

33/14 Ministry progress and brownfields' grants

(A report from the Standing Committee.)

Key points

- The presence of strong leadership and the number of newcomers is critical to parish numerical growth, but well-timed property development to accommodate growth is demonstrably important to stimulate sustained growth, particularly in parishes with an average adult attendance of 'over 200'.
- Consequently, the ability to fund property development is a key factor in a parish's ability to grow. Yet, the funding issues are difficult for many parishes to navigate.
- As a diocese, we should consider ways to provide funding to brownfield churches that fit a profile conducive for growth.

Purpose

1. The purpose of this report is to respond to Synod's request in resolution 33/14 to investigate what conclusions can be drawn from ministry progress and related experiences resulting from the Brownfield grants made by the Diocese in 2007.

Recommendations

2. Synod receive this report.
3. Synod pass the following motion to be moved at Synod "by request of the Standing Committee" –
 "Synod gives thanks to God for the contribution of \$9.32m from the Diocesan Endowment in stimulating some \$43m in parish building projects, which has facilitated enhanced new ministry opportunities, measured by notable increased attendance and offertory growth in a number of those churches.

Further, noting –

- (i) the report regarding Ministry Progress and Brownfields grants, and
- (ii) that 70% of the growth in new housing in Sydney is anticipated to be in brownfield areas, and
- (iii) the urgent desire to introduce Jesus to more people,

Synod requests that Standing Committee, in consultation with the Strategic Research Group and any other necessary parties, develop –

- (a) recommendations for Synod 2016 as to how capital could be raised for the development and expansion of church facilities in brownfield areas, and
- (b) appropriate criteria that could be used to ascertain suitable and strategic parishes to receive such an investment."

Background

4. A focus of our Diocese in recent times has been developing new church sites in greenfield areas. The needs and opportunities for the Gospel are vast, and the oft noted observation that land must be purchased at the inception of a greenfield project is not to be taken lightly, as the costs of retrospectively establishing church sites are prohibitive. For this reason, the Synod introduced a Greenfields levy of 2.24% from 2013 to fund the purchase of land for church sites in greenfield areas.

5. However, in a context where Sydney is constrained somewhat by natural boundaries, 70% of the growth of Sydney is projected to be in brownfield areas.¹ Acknowledging this reality and the support needed for existing churches, in 2007 a one-off distribution of \$20m was made from the Diocesan Endowment, with a significant portion (\$9.32m) used to provide grants to selected brownfield Churches for property development.

¹ In the 2010 *Metropolitan Plan for Sydney*, the NSW Department of Planning and Infrastructure aimed to "locate at least 70% of new homes in existing suburbs and up to 30% in greenfield areas" (Department of Planning and Infrastructure (2010). *Metropolitan Plan for Sydney 2036*, December 2010 p.11. Accessed online, 3 January 2014). The NSW Government is no longer explicit in their targets in this kind of way (the updated 2014 *Metropolitan Plan for Sydney* contains no explicit targets). Nonetheless, the explicit 2010 '70:30' benchmark is regarded as the best available.

6. At its session in October 2014, the Synod passed resolution 33/14 –

“Synod rejoices in the ministry progress of the 10 brownfields churches which received grants from the \$20 million taken out of the Diocesan Endowment last decade for various church building projects, and Synod gives thanks to God for the 28% growth in church members in total for the 9 of those churches which have reliable attendance statistics spanning the years 2004 to 2013, lifting diocesan offertories in 2013 by \$2,722,588 more than what was received by those 9 churches in total in 2004 (121% increase in offertories from those 9 churches).

Synod requests the Standing Committee to investigate what conclusions can be drawn from these statistics, including whether adequate church building facilities is an important strategy in assisting growing brownfields churches to grow further and introduce Jesus to more people, and whether more resources raised from parishes and/or the Diocesan Endowment, and then applied to similar projects that the \$20million was applied to, will assist further and accelerate growth in church attendance across the Diocese. Synod further requests that Standing Committee’s investigation be reported to the Synod in 2015, together with any possible recommendations flowing from the investigation on how more capital funds could be raised for brownfields church building enhancement projects.”

7. The first paragraph of the resolution notes the significant aggregate growth of these parishes over the 2004 - 2013 period. The second paragraph asks Standing Committee to investigate what conclusions can be drawn from the growth of those parishes who benefited from the Diocesan grant in 2007, and make recommendations to further the work of the gospel in response. Standing Committee referred consideration of the resolution, and in particular the requests of the second paragraph, to the Strategic Research Group (“SRG”).

Analysis

8. The SRG notes that 70% of the population growth of Sydney will occur in brownfield areas. The purpose of this investigation is to explore the relationship between building activity and church growth. It is widely acknowledged as naïve to attribute growth solely to building programs. At the same time, it is equally naïve to discount the role of facilities in enabling a church to provide ministry activities that in turn facilitate growth. For example, one rector interviewed during the course of this investigation, testified: ‘the story of our main morning service is that the plateau we addressed unsuccessfully throughout the last decade with church plants has been broken through with a building program.’

Process of analysis

9. While the starting point for analysis is to understand better the impact of the grant money and the building development on those parishes that received brownfields grants, the key goal was to determine whether the growth of these parishes is demonstrably connected to their building program, and if so, to identify if possible at what point in a parish’s growth a building redevelopment is most impactful for the sustained growth of the parish. Subsidiary goals include identifying the key characteristics of parishes who are most likely to benefit from building works, and developing creative ways of helping them to do so.

10. The following table lists the recipients of the brownfields grant distribution, showing both the brownfields grant value as well as the total cost of the project that was stimulated –

	Project Total (\$)	Synod Funding (\$)	Project Completion
Annandale	2,400K	1,000K	Oct 2009
Auburn, St Thomas	500K	450K	Sep 2011
Berowra	3,000K	900K	Sep 2011
Broadway	18,500K	1,750K	May 2012
Dapto	3,300K	1,100K	Sep 2011
Glenmore Park	2,400K	900K	Dec 2011
Hoxton Park	5,280K	1,400K	Dec 2008
Marrickville	280K	170K	Jun 2012
Naremburn/Cammeray	3,900K	500K	Dec 2009
Rooty Hill	3,500K	1,150K	May 2010
Total	43,060K	9,320K	

11. As a starting point, growth statistics (finances and attendance) were analysed from the parishes who received a grant, with particular consideration given to the point in time at which their building program occurred. As a next step, where possible, the rectors from those parishes were interviewed to ascertain their views on the impact of their now complete building program. Having noticed some trends among these parishes (discussed below), the statistical growth in attendance and giving of these grant-receivers was compared with other parishes who had similar sized building programs to identify which trends continued to hold true. Finally, all parishes in the Diocese who experienced significant growth (regardless of the presence of a building program) were analysed in an effort to isolate the impact of a building program on growth. The results are discussed below.

Initial reflections

12. Delving into the parish-specific data, beyond the merely aggregated level, is helpful. In particular, reviewing the impact of building development on parishes with larger numbers of adult attenders, and comparing these with the impact of building development on parishes with smaller numbers of adult attenders, is revealing. Prima facie at least, the impact of building development appears more notable in the parishes with an average attendance of over 200 adults.

13. To summarise the conversations with respective parishes –

- **Rooty Hill** spoke about the significant impact almost overnight of 'having a footprint and visibility in the community' that they previously lacked. The Appendix A statistics for their growth since building speak for themselves. Their growth has been spearheaded by their Families Ministry, and tracing the long term development of their Family Congregation(s) is striking. The building opened in 2010, and in 2013 the Family Congregation outgrew the new facilities. With weekly adult attendance well over 300, this work was then replicated and continued to grow, in God's kindness. Three other factors are also worth noting: the long term leadership of the rector; the unique Children's Ministry under a talented leader; and the adoption of the 'purpose driven' church model. The rector said it would have been borderline as to whether or not Rooty Hill would have embarked on its building program without the help of the Diocese.
- **Broadway** was almost forced into the Diocese's largest ever building program (over \$18m), following the fire at Broadway in 2006. Significant attendance growth has followed: as of 2015, they had grown by almost 50% since the fire. In no small part, this is due to the planting of a new afternoon Mandarin-speaking congregation (and pastor). And while this might have been otherwise achievable, the rector is of the view that the modern design of the building is particularly appealing for the demographic they are trying to reach. Furthermore, it provided 'social spaces,' enabling Broadway to now do mid-size ministries better than ever before. In fact, the new facilities have become a 'thriving community centre,' and are used 8am-10pm most days of the week.
- **Dapto** testified to the significant growth in its primary family congregation (147 adults in 2009 to 226 adults in 2014, plus children) that the new facilities enabled, under God. But the macro statistics are offset by issues in some of the other (including offsite) congregations or 'unsuccessful' church plants. It is still a parish that is spread over 3 sites, but its primary Family Congregation has been able to break through its previous capacity constraints, as demonstrated by the final table in Appendix A. Interestingly, Dapto's family congregation, on 2014 data, is now the fifth largest Sunday morning congregation in the Diocese, and one of only 11 in the Diocese with over 200 adult attendees. The Rector believes that the size of the car park is providing a new constraint, highlighting the importance of holistic site development.
- **Naremburn-Cammeray** embarked on a \$3.5m building program that was completed in 2010. They probably would have proceeded without Diocesan assistance, but it was acknowledged that they were able to leverage off 8 congregations across two primary centres, while enjoying unique socio-economic factors that enabled them to raise the necessary funds. The facilities have now enabled the capacity to increase, and various ministries now have a 'home' and visibility that they previously lacked. For example, the youth ministry previously 'did not have a home.' Furthermore, there was an enormous cohesive benefit in bringing the staff together from working in their homes to a central office. While the old facilities hindered ministries, the new facilities enabled more ministries to occur, and to do so simultaneously. Naremburn's primary Family Congregation has increased from a plateau of around 80-90, and in 2014 was at 160 adults plus children. They are now in the process of redeveloping their Cammeray site.
- **Glenmore Park** in the Western suburbs was able to internally raise \$250-300K toward the \$2.3M project. Having no land to sell, the Rector was adamant that there is 'no way' that they would have been able to do it without the Diocese's \$900K grant, and also assistance to secure

the almost \$1.2m loan with the Finance and Loans Board. The project has allowed the parish to break through the 'glass ceiling' resulting from an auditorium that struggled to seat 150. On special Sundays, they have now had over 700 adults across a Sunday. They are now operating in a new church size 'bracket,' with the re-development also encompassing a number of small meeting rooms that enable multiple and simultaneous ministries to function across the week.

- **Berowra** has seen 37% growth over the 3 years since the completion of its building program. Even allowing for the attendance reduction in the year of building, this growth is notable. What is even more interesting is that the \$2.9m building program did not increase the size of their main meeting area. Instead, it focused on the associated facilities that has enhanced many ministries. While the rector's instinct is that the growth has been primarily 'switchers' (as confirmed in the NCLS 2011 statistics), it is noteworthy that their newcomer levels were above the Diocesan average in the period preceding the building program.
- **Hoxton Park**, it could be argued, is more of a greenfield development than a brownfield one. The project entailed a 600 seat auditorium, while the existing congregations at the time were each approximately 75 adults. The rector advised that some challenges on the ministry front have held things back, while the high recurring costs required to run larger facilities have been a drain on the smaller congregations. While the morning family congregation has grown to approximately 110 adults plus children, one wonders, in retrospect, if the \$4.8m total construction cost was a little ambitious in scale. There is an annual estimated cost of \$60K to keep the building running; while the staff do what they can to compensate for having small congregations in a vast physical space, and while there is some advantage in having a good venue for regional events, perhaps the scale was too big for the congregations at the time.
- **Marrickville** was not able to be invited to participate due to time constraints.
- The investment in **Annandale** has not seen the same kind of fruit as those in medium to larger parishes. The Rector attributes this to a variety of distractions at the time.
- **Auburn** was not contacted directly in connection with this report. Their project was of their hall at the back of their facility. No congregation was previously at its capacity in their main auditorium (which admittedly, was run down).

Statistical summary

14. The following table provides a statistical comparison of the parishes receiving Diocesan grants with offertory growth and adult attendance (over and under 200 adults). We acknowledge the desirability of including youth and children in these statistics. However, the reliability of the lodged statistics for 'under 18's varied too significantly to allow this to be done consistently and reliably. As an alternative, such factors were raised in the initial interviews with respective rectors.

	Under 200 parishes	Over 200 parishes (ex Broadway)	Broadway	Total
Since 2008, offertory growth in 2013 (\$)	239K	1,434K	47K	1,720K
	37%	53%	3%	50%
Diocesan Grant (\$)	3,020K	4,550K	1,750K	9,320K
'Return on investment' in 2013	8%	32%	3%	18%
Stimulated Building Project Value (\$)	8,460K	16,100K	18,500K	41,860K
Multiple of grant	2.80	3.54	10.57	4.62
Attendance growth 2007 - 2014	Adults			
	-66	+ 558	+141	+ 633
	% over 7 yrs	33%	38%	24.2%
	Diocese % over 7 yrs			1.1%
Attendance growth 3 yrs after building completed	6%	17%	34%	18%

15. This data shows that while the 'under 200' parishes had an 8% 'return on investment' (ROI) in 2013, the attendance of these parishes was static or declined.² By comparison, the 'over 200' parishes saw a significantly greater ROI as well as strong attendance growth.

16. In addition, we note that the average level of 'Newcomers' at the 'over 200' parishes was 12.4%, against a Diocesan average of 9.3%. Indeed, five of the six 'over 200' parishes had newcomer levels above the Diocesan average. The NCLS 'Newcomer' statistic is taken from the latest available NCLS survey (2011) and is an objective measure to capture the percentage of a church population that was not active at any church five years previously. As such, it is the closest available measure for conversion growth and is one of the key metrics for progress against our Mission 2020 goals.³

17. We may further observe that the average rate of 'transfer growth' (those who have joined a particular parish and were part of another Anglican or non-Anglican church 5 years prior) was 29% across Diocesan churches. There is overlap between this statistic and the reality that 39% of Australians (aged 5 and over) reported a change of address from five years earlier in the 2011 Census. So, while there may be other factors that contribute to transfer growth (such as the desire for a perceived vibrant youth group when one's children become teenagers), levels similar to those observed would be expected as a reflection of the normal shift in population.

Apparent trends

18. It is tempting to formulate strategy and draw conclusions based on particular anecdotes. Certainly, we must heed the warnings and lessons from each, but at the same time we must form conclusions and observe trends from the combined picture. From this investigation, encompassing interviews with the parishes listed above, as well as detailed consideration of parish statistics and building development information from across the Diocese, we may observe the following trends –

- (a) Facilities development has been a significant contributing factor to attendance growth in 'over 200' parishes, particularly those facing a capacity issue in one or more individual congregations. In terms of its contribution to attendance growth, facilities development seems to have less effect with 'under 200' parishes.
- (b) Facilities development seems to have been most effective in enabling parishes to break a recognised size barrier (such as 200 or 400). In the case of larger parishes, this dynamic has enabled the establishment of larger congregations.
- (c) Of the 21 developments larger than \$1m since 2005, only 6 (North Sydney, Normanhurst, Kiama, Gynea, West Pymble and Engadine) were funded without diocesan assistance or property 're-deployment.' Three out of these six were for developments that were less than \$1.5m (the lower end of significant developments). The remaining three were North Sydney, Normanhurst, and Kiama. This realisation highlights the struggle that the majority of parishes in brownfield areas face (particularly those without multiple property holdings) to fund redevelopment and expansion without some kind of external assistance. For a complete analysis, refer to Appendix B.
- (d) Stable, strong and committed leadership has been in evidence where attendance growth has followed facilities development.
- (e) Strong statistical newcomer growth was in evidence before any facilities development program began, with every parish experiencing growth having above Diocesan average rates of 'newcomers' prior to their building program. In other words, facilities development did not *create* growth momentum. Rather, improved and expanded facilities *accelerated* pre-existing ministry effectiveness and removed barriers to further attendance growth. In particular, this was achieved by allowing diversified and multiple ministry activities (often simultaneously).
- (f) Most 'over 200' parishes had rates of 'newcomers' somewhat higher than the Diocesan average both in 2006, prior to development, and also at the last available NCLS survey, in 2011.

19. These observations are consistent with the hypothesis that smaller parishes (under 200) tend to be more relationally driven, while the larger parishes (over 200) must begin to rely more on their ability to offer a diversity of ministries, which necessitates facilities that can enable this to happen.

20. Demographic factors may also have played their part in these parishes. In the same way that greenfield sites benefit from having been intentionally developed to cater to an expected demographic change, demographic projections could inform the criteria used to prioritise Diocesan support for building

² For our purposes, we have approximated the return on the diocesan investment (ROI) by taking the increase in income (i.e. parish offertories) after the building project and dividing it by the original 'investment' amount (i.e. the Brownfields grant).

³ The fact that one of the 'over 200' parishes had a 2011 Newcomers rate of 8% ought to highlight the descriptive (rather than prescriptive) nature of this report.

projects in brownfield areas. Consider the impact of 70% of the growth of Sydney occurring in brownfield areas: there will be an increase of density across the board with sizable pockets of Sydney experiencing substantial urban renewal. A coordinated approach involving greenfield sites, brownfields development and activities of the likes of Evangelism and New Churches, should provide the greatest potential under God to deliver the optimal strategic outcome.

21. This investigation has not looked in detail at every parish that has conducted a facilities development program (with or without diocesan assistance). In some cases, the completion of the development is too recent to make conclusive observations (for example, Chatswood, Neutral Bay, and Bowral). That said, the completion of the Lower Mountains (made possible because of land re-deployment) and Normanhurst developments, without brownfield grants, is consistent with these observations. In the case of Lower Mountains, the facilities redevelopment, with strong leadership, has seen the primary family congregation now approach its capacity within just 12 months of completion (attendance has increased further since the lodged average 2014 data). Similarly, Normanhurst reports new families and significant growth in its Youth Ministry.

22. It is naïve to think that facilities development of any kind is a 'silver bullet': certainly there are some other parishes that have experienced strong rates of growth; a number of parishes have been reported with a key to success being effective leadership, and growth in some other parishes is the result of parish consolidation or the planting of new congregations. The picture cannot be reduced to any single factor. Clearly, leadership is a key factor. So too is facilities development and expansion, particularly in parishes approaching the capacity of their existing facilities.

23. Further factors should add some urgency to a further consideration of these matters –

- (a) We are currently in a low interest rate environment, meaning the cost of re-development is at historically low levels. These circumstances look like continuing in the near future.
- (b) Various local councils are explicitly preferring church expansion and redevelopment to occur outside of residential areas – where residential areas are the best place for churches to be!⁴
- (c) As we have noted, 70% of the growth of Sydney is projected to occur in brownfield areas.
- (d) While further church planting efforts are to be applauded and must continue, we ought also to invest in growing existing churches. The likes of Rooty Hill show the kind of impact that is possible.
- (e) Our Mission 2020 Value: 'An *urgent* love for people who, apart from faith in Christ Jesus, face certain condemnation under the righteous judgment of God.'

Conclusion

24. The development and redevelopment of parish facilities has been an important factor in the growth of a number of parishes, particularly those with average attendance of over 200 adults. The parishes that have benefitted most demonstrably from property development are those that –

- (a) had a culture such that the level of newcomers is above the Diocesan average,
- (b) enjoyed strong leadership, and
- (c) in God's kindness were able to develop their facilities while there was a growing need.

25. However, in the absence of other parish property assets that can be repositioned, the ability of medium and even larger parishes to fund such redevelopment is limited.

Possible Actions

26. A natural consequence of this conclusion is to develop a set of criteria to help assess and prioritise support for promising brownfield projects.

27. There is also the accompanying need to determine the means to support parishes in this area, and this should proceed with all 'options on the table,' including the consideration of –

- (a) Drawdown on the Diocesan Endowment to provide grants or loans. While some will suggest this, particularly in light of God's kindness in the recovering Diocesan Endowment, such a proposal would require careful analysis and consideration in light of the need to protect the real value of the Endowment.
- (b) The introduction of a Brownfields levy (or reconfiguration of the existing Greenfields levy to include a brownfield component). Whilst acknowledging the unique challenges of acquiring

⁴ Parramatta Council, for example, now has a DCP limiting the auditorium size of public places of worship to 250 in residential areas. When you count children in the capacity, and apply the 80% rule (that a congregation is at capacity when it fills 80% of the available seats), this means a family congregation capacity of approximately 130 adults. Hornsby Council is limiting street frontage of public places of worship in residential areas to 50m. Bankstown Council received multiple submissions aimed at minimising the impact of public places of worship in residential areas.

greenfields land at the right time, it is still true that 70% of Sydney's growth is forecast to be in brownfield areas. Funding growth through a levy, being a recurring method of fund raising, has the advantage of allowing a rolling program of the regeneration of parishes in brownfield areas.

- (c) The establishment of a brownfields fundraising unit. Such a unit would ideally work in partnership with appropriate other Diocesan bodies to foster holistic parish development.
- (d) The underwriting of loans by the Diocese.
- (e) The utilisation of proceeds under the Large Receipts Policy, which in light of the establishment of the 'New Churches for New Communities' fundraising initiative (which provides for buildings in greenfield areas) and the Greenfields levy (which provides funds to acquire land in greenfield areas), may be an appropriate means of supporting brownfields ministry.

28. In considering the means to support brownfield building projects, opportunity should be provided for Synod members to contribute suggestions and feedback, which can be considered in this process.

For and on behalf of the Standing Committee.

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Member, Strategic Research Group

15 September 2015

Appendix A: Attendance and offertory Growth of Parishes receiving Brownfield Grants

Offertory - inflation adjusted years from building

	Rooty Hill	Broadway	Dapto	Naremburn Cammeray	Glenmore Park	Berowra
B - 4	\$342,322	\$731,919	\$413,843	\$554,714	\$346,513	\$207,935
B - 3	\$314,158	\$677,201	\$431,962	\$634,540	\$371,841	\$211,353
B - 2	\$351,862	\$624,801	\$395,076	\$675,776	\$382,467	\$225,702
B - 1	\$359,990	\$601,483	\$373,122	\$684,579	\$433,131	\$214,238
Building year completion	\$407,151	\$592,877	\$423,307	\$699,807	\$396,502	\$220,876
B +1	\$465,682	\$672,388	\$427,596	\$712,904	\$430,390	\$235,140
B +2	\$655,471		\$408,201	\$795,142	\$452,665	\$330,698
B +3	\$613,560			\$994,354		
B +4				\$989,908		
B +5						

1 year growth since build	14%	13%	1%	2%	9%	6%
2 year growth since build	61%		-4%	14%	14%	50%

Adult Attendance - years from building

	Rooty Hill	Broadway	Dapto	Naremburn Cammeray	Glenmore Park	Berowra
B - 4	386	363	470	345	399	89
B - 3	319	366	503	360	402	208
B - 2	316	342	512	417	412	215
B - 1	337	355	464	355	385	203
Building year completion	429	431	505	352	381	187
B +1	470	452	512	366	389	222
B +2	518	485	485	413	412	230
B +3	562		494	422	439	257
B +4	558			490		
B +5				504		

1 year growth since build	10%	5%	1%	4%	2%	19%
2 year growth since build	21%	13%	-4%	17%	8%	23%
3 year growth since build	31%		-2%	20%	15%	37%

Levels of NCLS 'Newcomers'⁵

2006 NCLS (avg 11.4%)	13%	15%	15%	14%	28%	13%
2011 NCLS (avg 9.3%)	12%	10%	15%	13%	13%	8%

⁵ The NCLS Newcomers statistic measures the proportion of a congregation that were not at any church 5 years previously. Those captured by the measure in 2006, for example, would not be counted as Newcomers again in 2011, as they are now regarded as established in the congregation that they had joined. Further, the nature of statistic means that as a congregation grows in absolute numbers, it will require a larger number of absolute newcomers to preserve the percentage statistic. The 2016 NCLS survey will provide more accurate statistical data as to the 'post building' impact on Newcomers.

Adult Attendance at 'primary congregation / service'

	Rooty Hill	Broadway (PM)	Dapto	Nareburn Cammeray	Glenmore Park	Berowra
2004	147	200	141	87	108	100
2005	151	240	135	85	106	104
2006	151	200	163	80	106	103
2007	167	170	166	70	110	103
2008	178	173	167	72	121	107
2009	204	219	147	90	127	136
2010	259	210	156	89	120	113
2011	274	206	176	123	122	98
2012	338	176	196	109	132	123
2013	401*	219	206	127	136	113
2014	386*	217	226	160	159	113

10 yr growth	173%	10%	46%	46%	26%	13%
Numerical	254	19	65	40	28	13

Shaded cells indicate the completion of the building project

* Combination of now split congregations / services.

Appendix B: Funding of Church Building Projects (greater than \$1M) 2005-2014

Parish	Project	Completion Date	Project Total (\$)	Funding of Project				
				Internal Fundraising (\$)	Loan (\$)	Diocesan Grant (\$)	Property sale (\$)	Other (\$)
Broadway	New church building	Apr 2012	18,500K	3,900K	1,500K	1,750K	2,300K	9,050K
Hoxton Park	New ministry centre	Dec 2008	5,280K			1,400K		3,880K
North Sydney	St. Thomas Ministry Centre	Dec 2012	4,400K	1,200K	3,200K			
Naremburn / Cammeray	New church / administration facilities	Jan 2010	3,900K	3,125K	250K	500K		25K
Bowral	New ministry centre	May 2015	3,800K	1,800K	200K		1,800K	
Rooty Hill	New ministry centre	Apr 2010	3,300K	900K	1,250K	1,150K		
Dapto	New ministry centre	Aug 2011	3,300K	1,100K	1,100K	1,100K		
Berowra	New ministry centre	Sep 2011	3,000K	1,500K	600K	900K		
Normanhurst	New ministry centre	Aug 2014	2,700K	1,300K	1,400K			
Glenmore Park	New auditorium	Dec 2011	2,400K	300K	1,200K	900K		
Neutral Bay	Hall alterations & additions	Apr 2014	2,400K	800K	600K		1,000K	
Annandale	Church alterations & additions	Sep 2009	2,400K	400K	1,000K	1,000K		
Lower Mountains	New ministry centre	Mar 2014	2,385K	235K	1,000K		1,150K	
Chatswood	Hall alterations & additions	Mar 2015	2,210K	1,050K	460K		700K	
Dee Why	New parish centre	Apr 2008	2,000K	1,200K			800K	
Kiama	New hall / ministry Centre	Aug 2013	1,750K	1,050K	700K			
Watsons Bay	Hall alterations & additions	Mar 2014	1,675K	75K			1,600K	
Smithfield Road	Church alterations & additions	Aug 2013	1,600K				1,600K	
West Pymble	Church alterations & additions	Dec 2008	1,500K	1,000K	500K			
Gymea	Church alterations & additions	May 2008	1,200K	400K	800K			
Engadine	Church alterations	Feb 2006	1,150K		1,150K			
Totals			70,850K	21,135K	16,910K	8,700K	10,950K	12,955K
Total without Broadway			52,350K	17,435K	15,410K	6,950K	8,650K	3,905K
			33%	29%	13%	17%		