needed for church maintenance and potential future enhancements.</li> </ul>
St George North	450	1,200	391	816	851	<ul style="list-style-type: none"> <li>St George North parish has ample ministry space. However, its Bexley site needs upgrade and enhancement.</li> <li>This has been included as a URPP project to provide a new church/hall at the rear of the site along with specialist disability accommodation, a childcare facility and an upgrade of the existing heritage church.</li> </ul>
Yagoona	210	525	115	906	1,017	<ul style="list-style-type: none"> <li>The Yagoona parish is made up of 2 churches, Yagoona and Condell Park. Together, they have a seating capacity of 210.</li> </ul>

Parish	Seating capacity	Total capacity (= seating x 2.5)	Total attend.	Capacity needed for 2% 2036	Capacity needed for 2% 2056	Proposed actions
						<ul style="list-style-type: none"> <li>The sites are constrained in their relatively small size. However, the zoning at Yagoona (B3 – Local Centre) enables a 20m building height limit. If the church needed to expand, it would need to be a vertical expansion with the church on ground floor with income generating uses above to fund the expanded infrastructure.</li> <li>This would only be required if the parish grows in attendance levels to the point where there are space constraints that can't be addressed by additional services and better utilisation of the Condell Park site.</li> </ul>

**Table 6:** Proposed upgrades to existing parish infrastructure

## 5. Potential parish partnerships

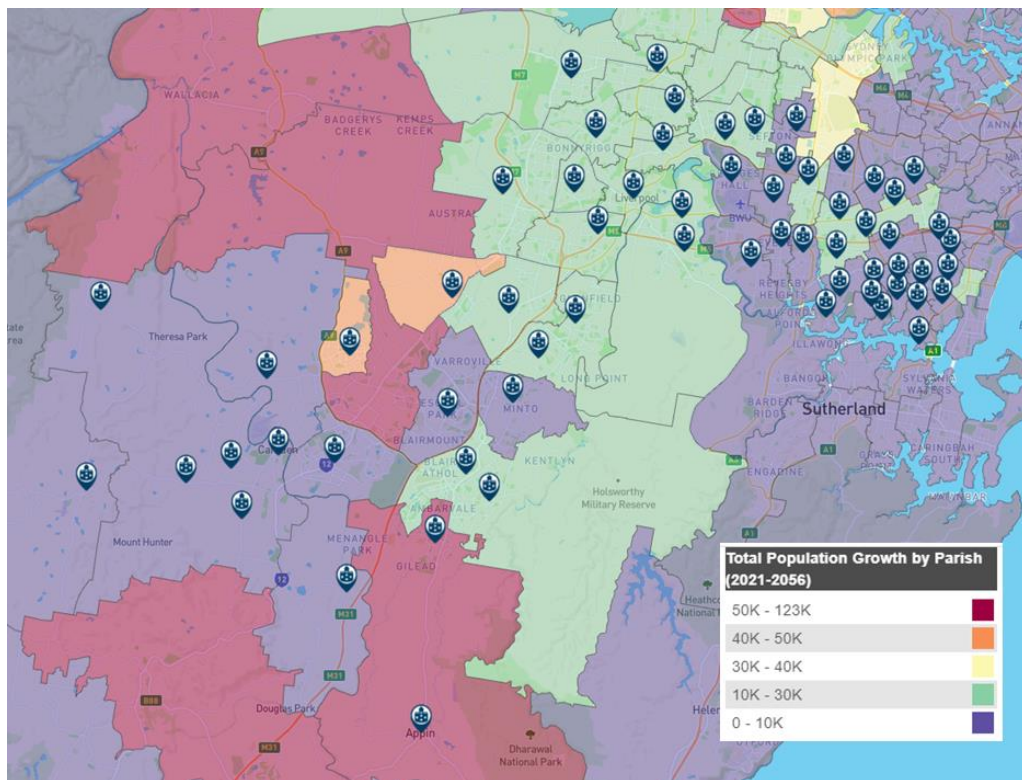
### 5.1 Context

Discussions of parish partnerships are always met with a variety of emotions. They raise questions of whether:

- the arrangement will feel like a partnership or a take-over;
- all ministry staff will be retained for all ministry locations;
- all ministry locations will still be needed;
- the partnership will eventually lead to a formal amalgamation.

These are all valid questions and concerns that should be discussed in the context of what is best for the Kingdom. The information in this section takes an evidence-based approach to suggest potential parish partnerships to the relevant Mission Areas for consideration and consultation with the potentially affected parishes. The timing of these partnerships, if agreed, should be determined by the Mission Areas, after comprehensive consultation with affected parishes.

The following suggestions are based on the assumptions in **Section 2.3**. The areas of the South Western Region likely to experience limited population growth can be seen in **Figure 35**.



**Figure 35:** Population growth by parish

Most of the parishes experiencing limited population growth to 2056 are clustered in the north-eastern section of the Region. A number of these parishes are, and will continue to have, parish populations well below the 30,000 person benchmark.

It has been assumed that, when considering the following suggested partnerships, historic differences between parishes and differing liturgical preferences can be overcome if there is the potential for more effective use of buildings and property resources and ministry staff for the good of the Kingdom.

## 5.2 Suggested parish partnerships

Three significant parish partnerships are proposed that would see nine parishes partner on three larger areas. These can be seen in **Figure 36, 37, & 38**.

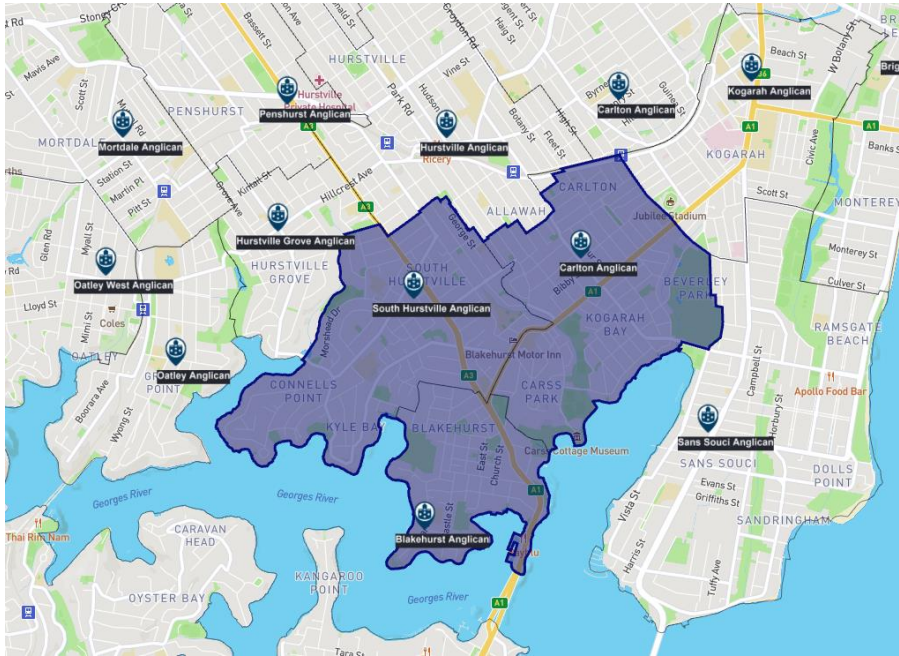


Figure 36: Partnership 1: South Hurstville, Carlton, Blakehurst

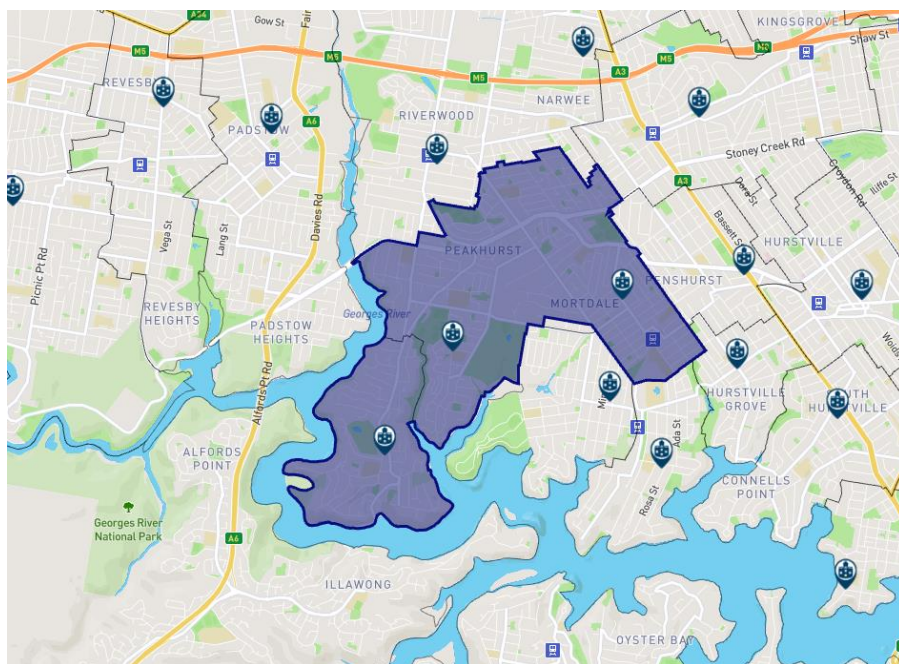


Figure 37: Partnership 2: Peakhurst/Mortdale with Lugarno

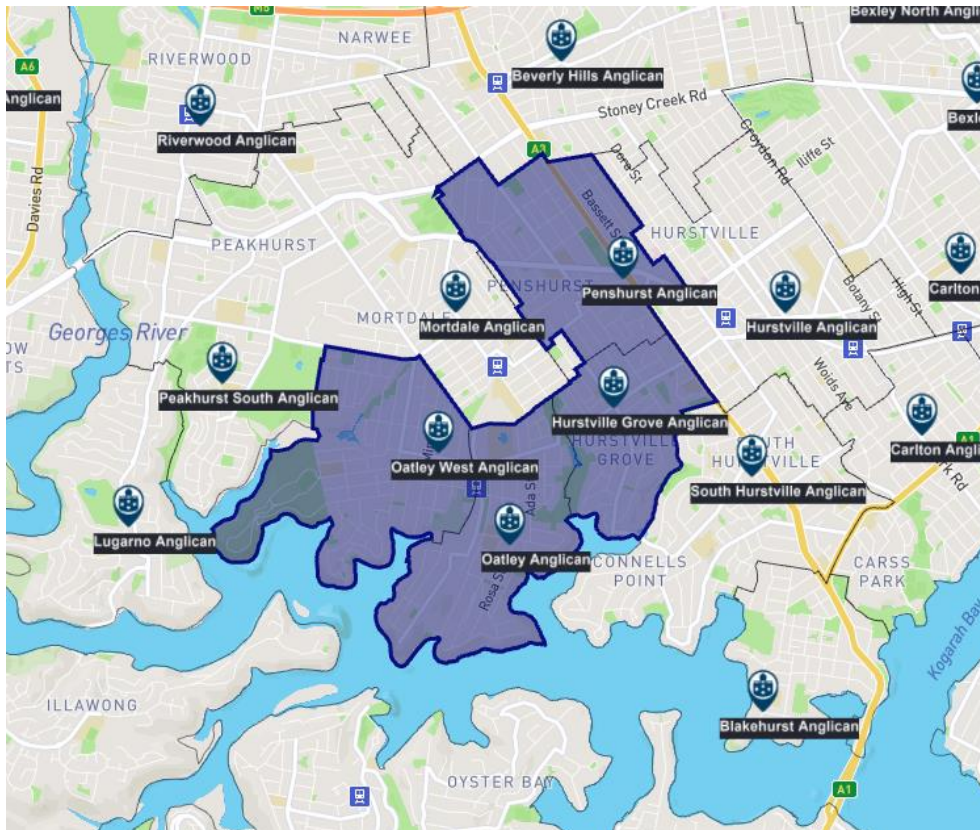


Figure 38: Partnership 3: Penshurst<sup>12</sup>, Oatley West, Oatley, Hurstville Grove

It should be noted that the suggested partnerships have nothing to do with the current health of the parishes involved. The focus is on how to best utilise buildings and property resources and ministry resources for the Gospel in a Region that has the highest population growth expected of all five Diocesan Regions.

<sup>12</sup> Note: There is the potential for Penshurst parish to partner with Hurstville or Beverly Hills with Kingsgrove, should this provide better ministry outcomes. The difficulty with partnerships with these parishes is that the combined populations catchments would be in excess of 50,000 people.

Table 7 provides the data behind the suggested partnerships.

Parish	No. of churches	On-site residences	No. of separate residences	No. of services	Seating capacity	Total capacity (= seating x 2.5)	% of capacity	Over 18	Under 18	Total attendance	Parish population 2020	% of population attending	Parish population 2056	Total Seating Capacity needed for 2% 2056
South Hurstville	1		2	1	200	500	21%	85	20	105	14,110	0.7%	17,136	
South Carlton	1	1		3	200	500	30%	114	35	149	15,680	1.0%	18,008	
Blakehurst	1		1	1	110	275	31%	65	21	86	2,611	3.3%	3,040	
	3	1	3	5	510	1275	27%	264	76	340	32,401	1.0%	38,184	764
Peakhurst / Mortdale	1	1		3	380	950	15%	114	27	141	25,669	0.5%	30,276	
Lugarno	1		1	3	110	275	24%	49	16	65	5,853	1.1%	6,456	
	2	1	1	6	490	1225	17%	163	43	206	31,522	0.7%	36,732	735
Penshurst	1		3	2	150	375	34%	113	13	126	11,908	1.1%	12,986	
Oatley West	1		1	2	257	643	13%	66	16	82	5,070	1.6%	5,483	
Oatley	1		1	3	180	450	30%	90	44	134	5,598	2.4%	6,475	
Hurstville Grove	1		1	3	120	300	84%	231	22	253	4,422	5.7%	4,742	
	4	0	6	10	707	1768	34%	500	95	595	26,998	2.2%	29,686	594

Table 7: South Western Region parish amalgamation analysis

### 5.2.1 Proposed partnership 1 – South Hurstville, South Carlton and Blakehurst

#### Reasons to consider partnership

It is suggested that consideration be given to a partnership of the three parishes of South Hurstville, South Carlton and Blakehurst. This is largely based on the parish population catchments of the three parishes.

Blakehurst has the smallest parish population in the Region (2020: 2,611; 2056: 3,040). While larger, both South Hurstville (2020: 14,110; 2056: 17,136) and South Carlton (2020: 15,680; 2056: 18,008), are still well below the 30,000 – 40,000 parish population target.

Currently, about 1% of the combined population of the parishes attends the three Anglican Churches. Even if 2% of the combined population attended the three Anglican Churches in 2056, the congregation size would be approximately 765 people. This would be larger than either South Hurstville or South Carlton could cater for individually. However, combined, the two churches could cater for 1,000 attendees.

#### Actions

It is proposed that the St George West and St George Mission Areas collaborate to consider the following possible actions:

1. create a single parish, or two parishes that share resources and have common ministry and evangelism plans to cater for a wider area.
2. prepare an integration plan to effectively integrate the Blakehurst parishioners into the remaining churches. The receiving church/s should be flexible in whether the Blakehurst parishioners hold a specific service in one of the alternative church buildings or if they integrate into the variety of services available.
3. sell the Blakehurst church site with the funds being shared to upgrade facilities at South Hurstville and South Carlton and for priority multiplication parishes within the Region.
4. retain the four residences for ministry housing (or rental if less than four full-time ministry staff are required).

### 5.2.2 Proposed partnership 2 – Peakhurst/Mortdale and Lugarno

#### Reasons to consider partnership

It is suggested that consideration be given to a partnership of the two parishes of Peakhurst/Mortdale and Lugarno. This is largely based on the parish population catchments of the two parishes.

Lugarno has a small parish population (2020: 5,853; 2056: 6,456). Peakhurst/Mortdale has a much larger parish population (2020: 25,669; 2056: 30,276). Combining the two parishes would still see the combined numbers within the 30,000 – 40,000 parish population target.

Additionally, the seating capacity of the Mortdale Anglican Church alone can cater for 2% of the 2056 combined parish population. The combined percentage attending both parishes is 0.7%.

#### Actions

It is proposed that the St George West Mission Area considers the following possible actions:

1. create a single parish



2. prepare an integration plan to effectively integrate the Lugarno parishioners into the Mortdale Anglican Church. Mortdale Anglican Church needs to be flexible in whether the Lugarno parishioners hold a specific service or if they integrate into the variety of services available.
3. sell the Lugarno church site with the funds being primarily dedicated to priority multiplication parishes within the Region.
4. Retain the Lugarno residence for ministry housing for the combined parish.

### 5.2.3 Proposed partnership 3 – Penshurst, Oatley West, Oatley and Hurstville Grove

#### Reasons to consider partnership

It is suggested that consideration be given to a partnership of the four parishes of Penshurst, Oatley West, Oatley and Hurstville Grove. This is purely based on the low parish population catchments of the four parishes.

The combined parishes are currently attracting 2.2% of the combined parish population. This represents strong ministry and evangelism. As can be seen in **Table 8**, Hurstville Grove attendances influence the above figure. That parish is attracting 5.7% of its parish population, albeit a relatively small population of under 4,500 people. However, this has led to Hurstville Grove operating at 84% of its building capacity, meaning it is running out of room. There is little opportunity to expand facilities on-site.

Parish	No. of services	Seating capacity	Total capacity (= seating x 2.5)	Total attendance	Parish population 2020	% of population attending	Parish population 2056	Total seating capacity needed for 2% 2056
Penshurst	2	150	375	126	11,908	1.1%	12,986	260
Oatley West	2	257	643	82	5,070	1.6%	5,483	110
Oatley	3	180	450	134	5,598	2.4%	6,475	130
Hurstville Grove	3	120	300	253	4,422	5.7%	4,742	95
	10	707	1768	595	26,998	2.2%	29,686	595

**Table 8:** Amalgamation 3 population statistics

**Table 8** demonstrates that the population catchment of the combined parish in 2056 is estimated to be 29,686, close to the 30,000-40,000 target. Applying the existing percentage (2.2%) of the combined population to 2056, an auditorium for 260 people would be required (ie applying the 2.5 multiplier would see 4 congregations totalling ~650 people). As a result, two of these sites would provide enough capacity for future growth of a combined parish.

A further justification for consolidation is the effective use of ministry staff. It can be seen in **Table 8** that the four parishes run a total of 10 church services each weekend. There are numerous parishes around the Diocese and within the South Western Region that cater for similar numbers of parishioners by running four services. It is acknowledged that preparing for and running church services is only a fraction of what ministry staff do each week. However, running less services across this area would free up minister resources for other forms of ministry.

#### Actions

It is proposed that the St George West Mission Area considers the following possible actions in **Table 9**.

Parish	No. of separate residences	Seating capacity	Site area (m <sup>2</sup> )	Heritage constraints	Zoning	Property use recommendations
Penshurst	3	150	2,510	Yes	R3	<ul style="list-style-type: none"> <li>Retain this site and continue as church use due to heritage constraints and location in the east of the combined parish</li> </ul>
Oatley West	1	257	2,027	No	R2	<ul style="list-style-type: none"> <li>Retain this site due to the larger seating capacity.</li> <li>Re-development potential is limited due to zoning.</li> </ul>
Oatley	1	180	992	No	R4	<p><b>Option 1</b></p> <ul style="list-style-type: none"> <li>Sell this site with funds also utilised for upgrading the Oatley West site with excess funds directed to growth parishes in the Region.</li> </ul> <p><b>Option 2</b></p> <ul style="list-style-type: none"> <li>Retain ownership and redevelop through the URPP, utilising the advantageous zoning.</li> <li>Long term revenue could be directed as per Option 1.</li> </ul>
Hurstville Grove	1	120	1,022	No	R2	<ul style="list-style-type: none"> <li>The zoning is not conducive to redevelopment.</li> <li>It is too small to expand to cater for a larger church</li> <li>Suggest this site is retained and used as a sending church, as it grows, transferring attendees to Penshurst and Oatley-West.</li> </ul>

**Table 9:** Recommendations for Amalgamation 3 property use

The St George West Mission Area should also consider:

- whether six residences are needed to house the ministry team for the new parish. With the current attendance numbers, this may be able to be justified.

## 6. Implementation

It is essential with any strategy to also have an implementation framework in place. This is especially so for a strategy that will be implemented over multiple decades.

The main role accountable for the implementation of this strategy is the Regional Bishop. However, there will be a range of stakeholders responsible for the implementation of actions and reporting on progress to the Regional Bishop.

It is proposed that ACGC be responsible for providing an annual report to the Regional Bishop after consulting with the stakeholders responsible for the actions in the table below. The report will provide the basis for the Regional Bishop to hold further discussions with stakeholders to assist in implementation resourcing and to share lessons from across the Region.

It is also proposed that every two years, the Regional Bishop will prepare a report to Synod on progress.

It is also proposed that ACGC provides updated population projections to the Region in the year following the publishing of new Census data (ie every 4 years). This will enable the Regional Bishop and stakeholders to refine the timing and content of some of the strategies. It will also provide an opportunity to adjust parish boundaries based on any minor changes to Census collector district boundaries.

There are a number of actions that are specific to this Draft Strategy and others that need to be progressed as part of the development of the remaining regional strategies and an over-arching ministry-led, Diocesan-wide, buildings and property strategy. These are summarised below.

Action	Responsibility
<b>Multiplication – Greenfields</b>	
It is proposed to multiply Camden Valley parish into 5-6 parishes.  In the short-term, consideration should be given to multiplying this parish into two parishes enabling the existing church to focus on growth in the Smeaton Grange/Catherine Field areas while enabling a northern parish to focus on outreach to the Aerotropolis and associated residential release areas north and south of the new airport.	Macarthur Mission Area
It is proposed for the Macarthur Mission Area to consider a transition to multiply the Rosemeadow parish from 2036 onward.	Macarthur Mission Area
<b>Multiplication – Urban Infill</b>	
Rather than trying to multiply this parish, it is suggested that a review of the combined area of the St Johns Park and Fairfield with Bossley Park parishes and consider multiplying this area initially to create four parishes with a view to creating an additional two parishes between 2046 and 2056.  The parishes would be defined along expected population catchments in 2046 that would result in parishes with approximate catchment sizes of 30,000 people.	Liverpool Mission Area
Using the M7-Motorway as a reasonable dividing line for multiplying Hoxton Park Parish with established suburbs of Cecil Hills, Bonnyrigg Heights, Green Valley and Hinchinbrook to the North-East of the M7 as one parish.	Liverpool Mission Area

Action	Responsibility
<p>This multiplication should be considered in the short-term to enable the Hoxton Park church community to focus in the suburbs in the south and west of the parish.</p>	
<p>Consider the development opportunities in the Riverwood &amp; Punchbowl parish in the near-term. The population imperative to multiply this parish would be optimal between 2026 and 2036. This would give the parish time to develop some income generating assets and have them paydown debt and be generating income by the time a parish multiplication is required.</p> <p>The M5-Motorway provides a reasonable social barrier to use to multiply this parish from one to two.</p>	Bankstown Mission Area
<p>Commence discussions within the Macarthur Mission Area about how to best minister to the Campbelltown population growth in the future.</p> <p>The St Peters, Campbelltown site has room to expand, however, the heritage constraints will make future development on-site difficult, but not impossible.</p> <p>Appin Road provides a reasonable boundary to consider new parishes east and west of the Road</p>	Macarthur Mission Area
<p>Consider the development opportunities within the Chester Hill with Sefton parish in the near-term.</p> <p>The population imperative to multiply this parish would be optimal between 2036 and 2046.</p>	Bankstown Mission Area
<p>There is potential to create a number of parishes from the Liverpool parish in the east to the M7-Motorway. This would see an area combining the parishes of Liverpool and Sadlier, along with the majority of Liverpool-South.</p> <p>The Prestons area of the Liverpool-South parish would be transferred to Hoxton Park parish, reducing Liverpool South to a manageable size.</p> <p>The section of the Hoxton Park parish, east of the M7-Motorway would be transferred to the combined Liverpool, Sadlier and amended Liverpool-South.</p> <p>This new area would then be multiplied along future population growth patterns to form new parishes of 30,000 – 40,000 people.</p>	Liverpool Mission Area
<p>The optimal time to multiply the Ingleburn parish from one to two would likely be between 2046 and 2056. However, both sites would need augmentation to effectively cater for the growing population.</p> <p>It is also suggested that the section of the Denham Court parish to the east of the Hume Motorway, in the vicinity of the Macquarie Links golf course be transferred to the Ingleburn parish, with the Hume Motorway acting as a barrier to movement east to west.</p>	Macarthur Mission Area

Action	Responsibility
<b>Augmentations to existing parishes</b>	
Include Camden parish in the URPP	ACGC
Camden parish and Macarthur Mission Area to consider disposal of properties at Cawdor, Mt Hunter, the Old Oaks and Worombi.	Macarthur Mission Area
Review the parish boundaries of Belmore with McCallums Hill and Clempton Park (BMHCP), Beverly Hills with Kingsgrove and Lakemba with a view to reducing the population catchment size of BMHCP)	St George and Bankstown Mission Areas
Consider redevelopment of the Campsie church building (prior to heritage listing) as part of URPP. Potential to use height allowance to provide ministry infrastructure.	ACGC and Campsie Parish
Consider the need and options to expand capacity at Greenacre Anglican.	Bankstown Mission Area & ACGC
Assess viability or purchasing Lakemba Uniting Church to enable Lakemba Anglican to re-locate there.	ACGC & Lakemba Parish
Review Leppington space constraints by June 2024 to determine the need for, and timing of, future augmentations.	ACGC & Leppington Parish
Consider Minto properties for URPP	ACGC and Minto Parish
Consider use of additional land at Narellan Parish and whether it should come under the URPP.	ACGC and Narellan Parish
Consider vertical expansion of the Yagoona Anglican church site.	ACGC & Yagoona Parish
<b>Potential Parish partnerships</b>	
Develop a transition plan to promote a successful parish partnership between South Hurstville, South Carlton and Blakehurst parishes	St George West and St George Mission Areas
Develop a transition plan to promote a successful parish partnership between Peakhurst/Mortdale and Lugarno parishes	St George West Mission Area
Develop a transition plan to promote a successful parish partnership between Penshurst, Oatley West, Oatley and Hurstville Grove parishes	St George West Mission Area
<b>Heritage</b>	
Provide information to parishes on establishing tax deductible funds for heritage building maintenance through the National Trust	ACGC
Commence a long-term project to digitally scan all church buildings, starting with heritage listed buildings to create as-built design files that could be used in justifications for adaptive re-use design solutions	ACGC
Develop a Diocesan heritage management strategy for concurrence with State Government to quantify heritage management costs and to achieve a more balanced approach to adaptive re-use of heritage buildings.	ACPT and or ACGC

Action	Responsibility
<b>Church design</b>	
Continue to develop the “Nucleus Design” for cost effective church construction	ACGC
Undertake a review of Ministry Housing Guidelines	ACGC and Standing Committee
ACGC, Anglicare and TASC to continue to jointly negotiate with greenfields developers about Anglican precincts in new release areas	ACGC, Anglicare & TASC
<b>Ministry &amp; Evangelism Plans</b>	
Encourage all Rectors to prepare Ministry & Evangelism Plans for peer review by Mission Area Leaders and ENC	Regional Bishop to drive
<b>Funding</b>	
Communicate the Diocesan policies associated with greenfields church funding	ACGC
Demonstrate transparency of where buildings and property funding comes from and how it is spent.	ACGC
Further investigate an opt-in asset management system and the likely savings this would provide to parishes.	ACGC

## Appendix A. Issues raised in the consultation process

## Consultation process

A ministry-led buildings and property strategy for the South Western Region and for the wider Diocese must include more than just population-centric analysis of potential parish amalgamations and subdivisions.

As part of consultation for the preparation of this Draft South Western Buildings and Property Strategy, Growth Corporation received feedback on a more comprehensive list of issues as seen below. A summary of responses can be seen in **Table A1**.

## Key Issues Considered

### Strategic planning

- In determining how many churches are needed in the future, where they should be located and when they should be constructed, what targets should we use for strategic planning of churches?
  - Should there be enough churches to house 2% of the overall populations in growth areas (double the current average attendances across the Diocese)? Should we plan to maintain the current 1% or prayerfully seek to stretch to 3% or 5% or some other target? Why or why not?
  - Should we use the Greenfields “rule of thumb” of one church for every 40,000 people across the Diocese, even if it means a reduction in parishes east of Parramatta? This could be through partnerships, amalgamations, or some other vehicle for established urban areas and an increase in parishes west of Parramatta?
  - If data strongly suggests a church property should be sold, what process should be followed to expedite that in lieu of current processes.
  - What specific buildings and property solutions are needed in suburbs/areas with large numbers of Hindu, Muslim, and people of other faiths?
- Aside from population growth, what other ministry lenses or perspectives should be applied to the strategic planning of where and when we should provide ministry infrastructure in a location?
- What is ‘best practice’ built form that enables the best possible outreach and community engagement? For example, more youth are recreation spaces, hospitality areas etc.
- Should all parishes have written robust ministry and evangelism plans in place? If “yes”, what support needs to be made available to local parishes to assist with this? If “no”, why not?
- Who should review/confirm the adequacy of parish ministry and evangelism plans?
- Is there support for some rationalisation of buildings and property / parishes that are in areas over-served by ministry infrastructure for the purposes of funding ministry/evangelism infrastructure in the growth Corridors of the South Western Region?

### Funding

- Should dis-used or under-utilised churches be re-purposed under the URPP or sold with the majority of proceeds allocated to the construction of new churches in growth areas?



- Should under-utilised churches be re-purposed under the URPP or sold with the majority of proceeds allocated to the construction of new churches in growth areas? If so, what mechanisms exist to encourage appropriate action to do so?
- Should new congregations fund raise for their new churches? Should we consider providing matching funding rather than providing all initial funding from outside the new church?
- Should the retention of parish property be connect to its impact on robust ministry/evangelism plans?

### **Greenfields**

- What facilities should be provided by the Diocese for new Greenfields churches? What happens if church growth is faster than initially expected? Should the parish fund a subsequent construction phase or the Diocese? If it is the parish, how is this balanced with enabling the parish to fund ministry staff during its growth phases?
- Should church plants be the responsibility of one parish? Or should we form Joint Ventures and Alliances between multiple parishes to be responsible for planning church plants and resourcing them effectively with people?
- Should Greenfields parishes receiving facilities funded by the Diocese be expected to contribute financially to the next church plant?

### **Urban Renewal**

- Are the social infrastructure land uses proposed under the URPP for leasing of church land appropriate?
- What other land uses can promote that the Anglican Churches in the South Western Region are keen to be part of the community and demonstrate Christ's love in practical ways?
- To debt fund these URPP projects, should the parish property be used as security? Is this an acceptable risk with appropriate risk mitigation strategies in place? If "no" what other suggestions are there to secure debt funding?
- What triggers should be used when considering the future viability of a parish – and therefore, whether it should be considered for the URPP.
- After all new ministry infrastructure and its maintenance has been paid for, what is an acceptable amount of money for parishes to receive on an annuity basis before it is appropriate to share with the wider Diocese for reinvestment in ministry infrastructure in other parishes or greenfield areas?

### **Asset Management**

- Should we investigate a centralised asset management and maintenance system with Anglicare and TASC providers for regional and/or Diocesan wide materials and services with a view to providing cost savings and reducing the administrative burden on wardens?
- Would centralising asset management and maintenance have a negative impact on parishioners wanting to serve in this capacity?

- Is there a hybrid option where a system can be centralised for effective purchasing, but the actual management and maintenance works can be carried out by either parish volunteers or a panel of providers?
- Should we have a shared-platform where churches in need of assistance (with resources, people with particular skills etc) can be connected with churches that have an abundance?

### **Ministry housing**

- Should ministry housing be owned or should parishes rent houses suitable to the family situations of the ministers?
- Should the Diocese provide groupings of “hubs” of assistant minister housing so assistant ministers live beside other assistant ministers and travel to the parish they work in?
- How many houses or lots of land should be allocated to new Greenfield churches for ministry team housing?
- Are the ministry housing guidelines still relevant with the costs of land and housing in the Diocese? Should they be reviewed?

### **Heritage**

- What is the value parishes and the South Western Region place on our heritage buildings? Should we maintain them at all costs or should they be re-purposed when they are not fit-for-purpose?
- Is our heritage in our historic buildings or, our people, or both? If it's our people, how do we effectively record that heritage to remember and to learn?
- Should we reduce our heritage property footprint by selling down our heritage portfolio in-part to allow appropriate maintenance of the remaining heritage items?
- Should the Sydney Diocese cease having active cemeteries available on parish land?
- Should we have a design life of our non-heritage buildings that sees them refurbished before becoming heritage items?

### **Anglicare and Anglican Schools Corporation**

Should we co-locate churches with Anglicare Seniors Living facilities and Anglican Schools to take advantage of joint use of facilities and synergies in development and operation?

Issue	Summary of responses
<p><b>Strategic Planning</b></p>	<ul style="list-style-type: none"> <li>• There was some support to sell under-utilised/excess assets across the Diocese to create a fund for investment in evangelism.</li> <li>• While important to base decisions on population growth, as a Diocese we need to review the effectiveness of our evangelism and invest in that.</li> <li>• Local parishes have made decisions about what local parishes need regarding ministry assets without assistance from the centre. This practice should continue.</li> <li>• There has been no recent Diocese strategic review of what needs to be done to ensure that our buildings and property assets are effectively facilitating ministry and evangelism. This does not imply that the parishes within the SWS LGAs have not been pursuing this model independently. Many parishes are in the progress of realising extensions, additions or planting churches to ensure future positive ministry and evangelistic opportunities and these activities are assured and housed again at a local level.</li> <li>• Possibly an undertaking of a financial asset base rollup report would have been the first option towards an holistic measure. Any strategic plans will need to be funded, superfluous assets could finance the later ministry-led, buildings and property strategy for the South Western Region of the Diocese.</li> <li>• There needs to be considerations for older parishioners and others who will need transport to and from churches.</li> <li>• There could be issues if parishes cross over demographic boundaries.</li> <li>• Consideration for youth who, in a local church, will often fellowship with kids who go to the same school (incentive for kids to go). This may not be the case at a centralised church.</li> <li>• A simple application of the principle of equality, as taught in 2 Corinthians 8:13-15, could be made: <i>"Our desire is not that others might be relieved while you are hard pressed, but that there might be equality. At the present time your plenty will supply what they need, so that in turn their plenty will supply what you need. The goal is equality, as it is written: "The one who gathered much did not have too much, and the one who gathered little did not have too little.""</i></li> <li>• There appear to be numerous locations where amalgamations of parishes would be enormously beneficial for the ministry, finances and future of churches. It will bring short term pain for some people. A range of different structures should be considered, including: <ul style="list-style-type: none"> <li>○ straight amalgamations where one or more of the combined sites are sold off</li> <li>○ selling of multiple sites in a region and establishing a new central site.</li> <li>○ hub and spoke structure with a rector and administrative centre at the hub, and other staff (and specialised ministries, such as language specific congregations) at the spoke locations.</li> <li>○ co-location of churches with schools, Anglicare facilities, Moore College sites.</li> </ul> </li> <li>• Training for Hub leaders could be provided by Centre for Ministry Development CMD at Moore College and should be a compulsory aspect of leading those situations.</li> <li>• Some will not be able to cater for a 30,000 parish population with existing facilities.</li> <li>• ACGC should be empowered to make strategic decisions as long as it is signed off by Synod and the local parish council.</li> <li>• Strategic planning should begin with ministers and core staff resources, a huge amount of time and effort will be wasted if there are no ministers. Will the reshuffle conclude with a parallel number of churches equalling the number of currently available ministers?</li> </ul>

Issue	Summary of responses
	<ul style="list-style-type: none"> <li>• Aiming for a higher percentage of parish population will give impetus for mission with consideration for the potential changes in housing density. Percentages suggested were 1.5% and 2-5%. Some churches suggested that planning for the future of churches should be based on actual numbers rather than percentages.</li> <li>• If church property sales occur, we will need to consider the potential for it to send a message that we have shut shop.</li> <li>• A small number of parishes suggested the benchmark parish size should be 40,000 or 50,000.</li> <li>• Input on any amalgamation/sale decisions needs to have local parish and Regional Bishop input.</li> <li>• Local ministry health check would be helpful. Assessment from some external mission minded people (eg. A group of Mission Area leaders representing each of the diocesan regions) would be a useful extra step to remove some of the relational challenges and to give some perspective on the great needs in Western and South Western Sydney.</li> <li>• For some properties it may be wiser to lease them, providing income for the project and retaining capital growth, in prime locations ,while waiting for a more strategic time to sell.</li> <li>• Churches that are not simply functional rain shelters but look like places of worship are needed. This helps confirm the church is not a cult or fly by night organisation.</li> <li>• It is no longer feasible to build properties that are only used 2 days a week. The problem facing the Anglican church is probably being experienced by other Christian denominations. Perhaps it is time for increased dialogue on sharing Christian outreach rather than being competitive. Are we focussed on winning hearts for God or just for our Sydney Anglican institution?</li> <li>• We should be open to adopting different forms of church which we observe from around the world and other cultures have already adopted. E.g. "house church" formats, interactive church etc.</li> <li>• Driving is the primary way parishioners make their way to church but this means increased parking needed and zoning has an impact on on-site parking.</li> <li>• Personality impacts what church size is desirable – not everyone likes or copes with a large church experience. Introverted and shy people often prefer smaller church experience where there is more opportunity for close and intimate relationships. A healthy diocese will have a mix of church sizes available for people to choose from.</li> <li>• People's individual financial situation influences the kinds of people they are willing to meet or socialise with. Where neighbouring suburbs have vastly different socio-economic make ups, it may be difficult to expect non-believers from those areas to be comfortable meeting together. We need a more in-depth view of the population growth.</li> <li>• Affordable housing, "third spaces" for the community. The needs will vary depending on what other community infrastructure is available to use in the location. However space to facilitate shared meals together and activities for children and youth appear to be in need across most areas of growth.</li> <li>• Rather than building churches, we should build 'community centres' that are purpose-built for generating mid-week income streams from the community to fund repayment of loans etc, while reserving their use for Sundays and key ministry times.</li> <li>• 60% of parishes indicated that the development of parish ministry and evangelism plans would be a good initiative. It was noted that some coaching for rectors and their teams in the development of these plans would be helpful. Some parishes suggested these plans should not be used to assess parishes because they are aspirational and dependant upon how God's Spirit works. Theses parishes suggested the plans should not be compulsory – <i>"A plan is important, but demanding it be written down to be read and assessed by boffins in St Andrews House will sabotage this in some of our most needy areas. An articulated plan is more important than a written plan.</i></li> </ul>

Issue	Summary of responses
	<p><i>There are many communities where language skills, education levels and lack of personal confidence would make producing a written plan difficult. However the bishop or mission area leader may be able to document the verbally articulated plans that are currently being put into practice."</i></p> <ul style="list-style-type: none"> <li>• Some parishes suggested, in regards to ministry/evangelism plans that it would be very good if we had ENC / Bishops / Senior Clergy go over the stats and practices of churches regards as successful in kicking goals in Mission? <i>"From there, do a deep deep dive into their culture and practices and then spin a one day conference out of it: Here's what we learned. There will be things that they are doing that the rest of us can learn from. What are they? That will be more helpful than a plan."</i></li> <li>• It was suggested that rather than link ministry/evangelism plans to parish property, it should be linked to the tenure of the rector.</li> <li>• It was suggested the reviews of ministry/evangelism plans could be conducted by a panel of rectors who are experienced and have had fruitful ministry. Potentially an individual for each mission area. It could be a 3rd party such as Reach Australia.</li> <li>• The role of Mission Area Leaders is unclear and this has led to the decline of this structure. However, it would seem to be a very appropriate use for these Mission Area Leaders where they are willing to do so to review ministry/evangelism plans.</li> <li>• All the parishes that responded to this issue agree that there is need to rationalise property in overserviced areas.</li> <li>• Some parishes suggested that sale of church assets in Northern and Southern Sydney Regions would produce higher selling prices than those in the west. This does need to be approached on a case by case basis and with parishes on board with the mission rather than reluctant agreement.</li> <li>• It was suggested that a metric to use to trigger parish amalgamations could be attendance less than 100 adults and kids and offertories below \$200,000, then unless a justification can be made amalgamation discussions should begin.</li> <li>• Feedback regarding aligning parishes to Census collector districts was <i>"This makes SO MUCH SENSE. But I wonder if it's worth the effort. Does anyone pay attention to parish boundaries anymore?"</i></li> <li>• It was suggested that it would be prudent to involve the Mission Areas (and their meetings) in working through the execution of agreed plans as part of a co-ordinated SW Region mission strategy.</li> <li>• There was concern that strategic decisions made about site locations should not be made by people <i>"..... who just looked at maps in St Andrews House and never visited the actual area or consulted with local people."</i></li> </ul>
<p><b>Funding</b></p>	<ul style="list-style-type: none"> <li>• There was support for the amalgamation of parishes where churches are under-utilised or where the parish can't afford a minister/attract a new minister, but this would need to be approached with sensitivity and compassion.</li> <li>• Successful re-purposing is very dependant on the area and the land use.</li> <li>• If under-utilised churches are to be sold there needs to be a clear link between the funds raised and the expenditure of those funds on churches in growth areas.</li> <li>• Any church sale will result in a one-off windfall but the Diocese will need to consider in detail whether it is worth the risk of not being able to afford property in that area should a future need arise.</li> <li>• There is a benefit to new churches fundraising towards their new building and land as it creates a sense of joint purpose and ownership. However, for these churches to bear the whole burden would be overwhelming, particularly with the lower disposable income found in many areas of the West and South Western.</li> <li>• The escalating cost of land makes it more important to purchase land and land-bank given the current economic climate.</li> </ul>

Issue	Summary of responses
	<ul style="list-style-type: none"> <li>• Some parishes suggested the cost of land and buildings for new churches should be borne by parishes across the diocese as a whole.</li> <li>• The lens for parish amalgamations/sales cannot just be on attendance due to natural fluctuations of congregations.</li> <li>• There was concern that the Discussion Paper, theologically and historically, represented our practice that the local church (parish) is the centre of our work. There seems to be a growing 'centre' required for many of the paper's strategies.</li> <li>• There was concern expressed that greenfields funding appears greater than supporting brownfields projects.</li> <li>• <i>"In regard to working with local councils I am aware that local councils are keen for as many facilities to be present in new developments as possible, but they are short of actually having the funds or even the land within these new developments. So, they are willing to partner with the development of facilities such as church buildings by providing some funding on the basis that part of the building at specific times is available for council promoted and provided community events."</i></li> <li>• It was suggested that we need to review all aspects of what we have to do to be more effective, and to do so in a more cost-effective way. We need to recognise that we have a reducing influence in our secular community and our parishes have declining incomes. We agree that many churches are in close proximity, and with struggling finances that will in the longer-term result in the amalgamation of some parishes in the east with the potential for such funds to be redirected to the South Western. However, there is no acknowledgement that the majority of parishes had to purchase the land, construct and maintain buildings, with no help from the Diocese but as a result of hard work from people within parishes. It is essential that any strategy relating to amalgamation should begin with a declaration that this is a Diocesan responsibility and that the contributors to the build-up of parish property should be thanked for their hard work. Any strategy needs to bring parishes along gently. Part of the paper also needs to look at the financial impact on preserving old outdated procedures related to stipends, accommodation, team ministries, less small centres in favour of strategically located large centres of worship.</li> <li>• Examples were given (the New Capital Project and <i>"selling the backyard of the Archbishops residence in Darling Point"</i>) that were launched with great fanfare and were seen as ineffective and inefficient. These have resulted in a lack of confidence in property initiatives from "the Centre".</li> </ul>
<b>Greenfields</b>	<ul style="list-style-type: none"> <li>• It seems that most parishes agree that the land and building costs should be covered predominantly by the diocese with the plant contributing a smaller amount. Where the Standing Committee deems an expansion of facilities strategic, it should proceed under a similar funding split as the initial build (majority shared across the diocese from the same funds, and a small portion borne specifically by the parish).</li> <li>• Some parishes suggested that greenfields land purchases should remain vacant until a church plant has grown out of its temporary accommodation.</li> <li>• There was some concern from established parishes that the more extravagant designs that some of the newer Greenfield church buildings feature creates some divide between some of the brownfield churches who are trying to complete major redevelopments and would benefit from some of the greenfields funding.</li> <li>• <i>"Church plants should be joint ventures whether by MOU or ordinance. This would encourage parishes with underutilised property to think about how they can use the assets to contribute to plants that require funding. Whether that means just 1 supporting parish or 2-3 parishes can be decided based on how much funding a specific plant needs. But on the ground whether this works would depend on having healthy relationships between church leaders. All the more important than that the Diocesan structures help unify rather than antagonise relationships between parishes."</i></li> <li>• All the responding parishes agree that newly planted churches should contribute to the next plant. However, they think that it would be better if all parishes contribute to new plants to share the burden not just leaving it to one parish. But the challenge over the past 20 years has been the inconsistent application of these principles. Promises are made, but then the rules are changed. A call was made to demonstrate greater transparency than has been the case in the past.</li> </ul>

Issue	Summary of responses
<b>Urban renewal</b>	<ul style="list-style-type: none"> <li>• One parish suggested the list of proposed urban renewal land uses seemed very restrictive and likely to restrict the returns on the land.</li> <li>• There was general agreement that it was prudent and expedient too use parish property as security but to do this with stewardship in mind and not be loose with risk assessment.</li> <li>• Some parishes suggested the most valuable and versatile asset was our halls. This includes the ability to rent out to symbiotic uses such as Alcoholics Anonymous.</li> <li>• There was concern that many of the parish properties could be heritage listed. The probability of reaching full funding potential with heritage encumbrances would seem unlikely.</li> <li>• There was concern expressed that in the past, with urban renewal, the parish is required to take all the risk but the Diocese/ACPT controls the decisions about projects and property. <i>“Many parishes with redevelopment projects will testify to the way interference from the Diocese has blown out their costs. We need some consistency.”</i></li> <li>• The URPP efforts that are developed on the church land should cover the cost of new ministry infrastructure or the maintenance of existing facilities. Moreover, there could be considerations in regard to there being new ministry initiatives that require parish funding or other parish property developments in the near future that require a pooling of cash. However, if this income begins to cover ministry staffing costs then it robs the parish of the responsibility to faithfully give. The are exceptions to this such as if the area has a circumstance of social deprivation.</li> </ul>
<b>Asset management</b>	<ul style="list-style-type: none"> <li>• There was consistent concern expressed that the lack of a Diocesan-wide approach to asset management has been a failure of the system. A centralised asset management system would assist parishes. Moreover, with numerous parishes having aging congregations who cannot tend to the maintenance themselves it will allow upkeep to be completed.</li> <li>• However some parishes expressed concerns that previous asset management plans have not produced consistent cost savings. There have been many failed attempts at this and the benefits were always exaggerated. Any program would need to guarantee savings.</li> <li>• Other parishes stated that parish management control is a facet that must be effectively visible to the parish and congregation. It would in some parishes have a negative impact on parishioners serving.</li> <li>• Creating parish networks would give churches who need special assistance the ability to continue upkeep and thus this would not negatively impact parishioners who want to serve.</li> <li>• Examples were given of wealthier parishes assisting with funding for asset management in less well-off parishes. However, this was based on personal connections between rectors. While this informal service and generosity should continue, it would be beneficial to coordinate those in need with those that have plenty. Other parishes suggested that this is the role of the Registrar and/or SDS.</li> </ul>
<b>Ministry housing</b>	<ul style="list-style-type: none"> <li>• There was a mix of view on this issue.</li> <li>• Some parishes believe that renting is the preferred option as it gives the parish the flexibility in changing circumstances. Most believe that parishes should own ministry housing as there is too much uncertainty in the current rental climate. Examples were given of Assistant Ministers in rental accommodation having to move 3 times in 2 years due to leases ending. It was suggested if renting is the preferred option across the Diocese, then a central renting fund could be useful.</li> </ul>

Issue	Summary of responses
	<ul style="list-style-type: none"> <li>• Most parishes in the South Western Region did not support Assistant Minister housing hubs due to the distances they would have to travel and a sense of lack of connection with the community in which they minister. This preference seemed to be more flexible the further east the parish. This is likely due to the increasing cost of land and housing in the eastern areas and the relative smaller distances Assistant Ministers would need to travel.</li> <li>• Most parishes supported new greenfields churches being provided with one lot/house for ministry staffing. Other lots could be provided as part of the church development, but these should be funded by the parishioners of the new church. Some churches did supported 2 lots/houses being provided to cater for future growth. If not needed at the time, it could be rented out.</li> <li>• There was support to review the ministry housing guidelines, especially in relation to Assistant Minister housing and if the church has invested in ministry team office space. However, an alternate view was that the ministry housing guidelines have been a key way to ensure clergy are not mistreated by parishes who fail to understand the challenges of living in a rectory and all the demands on the family and the house.</li> <li>• Refusal in recent decades to fund houses for church planters in new development areas has dramatically raised the financial bar for starting new churches. Vision for Growth demonstrated that this was a cost-effective foot in the door in new communities. Compared to special purpose church buildings, buying houses is a low-risk proposition that can be sold if things do not work out.</li> </ul>
<b>Heritage</b>	<ul style="list-style-type: none"> <li>• Note, only two parishes responded on this issue.</li> <li>• Heritage buildings add much to an urban environment and the community does place a level of value on them. Yet, when they are underutilised and in need of repair they do become a massive millstone.</li> <li>• Where the property was granted by the Government or State and the buildings part funded, there is an obligation to have them maintained particularly Cathedrals and architecturally significant buildings. However, at the end of the day we cannot afford to maintain them at all costs when those funds could be redirected to other parishes in order to fulfil our mission.</li> <li>• Some people like to disregard the heritage significance of buildings, but they are a reminder to the secular community that worship to God is not only historic, but is alive and ongoing. Ultimately though the church is God's people not a building.</li> <li>• As they have a value to a community, perhaps they could be sold into government ownership in order that they be preserved.</li> <li>• A suggestion was made that there should be a small number of significant high quality heritage items that we retain and maintain and others we dispose of.</li> <li>• More recent buildings that have the risk of people trying to obtain heritage listings may be better to sell or demolish prior to these restrictions being imposed. Some sites face the situation that the existence of the building probably reduces the value and usefulness of the site, compared to if it was vacant."</li> <li>• Cemeteries have a declining significance in our society and thus no new cemeteries should be built on parish lands as they end up being an encumbrance to ministry and any future redevelopments.</li> </ul>
<b>Anglicare and Anglican Schools Corporation</b>	<ul style="list-style-type: none"> <li>• Both ACGC and TASC now and over coming years are looking for land for the development of new schools and churches, so it makes sense for them to approach developers together with ACGC. As Sydney densifies, the scarcity of land will discourage single use church buildings which see relatively little usage throughout the week besides Sunday. Co-locating with schools allows for better facilities and maximising usage of car parks, auditoriums, classrooms - which enables us to better steward the limited resources we have.</li> </ul>



Issue	Summary of responses
	<ul style="list-style-type: none"> <li>The Discussion Paper was seen to speak optimistically of working together with Anglicare, The Anglican Schools Corporation and Moore College. However, the view was expressed by one or two parishes that since the merger with ARV, Anglicare appears to have become reluctant to work with churches.</li> <li>Working with TASC involves challenges with schools being used for other purposes due to lack of clarity around Section 83C of the Education Act, which constrains use of school resources for non-education purposes.</li> <li>The view was expressed that Moore College appears to have become one of the richest Anglican property holders in NSW. How willing it's board is to work with local churches is unclear. If MTC property resources can be used for church ministry that would be fantastic.</li> </ul>
<p><b>Purely parochial vs Federated Collaboration</b></p>	<ul style="list-style-type: none"> <li>Some parishes didn't believe that amalgamation and hub and spoke is the answer. The spokes will just fold into the hubs. Better to have fewer, better churches. To lead a hub and spoke is a management skill not a pastoral skill and few people have both. However, some parishes believed there are capable leaders in mission areas to do this.</li> <li>There was a view that some funding needed to be made available for Mission Area Leaders to compensate for the time taken away from serving their own parishes. Restoring funding for the time commitment would be an important first step. There was a view that is value in resourcing Centre for Ministry Development at Moore College to develop and run training for Mission Area Leaders and Hub and Spoke church leaders.</li> <li>Concern was raised about what accountability to Mission Areas by parishes looks like. There was support for the language about accountability of "implementation" (rather than success) but, trying to work out some key metrics / timelines about implementation is important if there is to be accountability"</li> <li>There was support for greater collaboration across parish boundaries regarding ministry and evangelism. The view was that Rectors are more likely to listen and heed the counsel of someone that they think has demonstrated experience leading a ministry of evangelistic effectiveness. Are there many of these people available at present? Also, where do you find a coach who will not just tell the rector / parish council to simply implement what they did at their successful church, but instead help them see genuine opportunities they may not have identified and who will help / challenge / cajole them through difficult choices of potentially closing other (much loved!) ministries in the aim of missional effectiveness?</li> <li>Concerns was expressed about Diocesan media and publications promoting and endorsing past ministry initiatives in Western and South Western Regions (eg. MBM Rooty Hill and Leppington) "..... <i>that were actively and intentionally sheep stealing from surrounding churches</i>". It was suggested that any church planning needs to focus on growing the Kingdom while avoiding negative impacts on other nearby churches.</li> </ul>

## Appendix B. Key South Western Region Statistics

**Table B1:** South Western Region Church-based statistics

Parish	No. of churches	No. of services	Seating capacity	Total capacity (= seating x )	% of capacity	Total attendance
Bankstown	1	3	180	450	22%	97
Belmore with McCallums Hill and Clemton Park	1	3	110	275	21%	59
Beverly Hills with Kingsgrove	2	2	120	300	42%	127
Blakehurst	1	1	110	275	31%	86
Cabramatta	1	3	355	888	38%	341
Camden	4	9	155	388	127%	491
Camden Valley		3	150	375	70%	264
Campbelltown	2	7	350	875	45%	391
Campsie	1	1	180	450	28%	125
Chester Hill with Sefton	2	2	170	425	29%	125
Cobbitty	1	2	130	325	45%	145
Denham Court	1	2	260	650	6%	40
Eagle Vale	1	1	240	600	16%	98
Fairfield with Bossley Park	3	6	275	688	39%	271
Georges Hall	1	1	140	350	23%	80
Greenacre	1	1	80	200	22%	43
Hoxton Park	1	2	500	1,250	18%	227
Hurstville	1	6	425	1,063	90%	476
Hurstville Grove	1	3	120	300	84%	253
Ingleburn	1	7	175	438	30%	131
Lakemba	1	2	200	500	12%	58
Leppington	1	2	250	625	12%	547
Liverpool	1	5	120	300	120%	359
Liverpool South	1	2	120	300	28%	85
Lugarno	1	3	110	275	24%	65
Menangle	1	2	100	250	29%	72
Minto	1	3	100	250	32%	80
Moorebank	2	3	480	1,200	23%	280
Narellan	1	3	360	900	16%	146
Oatley	1	3	180	450	30%	134
Oatley West	1	2	257	643	13%	82
Oran Park	1	2	210	525	54%	283
Padstow	1	2	150	375	11%	42
Panania	1	3	280	700	44%	305
Peakhurst / Mortdale	1	3	380	950	15%	141
Penshurst	1	2	150	375	34%	126
Regents Park	1	1	90	225	31%	70
Revesby	1	1	80	200	15%	30
Riverwood - Punchbowl	3	2	200	500	23%	114
Rosemeadow	2	2	482	1,205	10%	115
Sadleir	1	2	120	300	36%	108
South Carlton	1	3	200	500	30%	149
South Hurstville	1	1	200	500	21%	105
St George North	3	6	450	1,125	45%	503
St John's Park	2	1	900	2,250	4%	87
The Oaks	2	2	150	375	27%	101
Yagoona	2	1	210	525	22%	115
	63					8,172

**Table B2:** South Western Region Population projection statistics

Parish	Parish population 2020	% of population attending	Parish population 2026	Parish population 2036	Parish population 2046	Parish population 2056	Capacity needed for 2% 2020	Capacity needed for 2% 2026	Capacity needed for 2% 2036	Capacity needed for 2% 2046	Capacity needed for 2% 2056
	↓↑	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Bankstown	34,128	0.3%	36,825	43,589	50,742	57,268	683	737	872	1,015	1,145
Belmore with McCallums Hill and Clemton Park	35,725	0.2%	37,690	41,962	44,637	46,482	715	754	839	893	930
Beverly Hills with Kingsgrove	23,560	0.5%	23,415	24,420	25,002	25,302	471	468	488	500	506
Blakehurst	2,611	3.3%	2,512	2,671	2,862	3,040	52	50	53	57	61
Cabramatta	32,427	1.1%	32,981	35,541	39,744	43,578	649	660	711	795	872
Camden	18,081	2.7%	18,353	19,055	19,735	20,120	362	147	381	395	402
Camden Valley	44,701	0.6%	55,456	92,133	130,757	168,286	894	1,109	1,843	2,615	3,366
Campbelltown	54,337	0.7%	56,260	60,970	65,735	69,982	1,087	1,125	1,219	1,315	1,400
Campsie	32,416	0.4%	33,314	35,777	37,584	38,831	648	666	716	752	777
Chester Hill with Setton	42,826	0.3%	44,172	50,391	60,013	69,170	857	883	1,008	1,200	1,383
Cobbitly	6,394	2.3%	7,411	9,905	13,235	16,434	128	148	198	265	329
Denham Court	17,241	0.2%	22,661	29,486	32,315	34,732	345	453	590	646	695
Eagle Vale	20,928	0.5%	21,537	22,322	22,528	22,458	419	431	446	451	449
Fairfield with Bossley Park	68,791	0.4%	69,802	76,090	85,014	93,385	1,376	1,396	1,522	1,700	1,868
Georges Hall	13,991	0.6%	14,320	15,464	16,790	17,988	280	286	309	336	360
Greenacre	35,536	0.1%	36,273	39,007	41,085	42,660	711	725	780	822	853
Hoxton Park	75,965	0.3%	77,618	84,382	89,558	93,979	1,519	1,552	1,688	1,791	1,880
Hurstville	31,512	1.5%	30,502	34,509	36,607	38,050	630	610	690	732	761
Hurstville Grove	4,422	5.7%	4,349	4,483	4,621	4,742	88	87	90	92	95
Ingleburn	41,116	0.3%	41,839	49,672	56,101	61,676	822	837	993	1,122	1,234
Lakemba	22,950	0.3%	23,877	25,191	26,473	27,576	459	478	504	529	552
Leppington	3,631	15.1%	4,989	13,797	30,736	48,015	73	100	276	615	960
Liverpool	41,249	0.9%	44,750	52,252	60,190	67,506	825	895	1,045	1,204	1,350
Liverpool South	47,694	0.2%	48,998	52,916	56,991	60,636	954	980	1,058	1,140	1,213
Lugarno	5,853	1.1%	5,741	5,897	6,181	6,456	117	115	118	124	129
Menangle	920	7.8%	1,286	2,687	4,107	5,363	18	26	54	82	107
Minto	27,394	0.3%	27,526	28,212	29,576	30,740	548	551	564	592	615
Moorebank	43,258	0.6%	44,661	48,926	52,426	55,396	865	893	979	1,049	1,108
Narellan	39,212	0.4%	41,345	42,554	42,923	42,931	784	827	851	858	859
Oatley	5,598	2.4%	5,508	5,742	6,133	6,475	112	110	115	123	130
Oatley West	5,070	1.6%	5,038	5,199	5,373	5,483	101	101	104	107	110
Oran Park	12,443	2.3%	16,952	28,404	42,190	55,370	249	339	568	844	1,107
Padstow	20,453	0.2%	20,758	21,735	22,786	23,485	409	415	435	456	470
Panania	28,291	1.1%	28,919	30,400	32,055	33,465	566	578	608	641	669
Peakhurst / Mortdale	25,669	0.5%	25,482	26,798	28,756	30,276	513	510	536	575	606
Penshurst	11,908	1.1%	11,839	12,250	12,695	12,986	238	237	245	254	260
Regents Park	1,934	3.6%	1,996	2,117	2,222	2,309	39	40	42	44	46
Revesby	15,119	0.2%	15,375	16,177	17,042	17,656	302	307	324	341	353
Riverwood - Punchbowl	47,447	0.2%	48,718	57,338	64,678	71,078	949	974	1,147	1,294	1,422
Rosemeadow	24,211	0.5%	26,144	39,948	59,069	77,726	484	523	799	1,181	1,555
Sadleir	25,810	0.4%	26,719	30,663	35,103	39,152	516	534	613	702	783
South Carlton	15,680	1.0%	14,703	15,474	16,842	18,008	314	294	309	337	360
South Hurstville	14,110	0.7%	13,594	14,596	15,936	17,136	282	272	292	319	343
St George North	39,724	1.3%	39,355	40,789	42,084	42,571	794	787	816	842	851
St John's Park	74,185	0.1%	75,324	81,113	88,868	95,618	1,484	1,506	1,622	1,777	1,912
The Oaks	5,430	1.9%	5,520	5,694	5,786	5,815	109	110	114	116	116
Yagoona	41,333	0.3%	42,356	45,324	48,415	50,868	827	847	906	968	1,017
	1,283,284	67.9%	1,334,767	1,524,022	1,730,299	1,918,259					

**Legend**

- 2% of parish population is below 90% of current total seating capacity
- 2% of parish population is between 90% and 110% of current total seating capacity
- 2% of parish population is above 110% of current total seating capacity

## Appendix C. Sensitivity Analyses

## Sensitivity of parish population sizes

This metric focuses on the number of parishes needed across a region and the Diocese depending on the size of the population catchment set for parishes to be responsible for.

### 20,000 people

Assumed parish population size		20,000									
	Current no. of parishes	2020		2026		2036		2046		2056	
		Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes
South-Western	45	1,283,275	64	1,334,767	67	1,524,022	76	1,730,299	87	1,918,260	96
Totals	258	5,519,000	276	5,701,298	285	6,425,185	321	7,145,472	357	7,792,747	390

### 30,000 people

Assumed parish population size		30,000									
	Current no. of parishes	2020		2026		2036		2046		2056	
		Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes
South-Western	45	1,283,275	43	1,334,767	44	1,524,022	51	1,730,299	58	1,918,260	64
Totals	258	5,519,000	184	5,701,298	190	6,425,185	214	7,145,472	238	7,792,747	260

### 40,000 people

Assumed parish population size		40,000									
	Current no. of parishes	2020		2026		2036		2046		2056	
		Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes	Regional Pop.	No. of parishes
South-Western	45	1,283,275	32	1,334,767	33	1,524,022	38	1,730,299	43	1,918,260	48
Totals	258	5,519,000	138	5,701,298	143	6,425,185	161	7,145,472	179	7,792,747	195

## Sensitivity of percentage of target parish population

This metric focuses on the size of the auditorium capacity required to seat a given proportion of a parish population. This is provided below for different parish population catchments sizes.

### 20,000 people

Auditorium Capacity	
Population Catchment	20,000
% of population attending	Seating capacity of auditorium
1%	80
2%	160
3%	240
4%	320
5%	400
10%	800

### 30,000 people

Auditorium Capacity	
Population Catchment	30,000
% of population attending	Seating capacity of auditorium
1%	120
2%	240
3%	360
4%	480
5%	600
10%	1,200

### 40,000 people

Auditorium Capacity	
Population Catchment	40,000
% of population attending	Seating capacity of auditorium
1%	160
2%	320
3%	480
4%	640
5%	800
10%	1,600

## Sensitivity of seating capacity multiplier

This metric also focuses on the auditorium capacity based on a church running 4 services with 2 at 75% full and 2 at 50% full. The sensitivity enables a parish to determine when to consider expansion of their auditorium space. Three scenarios have been analysed:

- 4 services - 2 at 75% full and 2 at 50% full – 2.5x multiplier
- 4 services - 2 at 85% full and 2 at 65% full – 3.0x multiplier
- 4 services - 2 at 95% full and 2 at 75% full – 3.4x multiplier

The above scenarios have been applied to above for a 30,000 person population catchment.

### 2.5x multiplier

Auditorium Capacity	
Population Catchment	30,000
% of population attending	Seating capacity of auditorium
1%	120
2%	240
3%	360
4%	480
5%	600
10%	1,200

### 3.0x multiplier

Auditorium Capacity	
Population Catchment	30,000
% of population attending	Seating capacity of auditorium
1%	100
2%	200
3%	300
4%	400
5%	500
10%	1,000

### 3.4x multiplier

Auditorium Capacity	
Population Catchment	30,000
% of population attending	Seating capacity of auditorium
1%	88
2%	176
3%	265
4%	353
5%	441
10%	882

The simplistic solution here is to “sweat the assets” more so we can defer building larger, more fit-for-purpose churches. However, this needs to be nuanced against people looking for other church options when it appears too full and/or parking becomes an inhibitor.

## Glossary

ACPT	Anglican Church Property Trust – Essentially the owner/landlord of all parish property in the Anglican Church Sydney Diocese
Anglicare	Anglicare is a not-for-profit Christian organisation that provides a range of community services that promote dignity, safety, participation and wellbeing for people in their relationships, homes and communities.
Diocese	Anglican Church Diocese of Sydney
ENC	Evangelism & New Churches – formerly the Department of Evangelism, is responsible for advancing the evangelistic purposes of the Sydney Diocese, through the planting of new congregations and fellowships in the Diocese. It does this by: <ul style="list-style-type: none"><li>• resourcing churches and parishes to evangelise, including through the planting of new congregations in the Diocese, and</li><li>• identifying, training, supporting and appointing suitably gifted persons to evangelise, including through the planting and leading of new fellowships in the Diocese.</li></ul>
Greenfields	Land that has not yet been released from Rural Zoning to more dense residential, commercial and industrial land uses. In the context of this Strategic Plan, it usually refers to new land release areas.
Growth Corporation	Anglican Church Growth Corporation (ACGC)
LAL	Land Acquisition Levy – A levy paid by all parishes in the Sydney Diocese to be invested in the purchase of land for new churches in Greenfields areas. The LAL is set at a rate of 2% of a church's Net Operation Receipts.
Standing Committee	The Standing Committee is the executive arm of the Sydney Diocese's Synod, which performs the functions of the Synod between annual Synod meetings. It consists of 56 members, including clergy and lay people from each of the five diocesan regions. Standing Committee usually meets 10 times each year and is chaired by the Archbishop
TASC	The Anglican Schools Corporation - TASC is an organisation established by the Anglican Church Diocese of Sydney to provide a Christian education.
Urban Renewal	For the purposes of this Strategic Plan, urban renewal refers to planning and development that occurs on already established church land in the Sydney Diocese. It is essentially all development works not in Greenfield areas.
URPP	Urban Renewal Pilot Program – A Growth Corporation initiative aimed at enhancing and upgrading parish infrastructure to better interact with the community and facilitate ministry and evangelism.