



**sydney**  
**anglicans<sup>+</sup>**

ANGLICAN CHURCH  
GROWTH CORPORATION

# Growth Corporation

2023-2025 STRATEGIC PLAN





ANGLICAN CHURCH  
GROWTH CORPORATION

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# Glossary

## ACPT

Anglican Church Property Trust - Essentially the owner/ landlord of all parish property in the Anglican Church Sydney Diocese.

## Affordable housing

Affordable housing is rental housing for members of the community who may not be able to afford to rent in the general market. The State Environmental Planning Policy (Housing) 2021 (Housing SEPP) defines the income levels to which affordable housing is available. Affordable housing is a Federal and State Government initiative that helps to ensure that the household has enough money for other essentials such as food, medicine, clothing and transport.

It is not to be confused with social housing which has been in-place for many decades. Social housing is secure and affordable rental housing for people on low incomes with housing needs. It includes public, community and Aboriginal housing.

## 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.

## CEO

Chief Executive Officer.

## CFO

Chief Financial Officer.

## D&C

Design and Construct contract - is a contractual arrangement for project delivery where both the design and the construction is supplied by the Construction Contractor.

## DA

Development Application - is a formal application submitted to a local consent authority (Council) for permission to carry out a new development.

## 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:

- resourcing churches and parishes to evangelise, including through the planting of new congregations in the Diocese, and

- identifying, training, supporting and appointing suitably gifted persons to evangelise, including through the planting and leading of new fellowships in the Diocese.

## GIS

Geographic Information System - A GIS is a digital system that creates, manages, analyses, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there). GIS helps users understand patterns, relationships, and geographic context. The benefits include improved communication and efficiency as well as better management and decision making.

## Greenfields

Land that has not yet been built on or released for more dense residential, commercial and industrial uses. In the context of this Strategic Plan, it usually refers to new land release areas.

## Growth Corporation

Anglican Church Growth Corporation.

## Key Worker Accommodation

Teachers, nurses, social workers, policeman and other essential staff - collectively known as key workers - earn too much to qualify for social housing. But most earn too little to afford to buy a home by themselves in an increasing number of locations. Key worker accommodation is a form of affordable housing available to key workers to enable them to live in close proximity to their place of work.

## 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 Net Operation Receipts.

## MIDF

Ministry Infrastructure Development Fund.

## Moore College

Moore College is the primary tertiary institution that trains people for ministry in Anglican Churches in the Sydney Diocese.

## NCNC

New Churches for New Communities - NCNC is the Diocesan organisation responsible for fundraising to assist in the construction of new churches in greenfields areas.

## PCG

Project Control Group - PCGs are oversight groups made up of representatives of the Growth Corporation, SDG and the local parish in which a capital works program is being undertaken. Their purpose is to challenge and support the Development Manager with a view to completing the project on-time and on-budget while meeting the ministry needs of the parish.

## PLT

Program Leadership Team - The PLT is the governance body overseeing all of the PCGs involved in the URPP. It is made up of 2 representatives of the Growth Corporation and 2 representatives of SDG. It reports to the Growth Corporation Board and SDG's Investment Committee.

## SAIPMC

Sydney Anglican Indigenous Peoples' Ministry Committee - Diocesan committee established to progress ministry to First Nations people in the Sydney Diocese.

## SDA

Specialist Disability Accommodation - SDA is a range of housing designed for people with extreme functional impairment or very high support needs. SDA dwellings have accessible features to help residents live more independently and allow other supports to be delivered better or more safely.

## SDG

Sustainable Development Group - SDG is a Christian not-for-profit buildings and property advisory group working under a formal collaboration agreement with the Growth Corporation to deliver the URPP.

## 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, both clergy and lay people, and includes representation 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 for the communities we serve.

## 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 works that aren't in greenfields areas.

## URPP

Urban Renewal Pilot Program - A Growth Corporation initiative that is defined in more detail in this Strategic Plan under "Big Move 3".

Example of Specialist Disability Accommodation (SDA) housing



# Message from the Chair

It is my great privilege to lead the Growth Corporation Board. During 2022 with the help of God, the Board and the CEO, we have now firmly established and matured an organisation that is fulfilling the aims of Synod for Growth Corporation to *“...further the work of the Anglican Church’s Sydney Diocese by facilitating and assisting the effective use of property and other resources for promoting and proclaiming the gospel of the Lord Jesus Christ”*.

Much has been done in the first three years of our existence, but so much more needs doing. We constantly remind ourselves that until Growth Corporation has delivered physical ministry and evangelism infrastructure that is being effectively used by parishes, we have not achieved anything. While this is a tough line, we must deliver buildings and property that facilitate better ministry and evangelism.

The Board is made up of faithful Christian people, each bringing different gifts and experiences from long careers in infrastructure, buildings and property, finance, ministry and corporate governance.

The temptation is to take on all the opportunities the Growth Corporation is faced with. The challenge for the Board is to help management to focus on the things that will make a difference and to execute them well. It is for this reason that for the 2023-2025 planning cycle, Growth Corporation will be focussing on our “3 Big Moves”:

- Develop the first ministry-led, Diocesan-wide, buildings and property strategy.
- Prioritise greenfields property acquisition to take advantage of market conditions.
- Transition to construction phases in addition to ongoing planning for the URPP.

While the Growth Corporation team will be involved in other initiatives, our “3 Big Moves” will take priority over the course of the 2023-2025 planning cycle.

We will continue to collaborate with other Diocesan organisations on initiatives that add value to the overall Diocesan mission. We have a great opportunity to serve Christ as we activate property assets in collaboration with parishes. The intent is to interact with our communities and effectively demonstrate God’s love in real and practical ways.

This is the ministry challenge ahead of us in a city that increasingly ignores God. However, this is not new. The early Christians and the Disciples faced similar challenges. As they submitted to Christ in the mission he entrusted them with, we too submit this Strategic Plan to him *“... who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.”*<sup>1</sup>

I commit this strategic plan to you. I trust it will inform you about Growth Corporation’s intentions over the next three years and motivate you to pray for us and partner with us as we play our role in mission to the Greater Sydney and Illawarra region.



**Peter Hicks**

**CHAIR - Anglican Church  
Growth Corporation**



# Message from the CEO

This 2023-2025 Strategic Plan represents a transition point from start-up activities for Growth Corporation to physical delivery of excellent buildings to better facilitate ministry and evangelism. While much was achieved during Growth Corporation’s first 3-year business planning cycle, there is so much more that needs to be done. The next 3-year business planning cycle requires Growth Corporation to shift gears - via our “3 Big Moves”.

I am thankful to God for going before us in the formative years of the Growth Corporation. He has certainly come through for us as we have prayed for wisdom, insight and resilience while we have stood-up an organisation that can make a real difference in Gospel mission work across the Sydney Diocese.

Our over-riding aim, our reason for being, is to provide excellent ministry and evangelism infrastructure that helps parishes effectively implement their ministry and evangelism plans. This aim is the same for both our greenfields and urban renewal work.

The Growth Corporation team and our great partners for the Urban Renewal Pilot Program (URPP), the Sustainable Development Group (SDG), are not satisfied with seeing only 1% of the overall adult population of the Diocese attending our churches. We feel blessed to be able to use our professional infrastructure skills and experience we have to better enable strong ministry and evangelism with the desired outcome being more people coming to know Christ and deepening their relationship with him.

A longer-term aim is to multiply the number of parishes across the Diocese that better utilise their buildings and property to generate a sustainable income stream for both the parish and the Diocese. Our hope is that by doing this, the Diocese does not need to rely on the generosity of donors for bricks and mortar in future generations. Our existing

assets, if used wisely, should be able to be self-sustaining and generate additional funds for the future buildings and property needs of the Diocese. This frees up donors to re-allocate their financial resources to funding people to do ministry and evangelism. This is a multi-decade strategy but, if successful, will be a blessing to future generations of Christians in the Sydney Diocese.

While it is God who convicts and calls people into His Kingdom, we also understand from 1 Corinthians 5-9, God gives us the privilege and responsibility to be co-workers in building his Kingdom<sup>2</sup>. We, at Growth Corporation look forward to being co-workers with God, with parishes, New Churches for New Communities (NCNC), Evangelism & New Churches (ENC), the Anglican Church Property Trust (ACPT), Anglicare, The Anglican Schools Corporation (TASC) and Moore College, to help people know the real Jesus.



**Ross Jones**

**CEO - Anglican Church  
Growth Corporation**



<sup>1</sup> Ephesians 3:20-21

<sup>2</sup> 5 What, after all, is Apollos? And what is Paul? Only servants, through whom you came to believe - as the Lord has assigned to each his task. 6 I planted the seed, Apollos watered it, but God has been making it grow. 7 So neither the one who plants nor the one who waters is anything, but only God, who makes things grow. 8 The one who plants and the one who waters have one purpose, and they will each be rewarded according to their own labour. 9 For we are co-workers in God’s service; you are God’s field, God’s building.



# Time & Place: Sydney Diocese 2023-2025

## Diocesan Mission

Our Diocesan Mission continues to drive everything we do in the Sydney Diocese. Our Vision and Mission describe our overall direction and purpose under God and our Values serve as our guiding principles for the way we operate as an organisation.

### VISION

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

### MISSION

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

### PRIORITIES

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

### VALUES

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

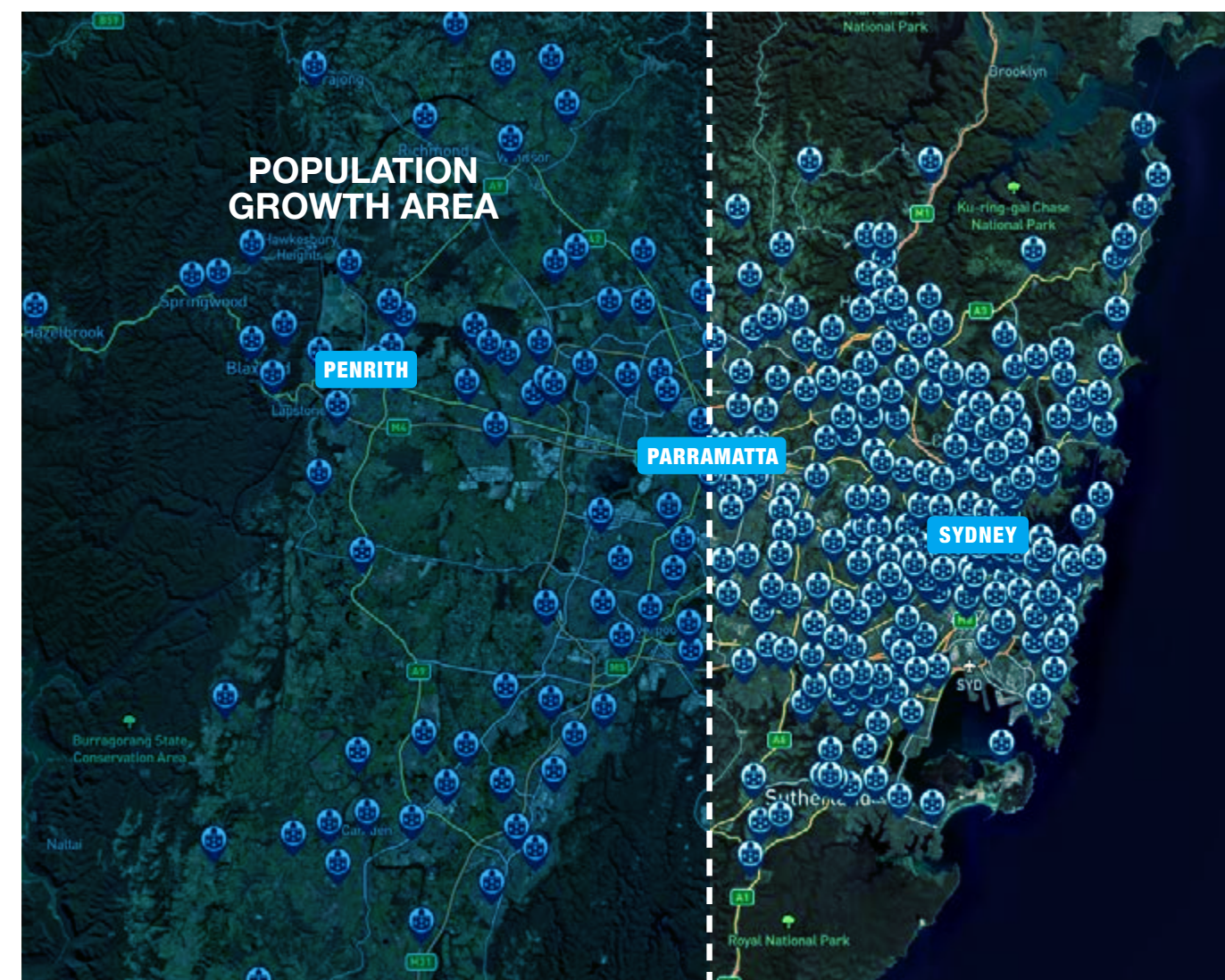
- + God's Word, the Bible, as our ultimate authority and guide.
- + The reading and explanation of the Bible as the basic method of our ministry.
- + The centrality of the cross of Christ and his resurrection in our proclamation and in our lives.
- + Lives of holiness and humility that adorn the gospel.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

## Sydney Diocesan Population

The NSW Government's Greater Sydney Commission's *Greater Sydney Region Plan - A Metropolis of Three Cities (The Plan)* and the follow-up more detailed city and regional plans set out the NSW Government vision and Strategy for, amongst others, Greater Sydney, the Hunter and the Illawarra. These strategies will be implemented at a local level through District Plans. Relevant to the Growth Corporation, the Plan provides the population growth and land use planning context that helps to define the task ahead if we are to effectively share Jesus with a rapidly expanding population that is increasingly distant from our Saviour.

The current opportunity for the Gospel in Greater Sydney is significant. About 1% of Greater Sydney's population regularly attend an Anglican Church in the Diocese. This represents about 48,000 adults amongst Greater Sydney's population of 4.7 million.

By 2056, the population will have grown to approximately 8.5 million people with 50% of the population of Greater Sydney living west of Parramatta. However, approximately 70% of the Diocesan parish assets (namely, churches) are located east of Parramatta.

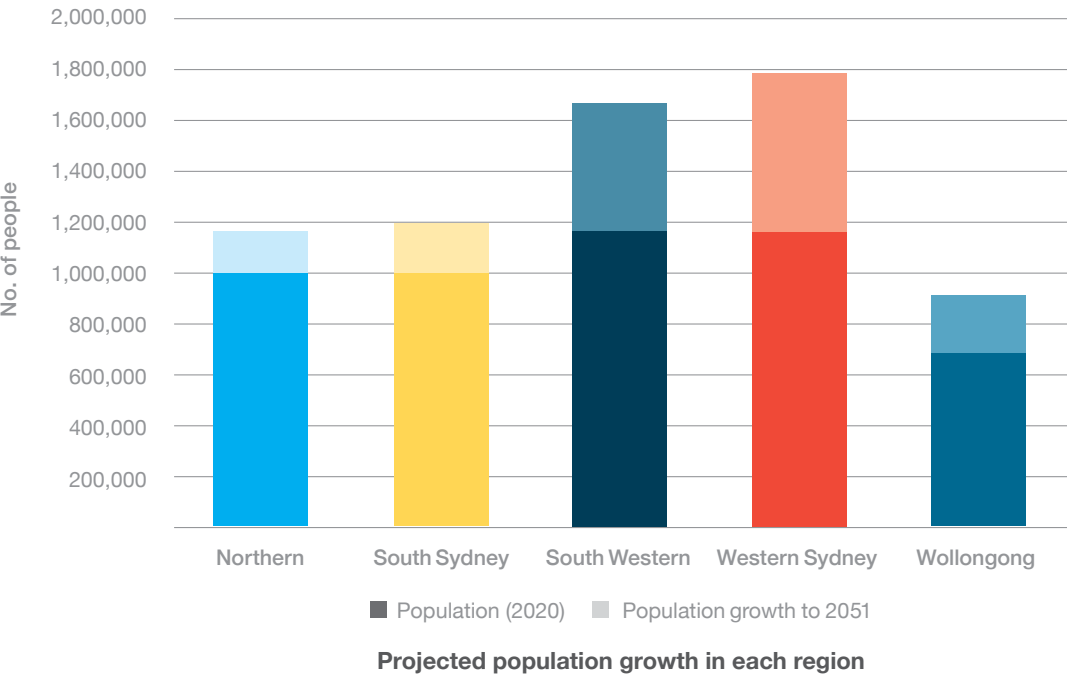
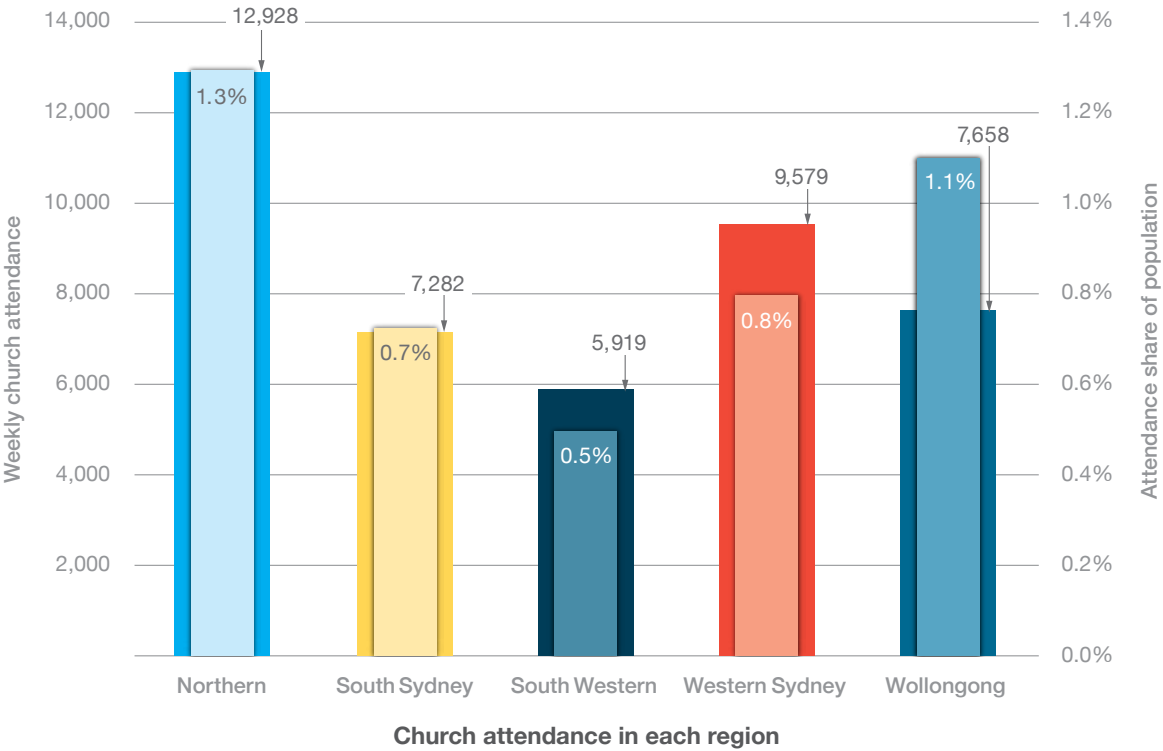


Current Distribution of Diocesan Parish Assets (Churches): By 2056, 50% of the population of Greater Sydney will living west of Parramatta. However, currently approximately 70% of Anglican churches are located to the East of Parramatta.



As a Diocese, we need to work out how a re-distribution of the ministry infrastructure and resources can align to the important population growth areas. These sorts of structural shifts cannot be done at the parish level and require a coordinated Diocesan-wide approach to meet this mission challenge on our doorstep. This challenge

needs collaboration across parish boundaries and Diocesan organisations. If we keep doing what we have been doing, we will be too slow in establishing a meaningful presence in growth areas, and too cumbersome in enhancing ministry infrastructure in infill areas.



## Addressing the Challenge

It is within this strategic context that property can act as an enabler for furthering the Kingdom if we plan effectively and strategically, collaborating across the Diocese to reach as many people as possible with the saving grace of the Gospel. The task is too large to address as isolated parishes.

What is needed is a new approach where Mission is activated locally while working together as a Diocese to connect across Greater Sydney and the Illawarra with initiatives and innovations that work in one location, but could also have application across the region and where our buildings and property assets not only facilitate ministry and evangelism but also produce the funding we need to address the ministry infrastructure demands across the Diocese.

The below image highlights a few Diocesan locations that currently generate strong financial returns that are redistributed for ministry/governance purposes across the Diocese (see dark blue locators). Over the long-term, Growth Corporation aims to increase the number of properties generating strong returns (represented by the light blue location markers). The income from these is to be shared between the parishes and the wider Diocese, with the strong

bias, at least in the early years, of income being re-invested back to greenfields ministry infrastructure (represented by the red location markers) through the Ministry Infrastructure Development Fund (MIDF).

The below is a long-term funding model. The Biblical principle for this sharing of funds and/or any sale of assets in one area to purchase in a growth area ("asset recycling") can be seen in Acts 4:32-35.

*32 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. 33 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 34 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 35 and put it at the apostles' feet, and it was distributed to anyone who had need.*




# The Plan - Growth Corporation 2023-2025


The Growth Corporation was established at the 2018 Synod to “*further the work of the Anglican Church’s Sydney Diocese by facilitating and assisting the effective use of property and other resources for promoting and proclaiming the gospel of the Lord Jesus Christ*”. Our first 2020-2022 Strategic Plan focused on establishing the organisation and its place in the Diocese.

This current Strategic Plan describes our direction during the 2023-2025 strategic planning cycle.

## Vision – Our “Why”


After 3 years of existence, we have amended our Vision to better reflect *why* we exist and our Mission to broadly summarise *how* we intend to achieve the Vision.




**Vision**

To provide parishes with great infrastructure, now and into the future, to help people know the real Jesus.

---


**Mission**

**Short-term**

Growth Corporation will help parishes innovatively develop and activate church infrastructure to facilitate more effective ministry, care and compassion where the people of Greater Sydney and the Illawarra can meet the real Jesus.

**Longer-term**

Growth Corporation will provide a sustainable funding platform for the next generation of Christians to enable donors to direct their generosity toward ministry and evangelism initiatives and people rather than bricks and mortar.

Our Actions, described in the next section, provide more detail on **what** we intend to do over the next three years to progress towards our part in the Diocesan vision of seeing “... *Christ honoured as Lord and Saviour in every community.*”

## Values

Our values serve as our guiding principles, shaping our attitudes and behaviours as we work to achieve our Vision.

VALUE	WE COMMIT TO
KINGDOM FOCUSED	... pursuing solutions that are best for ministry and evangelism and submitting all our endeavours to Jesus in prayer.
INTEGRITY	... godly behaviour, acting ethically, honestly and efficiently in all we do to point people to Jesus by the way we do business.
CARING	... treating people with respect, thoughtfulness and care.
COLLABORATIVE	... communicating openly and honestly to foster greater teamwork between partners, parishes and Diocesan organisations, actively sharing information, providing and listening to feedback.
INNOVATIVE	... being possibility thinkers who look at things that never were and ask, “ <i>why not?</i> ”.
DELIVERY-DRIVEN EXCELLENCE	... doing what we say we will and applying a “can-do” approach and fostering and rewarding excellence in project delivery, as working for the Lord.
STEWARDSHIP	... being trustworthy stewards of the resources God has provided for us.

## Our “What”

Since its inception, the Growth Corporation has become:

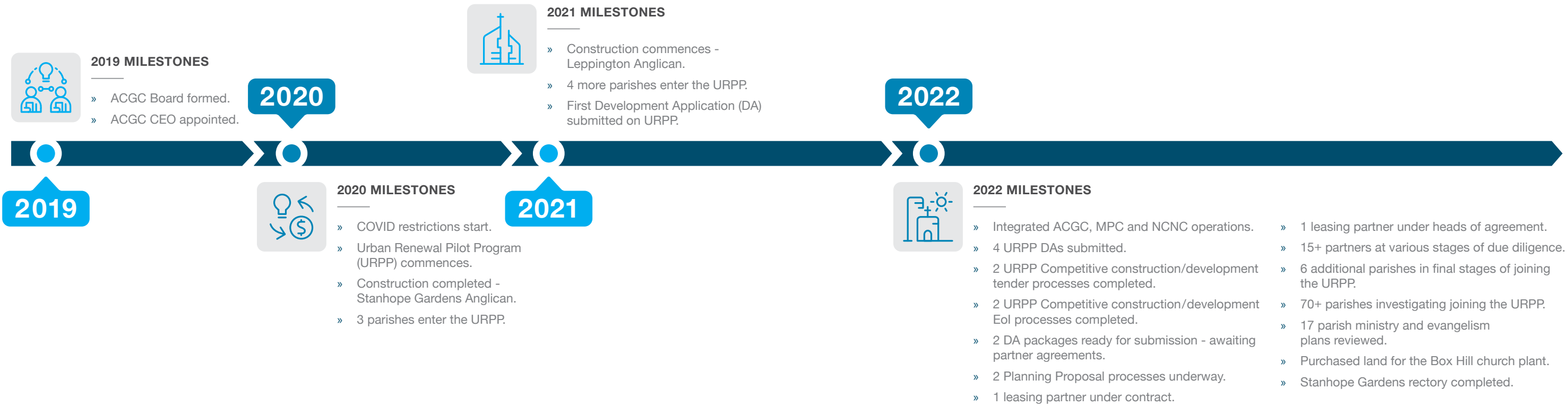
- A driver of collaboration between the organisations and parishes across the Diocese in terms of using buildings and property to better facilitate ministry and evangelism.
- A strategic planning organisation providing:
  - » data-driven advice on where and when we need to have a physical presence in new growth areas of the Diocese.
  - » a structure to, in the short term, provide upgraded and new ministry infrastructure and, in the long term, provide sustainable funding for the next generation of Christians for buildings and property they will need for Gospel ministry.
- A Program Manager of the Urban Renewal Pilot Program (URPP) in partnership with SDG.
- A deliverer of greenfields ministry infrastructure.
- A helper to parishes in developing effective ministry and evangelism strategies/plans.
- An advocate to Government authorities to ensure a Christian perspective is visible in planning, heritage and land use decisions.



# Our journey so far...

When looking back at what God has achieved through the Growth Corporation in its first three years, we could have included so many things. However, the graphic below gives a summary of our story so far.

The seven projects that have joined the URPP are estimated to add approximately \$55M in ministry infrastructure and a further \$220M in income generating developments (predominantly social infrastructure).





# Our “3 Big Moves”

Much has been achieved during Growth Corporation’s first 3-year business planning cycle, but so much more needs to be done. The next 3-year business planning cycle requires Growth Corporation to shift gears. These shifts have been termed our “3 Big Moves”. Our strategies and actions all contribute to these 3 Big Moves.

## 01 Diocesan Buildings & Property Strategy

The development of a ministry-led Diocesan-wide buildings and property strategy will be a major undertaking to provide long-term strategies to enable buildings and property to better facilitate ministry and evangelism.

## 02 Prioritise Greenfields Acquisitions

While it is important to complete construction of the Marsden Park church building, the economic headwinds have caused a shift in our greenfields focus over the next 3 years toward land acquisition.

## 03 Transition URPP to Construction

The URPP has reached the construction phase, so there is a need to transition from project development to also include project construction.

## BIG MOVE 01

Develop a ministry-led, diocesan-wide, buildings & property strategy

### Objective

The objective of Big Move 1 is to develop a proactive, ministry-led, strategic approach to optimising the use of future and existing parish buildings and property assets for the Gospel. It is intended to focus on the South-Western Region in 2023 and present a detailed strategy to Synod. This would be followed by other regions and an “umbrella” Diocesan strategy during the remainder of the planning cycle.

### Context

There is currently no consolidated diocesan buildings and property strategy. There are various guidelines, directions, policies and strategies relating to buildings and property that have been developed by Standing Committee, the Anglican Church Property Trust (ACPT), the Growth Corporation, Anglicare, Moore College and The Anglican Schools Corporation (TASC). Parishes can pursue and implement their own local buildings and property initiatives without any context of wider strategic ministry needs. This has resulted in some uncertainty about how to best utilise buildings and property to support and facilitate ministry and evangelism across the Diocese and a likely duplication of effort across organisations. It also means there is a lack of connectivity between strategies and potentially lost opportunities and value.

Romans 12 says, “3 For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. 4 For just as each of us has one body with many members, and these members do not all have the same function, 5 so in Christ we, though many, form one body, and each member belongs to all the others.” We are all part of one body with the responsibility of serving Christ across the Diocese to see people come to know him. Across a global city like Sydney and the Illawarra, this can only be done effectively if it is done strategically.

### Benefits

- The benefits of Big Move 1 to the Diocese include:
- Clarity about the ministry/evangelism directions of the Diocese and how buildings and property initiatives can facilitate better outcomes.
  - More effective long-term allocation of buildings and property resources to meet the changing population, ministry and evangelism needs of a growing city.
  - Greater clarity when assessing the strategic value of Diocesan buildings and property assets.
  - Identification of opportunities for collaboration across the Diocese to achieve better outcomes for parishes (e.g. use of Diocesan wide purchasing power in asset management).
  - Earlier visibility of church planting opportunities to enable better matching with church planters/evangelists.
  - Clarity of the funding task for the future buildings and property needs of the Diocese.
  - Enabling the Sydney Anglican Indigenous Peoples’ Ministry Committee (SAIPMC) to focus on ministry and evangelism initiatives while Growth Corporation focuses on property acquisition and planning approvals and construction.



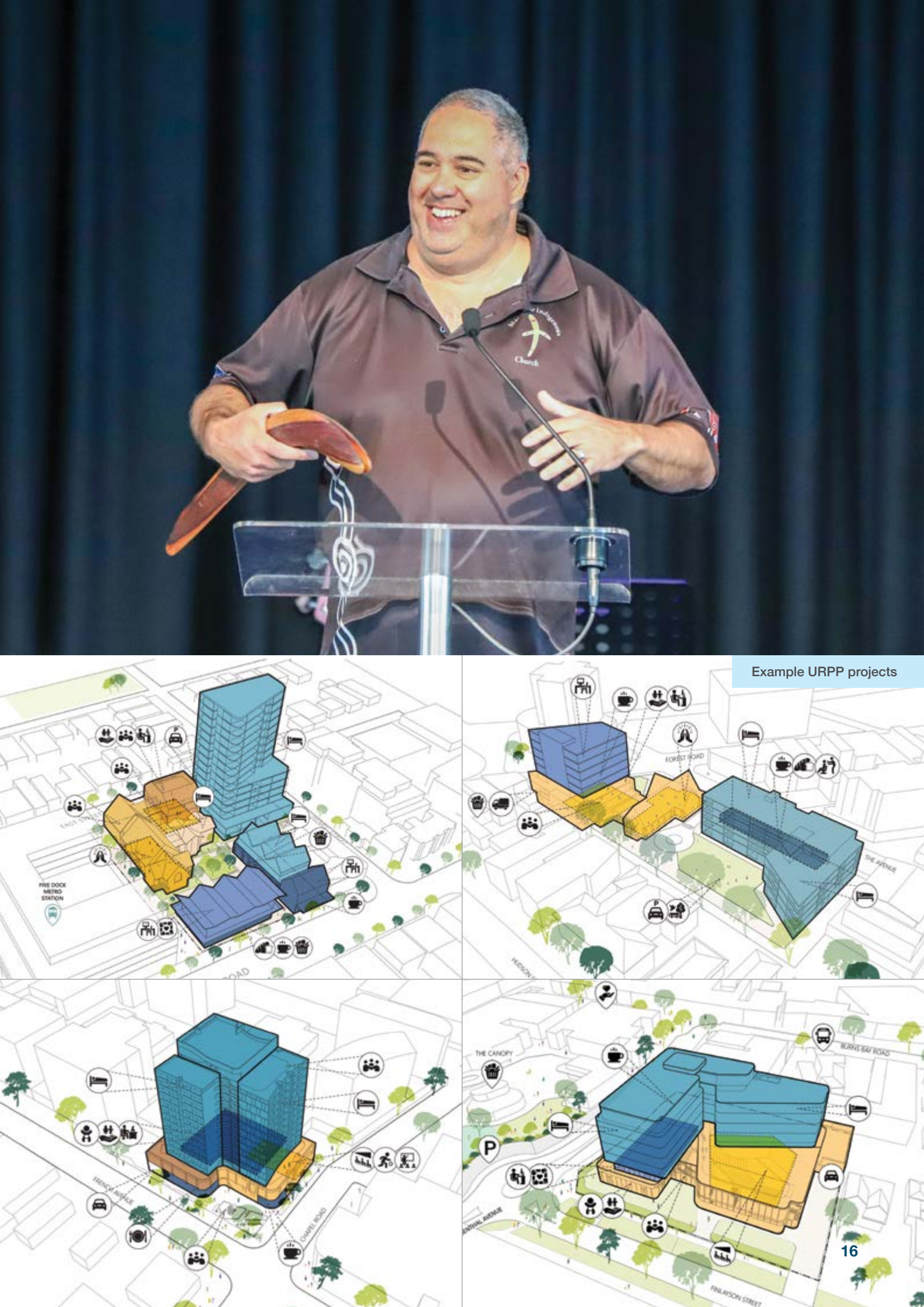


# Issues to be addressed

While this provides a significant opportunity to be better stewards of the assets provided to us by God, through past generations, there are a number of issues to address:

- How a Diocesan-wide strategy will work in a parochial model.
- Ensuring that buildings and property always remains subservient to ministry and evangelism.
- Running an effective consultation process to both provide information and elicit and integrate feedback to enhance the strategy.

- Reaching agreement on responsibility and accountability for implementation.
- Growth Corporation understanding the specific site needs and size of land required.
- Designers understanding the functional building needs of First Nations Christians.
- Balancing the desire for bushland sites with the Government restrictions on vegetation clearing.
- Lack of First Nations ministry staff to pastor to at least two new locations.
- How to translate learnings from Wedderburn to built-up areas.

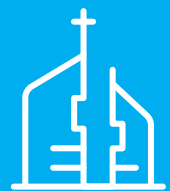


## Actions

01	Develop and implement an effective communications and consultation program to assist in the preparation of the Diocesan Buildings and Property Strategy.	06	Work with Anglicare, Moore College and TASC to identify opportunities for collaborative buildings and project opportunities that support ministry and evangelism.
02	Prepare Diocesan Geographic Information System (GIS) as a planning tool for developing the Diocesan-wide buildings and property strategy.	07	Undertake a needs analysis with SAIPMC to better understand the characteristics and size of land needed and the building requirements.
03	Prepare buildings and property strategy for the South-Western Region during 2023 and seek endorsement of this approach from Synod.	08	Purchase land in the vicinity of Huskisson for Indigenous ministry purposes.
04	Prepare buildings and property strategy for remaining regions and overall Diocese by the end of 2024.	09	Undertake a feasibility study for provision of land and built form in the Mount Druitt/Tregear area suitable for Indigenous ministries.
05	Identify and quantify the value of new buildings and property needed in the future and of buildings and property excess to ministry needs.	10	Collaborate with SAIPMC to ensure that Indigenous ministry needs are appropriately included in the Ministry-led, Diocesan-wide, buildings and property strategy.

Example URPP projects





## BIG MOVE 02

### Pivot to Greenfields property acquisition while the construction market is volatile

#### Objective

The objective of Big Move 2 is to take a prudent approach to economic headwinds over the next 2-3 years and focus greenfields investment on property acquisition and be ready to build when construction prices moderate.

#### Context

In the past, greenfields churches have been provided through a mix of local parish-led church plants and significant Diocesan initiatives like “Vision for Growth” and “Vision 2000” where funding was provided to purchase land and construct churches in growth areas during the 1980s and 1990s.

In more recent times the Mission Property Committee (MPC) has worked with Evangelism & New Churches (ENC) to identify strategic locations for future churches. The 2% Land Acquisition Levy (LAL) was used to purchase land and then a mix of donations and strategic land sales would fund the construction of new churches.

To keep up with Sydney’s accelerating population growth, the Diocese needs to be, on average, opening a new church every year for the next 25-30 years. The limitation has largely been funds available for building construction. This has resulted in the pace of new church provision being closer to one new church every 3-4 years.

The end of 2022 saw significant increases in inflation across most sectors with construction prices increasing significantly and supply chains being delayed. These conditions look set to remain in place for at least 2023-24. As a result, Growth Corporation will pivot over the 2023-2025 business planning cycle to focus its greenfields efforts on property acquisition and planning approvals as we await a moderation in construction inflationary pressures.

#### Benefits

The benefits are:

- Minimise the amount of investment in buildings while construction costs are high.
- Maximise the focus on property acquisition while land prices moderate due to higher interest rates.
- Better transparency around decision making and monitoring of progress.
- Easier to collaborate with other organisations when they can see our intended strategy.

#### Issues to be addressed

Key issues to be addressed are:

- Finalising an agreed greenfields component of the Diocesan-wide buildings and property strategy that explains the key assumptions used to identify where and when an Anglican presence is needed in a new growth area.
- Agreeing on lower cost construction methods and designs that reduce the typical building costs of new churches.
- Assisting NCNC to raise funds from donors who usually give toward construction while we pivot to property acquisition.
- Collaborating with ENC to support different church planting models and stages.
- Resolving the different timeframes for development to enable collaborative greenfields developments with Anglicare and TASC.



#### Actions

11

Prepare Diocesan-wide greenfields strategy<sup>3</sup>.

14

Prepare 2023-2025 Communications and Fundraising Strategy for greenfields initiatives.

12

Acquire 4-5 properties for greenfields churches during 2023.

15

Effectively communicate progress of greenfields initiatives to stakeholders.

13

Issue and manage Design & Construct (D&C) contract for delivery of Marsden Park and potentially one other church construction.

<sup>3</sup> Would include priority listing of where and when to invest in property and buildings, revised Reasonable Needs Guidelines for ministry and community infrastructure spaces, the use of demountables/modular to assist with staging



## Objective

The objective of Big Move 3 is to have progressed the URPP to a point that its original objectives have been demonstrated and confidence is generated in the URPP approach.

## Context

Growth Corporation established the URPP in 2020, in collaboration with the Sustainable Development Group (SDG) and with the approval of Standing Committee.

The aims of the URPP are to:

- Accelerate development on existing church sites to materialise ministry/evangelism plans into built form.
- Provide high quality master planning, a feasible funding strategy and seed funding to enable parishes to complete the Development Application (DA) process.
- Arrange long-term leases for integrated social infrastructure development, when a funding partner is needed.
- Provide a parish with new ministry/evangelism infrastructure, retain ownership of land, generate an ongoing income source to finance debt and then generate income stream shared between parish and wider Diocese.
- Enhance ministry/evangelism facilities and cause interfaces or “accidental collisions” with the non-church community.

- Create a sustainable funding source for new churches and existing churches for utilisation by the next generation of Christians.

Growth Corporation has favoured social infrastructure over commercial and residential because of its missional value as well as its financial returns. Provision of relevant social infrastructure enables the Diocese to demonstrate care and compassion for sectors of the community who can be overlooked or marginalised.

The types of social infrastructure considered for inclusion at URPP sites include:

- Affordable housing.
- Youth recreation facilities.
- Specialist Disability Accommodation (SDA).
- Crisis accommodation.
- Student housing.
- Key worker accommodation.
- Aged care/seniors living.
- Shared office space.
- Childcare.
- Ministry housing.

At the start of 2023, the URPP consisted of 10 projects at various stages of planning with a further 70+ parishes interested in joining the program. 2023 represents the year where a number of projects in planning will progress to commencement of construction.

This requires Growth Corporation and SDG to transition projects to construction phase while still bringing new projects through the planning process.



## Benefits

The benefits are:

- New parish ministry/evangelism infrastructure provided to parish satisfaction.
- Ministry plans being implemented and, as a result, people coming to know Christ.
- Effective activation of sites.
- Local churches adding value to the wider community with both social infrastructure and Gospel ministries.
- At the end of the business planning cycle to have 5 projects completed and operational, 7 in construction, 7 in DA phase and 10 undergoing pre-feasibility.

## Issues to be addressed

Key issues to be addressed are:

- Taking a strategic, sub-regional approach to facilities required in each parish to prevent duplication of expensive facilities (i.e. media production).
- The proposed outcomes over the 3-year business planning cycle will require a minimum of \$10M in seed funding. This cannot be directed to parishes that are uncertain if they want to participate in the URPP.
- Providing confidence to Diocesan stakeholders in effective risk management measures to enable URPP developments to proceed efficiently.

## Actions

16	Prepare Diocesan-wide urban renewal strategy.	21	Implement annual knowledge transfer workshop for URPP Project Control Group (PCG) members.
17	Undertake URPP review of first 3 years and report back to Standing Committee on learnings and new directions.	22	Work with ACPT to provide early advice on grant programs for parishes.
18	Complete partner due diligences and have 15 parish sites signed up with partners.	23	Enact initiatives to use combined buying power of Growth Corporation, Anglicare and TASC to achieve cost savings on buildings and property services and materials.
19	At the end of the business planning cycle to have 5 projects completed and operational, 7 in construction, 7 in DA phase and 10 undergoing pre-feasibility.	24	Post examples of ministry/evangelism plans on the Growth Corporation web page.
20	Provide robust modelling of income generated from URPP over 3-year cycle and beyond.	25	Prepare communications material to provide consistent and timely project communications and demonstrate that property receipts are being directed to ministry/evangelism infrastructure.



# Implementation

## Governance

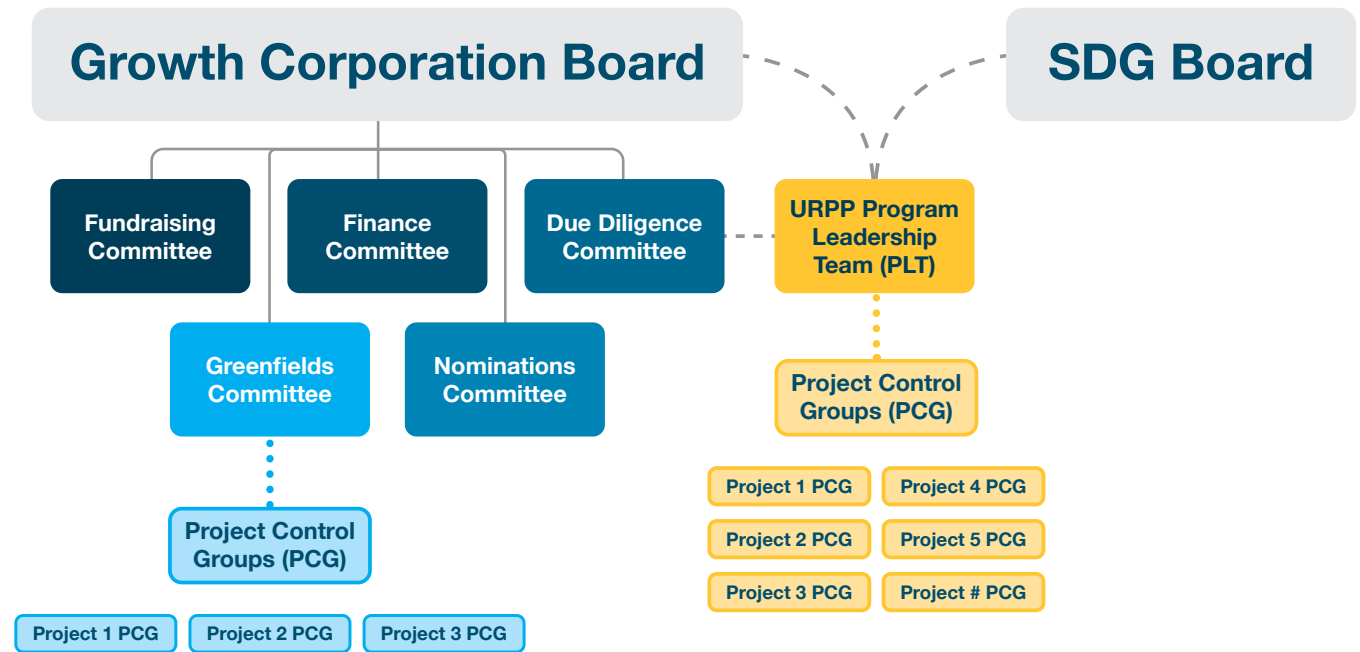
Growth Corporation's 3 Big Moves represent game-changing shifts in organisational focus. They combine a need for a:

- ministry-led, Diocesan-wide, buildings and property strategy.
- pivot to greenfields property acquisition while the construction market is volatile.
- transition to add construction to ongoing planning for the URPP.

These are inherently challenging and require the collaboration and commitment of multiple stakeholders to help unlock these opportunities and deliver significant benefits to parishes, the Diocese and the communities with which we interact. Regular quarterly reporting will be provided to Standing Committee on progress, along with annual reports to Synod.

The Growth Corporation Board will provide the governance over the implementation of this plan, through the governance structure illustrated below that has developed during the first three years of operations.

The Board utilises Board Committees to go into more detail as we aim to effectively manage opportunities and risks faced by the Growth Corporation. Additionally, the Urban Renewal Pilot Program (URPP) is overseen by a Program Leadership Team (PLT), consisting of the Growth Corporation Chair and CEO and SDG's Managing Director and Chief Financial Officer (CFO). Under the PLT, each URPP project is managed by a SDG Development Manager who is answerable to a project-specific Project Control Group (PCG) - each consisting of two Growth Corporation representatives, two SDG representatives and two parish representatives. This model has also been implemented on Greenfields projects, with PCGs accountable to the Greenfields Committee.



## Collaboration

Importantly, the Growth Corporation collaborates with NCNC to assist in raising funds for new churches in new communities. NCNC focuses its funding efforts on donors while Growth Corporation focuses on securing funding for new ministry infrastructure through innovative use of existing Diocesan buildings and property to generate income for re-investment in buildings and property in growth areas.

Growth Corporation also collaborates with Anglicare, TASC and Moore College as we seek to undertake joint projects and identify where we can use our combined buying power to achieve better financial outcomes for the wider Diocese and parishes.





# Implementing the Plan

The following table summarises all of the actions Growth Corporation will be implementing to deliver on our “3 Big Moves”. While the timeframes are indicative, the Growth Corporation team will be aiming to deliver accordingly and will be reporting progress against these to the Board, Standing Committee and Synod.

Actions		By when will it happen?
BIG MOVE 1 - Develop a Ministry-Led, Diocesan-Wide, Buildings and Property Strategy		
1	Develop and implement an effective communications and consultation program to assist in the preparation of the Diocesan Buildings & Property Strategy.	2023 - Q1
2	Prepare Diocesan Geographic Information System (GIS) as a planning tool for developing the Diocesan-wide buildings and property strategy.	2023 - Q2
3	Prepare buildings and property strategy for South-Western Region for submission to Synod.	2023 - Q3
4	Prepare buildings and property strategy for remaining regions and overall Diocese.	2024 - Q3
5	Identify and quantify the value of new buildings and property needed in the future and of buildings and property excess to ministry needs.	2023 - Q4
6	Work with Anglicare, Moore College and TASC to identify opportunities for collaborative buildings and project opportunities that support ministry and evangelism.	Ongoing
7	Undertake a needs analysis with SAIPMC to better understand the characteristics and size of land needed and the building requirements.	2023 - Q2
8	Purchase land in the vicinity of Huskisson for Indigenous ministry purposes.	2023 - Q4
9	Undertake a feasibility study for provision of land and built form in the Mount Druitt/Tregear area suitable for Indigenous ministries.	2023 - Q2
10	Collaborate with SAIPMC to ensure that Indigenous ministry needs are appropriately included in the Ministry-led, Diocesan-wide, buildings and property strategy.	2024 - Q3



BIG MOVE 2 - Focus on Greenfields Property Acquisition		
11	Prepare Diocesan-wide greenfields strategy <sup>4</sup> .	2023 - Q2
12	Acquire 4-5 properties for greenfields churches during the 3-year business planning cycle.	2025 - Q4
13	Issue and manage Design & Construct (D&C) contract for delivery of Marsden Park and one other church construction.	2023 - Q2
14	Prepare 2023-2025 Communications and Fundraising Strategy for greenfields initiatives.	2023 - Q1
15	Effectively communicate progress of greenfields initiatives to stakeholders.	Ongoing
BIG MOVE 3 - Expand URPP to Construction Phase to Add to the Planning Phase		
16	Prepare Diocesan-wide urban renewal strategy.	2024 - Q3
17	Undertake URPP review of first 3 years and report back to SC on learnings and new directions.	2023 - Q2
18	Complete partner due diligences and have 15 sites signed up with partners.	2025 - Q4
19	At the end of the business planning cycle to have 5 projects completed and operational, 7 in construction, 7 in DA phase and 10 undergoing pre-feasibility.	2025 - Q4
20	Provide robust modelling of income generated from URPP over 3-year cycle and beyond.	2023 - Q3
21	Implement annual knowledge transfer workshop for URPP PCG members.	2023 - Q2
22	Work with ACPT to provide early advice on grant programs for parishes.	Ongoing
23	Enact initiatives to use combined buying power of Growth Corporation, Anglicare and TASC to achieve cost savings on buildings and property services and materials.	2024 - Q1
24	Post examples of ministry/evangelism plans on the Growth Corporation web page.	Ongoing
25	Prepare communications material to provide consistent and timely project communications and demonstrate of property receipts being directed to ministry/evangelism infrastructure.	Ongoing

<sup>4</sup> Would include priority listing of where and when to invest in property and buildings, revised Reasonable Needs Guidelines for ministry and community infrastructure spaces, the use of demountables/modular to assist with staging



# Communications & Reporting

Growth Corporation focussed its communications during its first strategic planning cycle toward parishes with the potential to be part of the URPP, Standing Committee, Synod and potential external partners and financiers.

In the 2023-2025 strategic planning cycle, our communications need to transition from a typical start-up focussing on “who we are” and “what we do” to be more consistent and constant with information about the programs we are implementing and their benefits to parishes for ministry and evangelism.

The aim will be to communicate with content that is useful for parishes and stakeholders and through mediums that make it easy to access. Feedback from Growth Corporation’s annual performance

survey has indicated an interest in knowing more about:

- The projects and programs being implemented by the Growth Corporation.
- Easy access to useful tools like examples of good ministry and evangelism plans.
- Case studies of parish property developments.
- Population projections at a parish level.
- Examples of churches using their buildings/property to engage the non-church community.
- Asset management and maintenance.
- Access to grants for parish property uses.
- Collaboration opportunities between parishes.

# Expected Outcomes

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

- Increased attendances at churches across the Diocese.
- Stronger presence in the communities in which we operate.
- Local churches that are known in their communities for demonstrating Christ’s love in word and in practical actions to Christians and non-Christians alike.
- Clear Greenfields and Urban Renewal Strategic Plans with identified priority areas across the Diocese.
- A pilot program that has resulted in excellent buildings that effectively facilitate ministry and in new ways of doing business that are streamlined.
- Effective ministry/evangelism plans driving enhancements to buildings and property.

- Multiple forms of construction, construction staging and contract mechanisms that provide the necessary physical outcomes while effectively managing risk.
- Effective collaboration across the Diocese on mission-related property issues.
- A sustainable suite of funding measures available to enable ministry-related property development.
- A Growth Corporation team who are trusted, valued and used by parishes and the Diocese employing the gifts God has given each of them to bring honour to Him.

It should be noted that just with the current projects signed up for the URPP initiative, it is estimated that approximately \$55M in ministry infrastructure and a further \$220M in income generating developments (predominantly social infrastructure) will be added to the Diocese.

