

Response to Parish Council Questions

Questions Issued 16/09/22.

1. Some expressed concern the site might be overdeveloped.
The Local Environment Plan (LEP) planning controls for the site are established to ensure developments deliver a good level of amenity and don't result in over development. The Floor Space Ratio (FSR) control is 0.4: 1, which enables the total floor area on the site to be 40% of the site area. The proposed FSR is compliant at 0.37:1 It is envisaged the proposal will meet the objectives of all planning controls and good industry practice resulting in a high quality well laid out development.
2. Will there be disability access across the site, especially to the church offices.
Given the relatively flat topography of the site and the single story design it is envisaged Disability Discrimination Act (DDA) compliance will be achieved in all locations. The only exception to this two storey rectory. The two storey admin building will have a lift installed to achieve disabled access.
3. Explain the proposed connecting space between chapel hall and the church: Not clear if the proposed covered way between the church and Chapel Hall has end walls and entrances or not. Does it impact too much on the beauty of the church building?
The undercover connecting foyer between chapel hall and the church is an internal space and is enclosed by walls on all sides and a roof. The design of this is to be further progressed with the Parish to ensure it achieves the design brief, functional requirements and heritage & architectural compliance.
4. Is the conversion of the lower floor of the office and also all of creche and Hainsworth Hall restricting the office space available given that the whole complex is much larger than at present
The office space is increased by the ground floor and first floor extension of the admin building.
5. Is there an additional building required for long day care? (Do we need to enlarge the bottom of Hainsworth?)
The 60 place childcare centre is based on using the existing available space in ground floor Hainesworth hall and ground floor admin / toilets. No additional building or extension is proposed for childcare.
6. How will people access SDA in option ?
Access to SDA will be via the western carpark off Mowbray Rd for vehicles and for pedestrians via the adjacent footpath.
7. Is there sufficient parking for the site?

The 48 car parking spaces on site have been reviewed as acceptable by the project traffic consultant. While the required number of parking spaces to strictly comply with Development Control Plan is 75 the reality of a mix-use development is peak car park demand for each development use occurs throughout the day at different times. It is therefore industry practice to allow for the actual number of cars required. This requires the project Traffic Engineer to formalise the initial traffic study via onsite parking surveys.

8. Do we assume the current grassed area behind the church (where the playground and cubbyhouse currently is) would remain?

The grassed area will be redesigned as outdoor childcare area to comply with the 7m² of outdoor area per child. This child safe play area will be useable on Sundays.

9. How do we mitigate the impact of heat in the plaza with the lack of grass in that area?

The plaza was initially shown as paving but this has been changed to include grass and will have appropriate landscaping to be a welcoming & useable space.

10. What access will there be to the kitchen from the carpark? How will we get big deliveries dropped off at the kitchen area.

Deliveries will be wheeled on a trolley from the western or eastern carpark. There will not be direct vehicle access.

11. Hearing and sight disability mitigation in buildings

The design would achieve DDA compliance for access.

Questions Issued 04/11/22.

12. Please provide high level cost estimate for the various components.

These details will be included in the SPEC Feasibility report.

13. Can SDG provide an overview table (ticks in columns):

Item	Responsible Party			
	SDG/ ACGC	St Stephens	Childcare Operator	SDA Operator
Construction	✓			
Ongoing revenue generation: Ministry spaces incl Multipurpose Hall	✓ <i>SDG can assist with MPH</i>	✓		
Ongoing revenue generation: Non-ministry Spaces	✓			
Ongoing expenses & maintenance Childcare			✓	
Ongoing expenses & maintenance SDA				✓
Ongoing expenses Ministry & other		✓ <i>The financial model allows for 20 year capital upgrade</i>		
Insurance: construction stage	✓			
Insurance: Operation stage:		✓	✓ <i>Childcare portion</i>	✓ <i>SDA Portion</i>

14. Is the SDA leasing similar to the childcare centre, in that it would be leased out long term to a provider who would then run the accommodation without any input from us.

The SDA is leased out to an SDA Provider who will take a 20 year lease on the properties, with options to extend. The SDA provider will manage the property including tenancy and engage with a Supported Independent Living provider (SIL) to secure the tenants. SDG will manage the SDA provider and there is no input required from the Parish.

Further Details on building work proposed

15. Rectory

a) What is the cost of the proposed new rectory?

The new rectory building is approximately 300m2. The construction costs are included in the feasibility report that accompanies the SPEC.

b) Is it compliant with diocese standards?

The specification of the new rectory is compliant with diocese standards and includes:

- *2 stories*

- 4 bedrooms
- 3 bathrooms
- Laundry
- Kitchen
- Family room
- Living room
- Study
- Undercover alfresco area
- Double garage

c) How much garden space is there? How does this compare to the current rectory?

The rectory would have approximately 70m² rear garden and 150m² front garden, which will be refined through the design process. The garden will be smaller than existing.

d) How much garaging and off-street parking is there (if the occupant has teenage/young adult children where do their cars park? The house is a long way from the road)

The rectory includes a double garage for 2 cars and there is likely space to park 2 additional cars on the driveway in front. The onsite carpark can also be utilised.

e) Will it have solar roofing, battery and EV charging?

Solar and the provision for EV charging are standard inclusions. Battery storage can be included if it is a priority and is financially viable.

f) Did we consider not moving the rectory? What is the cost/benefit of keeping the current location vs knocking it down?

Yes, keeping the existing rectory was considered as part of the master planning design but it significantly constrained the western side of the site due to its central location. The existing location would, significantly impact the carpark resulting in reduced carparking numbers and prevent the multipurpose hall and plaza from being constructed.

g) What would the cost be of simply building SDA behind the rectory (on current tennis court), redoing carparking in its present location all the way to the street and creating a plaza space in the turnaround?

The costs of the SDA are included in the feasibility report. The option of building the SDA on the tennis court does not meet the ministry plan objectives and would constrain the site from best use and flow.

16. Church

- a) What can we do to better utilise the space in the church – currently only 5 hours per week (approx.)

Upgrades to the existing church building are not included in the project and can be undertaken separately by the Parish. It is envisaged potential upgrades to the church (lighting, heating, potential removal of pews) and external area upgrades will result in a highly desirable venue for weddings and create a more usable building for a broader range of uses. The foyer connecting the church to the main hall can also be leased out as a function space, examples of this are Vine Church.

- b) We have iron railing fencing on deteriorating sandstone blocks – if we go ahead with this project should we include a refurbishment? It will not be cheap! It is heritage listed,

Decisions on the refurbishment or removal of the existing iron and sandstone fencing will form part of the landscaping and external works design involving the heritage consultant.

- c) Will the church heritage listing not restrict what we can do with it? ie the covered area between it and the Chapel Hall.

The local heritage listing of the church building including original interiors will restrict what can be development and changed on the site. New construction will need to be sympathetic to the existing heritage structures and heritage objectives. This doesn't however mean that they can't be modified and upgraded to achieve long term heritage sustainability on the site. Initial heritage advice is that a covered foyer between the church and chapel hall could be supported and achieve heritage objectives.

- d) While the connecting foyer between Church and Hall is a nice to have – not essential? Could protection from weather be provided by a breezeway and similar connection to the Multipurpose Hall.

The connecting foyer creates highly usable space and creates seamless transition pre and post services all year round. The space is versatile and can also be used for small group meetings, breakout spaces and can be leased out as a multi-purpose space. The connecting foyer isn't essential but Plus Architecture along with SDG feel it is a missed opportunity if it isn't an inclusion in the masterplan. An undercover walkway connection to the multipurpose hall and western carpark is included.

- e) What will the connecting foyer achieve? What are good examples of this we can visit?

The Vine Church is a great example of showcasing how functional and valuable the connecting foyer is. Refer to the photo and links below, which showcase the space. St. Jude's in Melbourne is another example.



<https://www.instagram.com/reel/ChOW7m3D-Mn/?igshid=MDJmNzVkMjY=>

<https://www.instagram.com/reel/Cg1DLdCDF2w/?igshid=MDJmNzVkMjY=>

<https://www.instagram.com/p/ChauvgeO-ho/?igshid=MDJmNzVkMjY=>

17. Hainsworth Hall/Ministry Centre

a) Is the lift essential?

It is essential the new facility provides access compliant with Disability Discrimination Act. This is most commonly and equitably provided via a lift.

b) What happens to the existing solar? Is it retained?

The existing solar is retained and likely expanded to provide greater power generation to cater for the needs of the centre.

18. Chapel Hall

It looks like the Chapel of Ease (the stone ends of the original church building) are to be modified – we tried that when we built the Chapel Hall and it was rejected by council – what is Plan B?

Any modifications to the Chapel of Ease or any heritage item on site will be reviewed in detailed by the project Heritage Architect to ensure the design is well considered and meets the heritage objectives. If access via new double doors in the western

elevation of the Chapel of Ease is not supported by Council access will be provided via the existing double doors in the Northern elevation. The Architectural design will consider all viable options. These sorts of details will be carefully considered in phase 1.

19. Other

- a) Will the large oak tree have to be destroyed? Will this be acceptable to council?

An Arborist report will be required to assess the condition of all trees, their retention value and the impact the development has on them. This review will identify which trees require removal and if removal is supported. This will obviously require council's support. If the tree can't be removed changes to the design will be required. The current design requires the removal of the oak tree.

- b) Clarify what is happening with the toilets please.

The current proposal is to demolish the existing toilets as they will become part of the childcare. 4 new accessible toilets (including one with change table) will be constructed in the new extension to the western end of the church admin building.

- c) Any parking on the East of the church should be reserved for those with mobility issues.

There is a requirement to provide compliant numbers of accessible parking. It's likely these will be located both in the east and west car parks to adequately service all components of the site. The Parish can further manage the car parking to meet the Parishioners requirements. These sorts of details will be carefully considered in phase 1.

- d) Is current on-street Mowbray Road parking beside the rectory lost?

The only changes to existing on street parking will be where the new driveways are located. Existing driveways will be infilled.

20. Car parking

- a) What happens to the plan/economics if council insist on underground carparking?

The justification for Council to request underground parking is typically in response to a non-compliance with a planning objective such as insufficient car parking or landscaping. Council typically want to minimise excavation and civil works on site. It is believed the design can comply with the objectives of the planning controls with on-grade carparking. The masterplan and financial model would need wholesale changes in the unlikely event underground car parking is required.

21. Multi-purpose hall

- a) The cost of multipurpose hall seems quite expensive given the minimal revenue generated, is there a more cost-effective construction to achieve a similar result?

The cost of the multipurpose hall as noted in the feasibility report is based on estimated market rate obtained from our Quantity Surveyors. In stage 1 detailed design stage the Parish requirements may lead to the hall being reduced in size and height and this would result in reduced cost. Wholesale reductions to the design and construction specification is likely to impact the quality and usability of the building. These sorts of details will be carefully considered in phase 1. We believe the revenue accounted for in the feasibility is very conservative and up to double that revenue could be generated.

- b) What kind of admin would be required to utilise this hall to its full capacity? Time? Skills?

An estimate would be 2 days a week initially to establish systems, build relationships and contacts, build a brand and market the facilities. An initial conversation was had between Prash, Wardens and the Property Managers at Manly about how such a role might be structured.

- c) Is their genuine community value in the (half court size) multi-purpose hall. By contrast, Willoughby Leisure centre has 2 full size basketball courts. What evidence is there of growing and/or unmet demand?

The multi-purpose hall is designed to be versatile so it can be used by the Parish for youth group and ministry, and by external users for sports, functions, and events. The seamless indoor / outdoor connection with generous on-site parking will create a highly sort after asset with a level of amenity that very few venues have.

The multi-purpose hall has a usable area of 400m² which would typically cater for between 200-400 depending on the seating arrangements, the type of event and catering requirements. In comparison the basketball court sizes are included below.

- *A full size basketball court with clear zones is 608m²*
- *A half size basketball court with clear zones is 342m²*

A market analysis report is being prepared to provide revenue options for the multipurpose hall, which we believe will conservatively double the revenue used in the feasibility. Further market analysis is required to verify assumptions and demand is to be undertaken and this forms part of the next stage due diligence.

- d) What can this building be used for from a ministry perspective (Apart from church services)?

The multipurpose hall will be versatile and can be used for all ministry activities, small group spaces, youth group, outreach programs, larger group workshops, and carols, Diocesan conferences (i.e SRE Conference & Regional Conferences).

- e) If we were to run into financial difficulties, what options do we have to enter into an exclusive long-term high-revenue use for a portion of the developed site (the multipurpose hall) despite that it may have a negative impact on our ministry objectives?

The multipurpose hall will be managed by the Parish so full flexible is available to the Parish. The multipurpose hall can be leased out to a primary anchor tenant or leased to multiple tenants. It is envisaged the revenue will be significantly higher if rent to multiple tenants for functions and events.

- f) Can you suggest an existing one we can visit?

The Vine Church Surry Hills and Manly Anglican have multipurpose halls. Members of the Parish Council have completed a site tour of Vine Church to learn from the ministers. The project team will look to provide more detail around the multipurpose hall, the functionality and commercial leasing options in stage 1

22. Can the project be broken into discrete parts that are only implemented when equity finance is available (not debt) i.e build the SDA, then the childcare and then the multipurpose hall.

Financial models have been prepared for staging the development to construct SDA as an initial stage and this is not feasible due to the significant cost carried in stage 1 for the design, approval, demolition, and carpark works. The multipurpose hall is required for youth group to replace the Hainsworth Hall that will be occupied by childcare. The childcare can be used by the Parish on the weekend but will only be suitable for creche/kids programs.

Financial

23. Can you send us a copy of your model?

The financial model is produced in Estatemaster, which is licensed software. The best way to review the model is to arrange an in-person meeting to go through it. Two sessions have been completed with Niall to take him through the financial model and answer questions.

24. If we terminate the project on or around DA discussions (we can't get council to agree to our plans) and we have spent say \$1m, who pays that cost?

SDG and Growth Corp take the development risk including Authority approvals post SPEC signing. If the Parish terminate the project for their own convenience the Parish would be liable for cost incurred.

25. The plan has the Childcare and SDA revenue streams reverting to St Stephen's after debt has been paid:

- a) What happens if there are changes to the income streams that adversely impact the plan (eg the Childcare operator goes bust and it takes two years to find a replacement)? Does this delay the date St Stephen's can access the revenue streams?

Once debt is paid down the revenue reverts to the Parish and would attract the property receipts levy. Any variance to the income streams both positive or negative

will impact the debt payback period and either shorten or lengthen debt payback. Risk mitigation controls such as rental insurance and proposing development uses that are in high demand. Due Diligence is carried out on any development partner prior to entering into agreements. In the unlikely event a development partner went bust another development partner would take over the lease.

26. With a payback period of 25 – 40 years the project must be carrying a lot of debt. It would not take much to change in the assumptions for the project to go into a debt spiral (i.e. the revenue streams are less than the interest on the debt.) If this happens (and let's say by this stage the debt has increased to \$15m), and it is decided to abandon the project, who is liable for the debt outstanding (\$15m)?

The maximum debt is estimated in the feasibility report. Anglican Church Growth Corporation (ACGC) takes out the loan for the development and operation stage and is responsible for the debt. The property is used as security for the debt. Multiple contingency measures are in place to manage the risk.

- *There are 3 independent income streams on the site SDA, childcare and multipurpose hall rental. SDA on a 20 year lease indexed at inflation and childcare up to 20 year lease indexed at inflation both of which are in high demand in the area*
- *There is ongoing discussion with ACGC about using surplus funds across the projects to fund period of cashflow short.*
- *Partnerships will only be considered with well-established organisations that have a proven track record.*

27. Does the model have costs for a professional communication plan to engage with neighbours and other interested parties?

Communication will be managed by the project team using strategies that have been successful on previous projects. A PR consultant or external communication consultant has not specifically been allowed for.

28. Does SDG arrange the debt finance?

SDG arranges debt finance using a broker who is part of the project team.

29. Does the project pay for all the debt finance costs – commitment fees; initial fees etc?

Yes, these are allowed for in the financial model as a 1.5% application fee for each loan facility.

30. Currently these assets (rectory, halls, tennis court etc) are in in our accounts. Will the new development also be recorded in our accounts? If yes, where will we get the information – both the initial costs but also ongoing income and expense?

The new development assets will be in the Parish accounts. The financial information will be provided by SDG.

31. Currently we don't have to lodge our financial reports with ACNC as we are a Basic Religious Charity (BRC). What are the additional financial reporting obligations (ACNC/diocese etc) that we will have to perform and will we require a full audit? (currently we only have an audit review (pro bono)).

The ACNC website (link below) identifies the Parish would be considered a medium sized charity with estimated annual revenue between \$500k and \$3million. The financial reporting obligations listed below would apply. Additional audit costs can be included in the financial feasibility model

[Charity size | ACNC](#)

Charity size and financial reporting obligations

A charity's financial reporting obligations to the ACNC depend on whether it is considered a small, medium or large charity.

	Small	Medium	Large
Annual Information Statement	✓	✓	✓
Annual financial report	(optional)	✓ ¹	✓ ¹
Basis of accounting	Cash or accrual	Accrual ¹	Accrual ¹
Type of financial statement²	Small charities can choose to submit a financial statement. The type of financial statement can be the same as a medium or large charity	<ul style="list-style-type: none"> Special purpose financial statement (if not a "reporting entity") or General Purpose Financial Statement – Reduced/Simplified Disclosure Requirements (Tier 2) or General Purpose Financial Statement – Full (Tier 1) 	
Review or audit for annual financial report	No ACNC obligation for review or audit	The ACNC requires your financial reports to be either reviewed or audited ²	The ACNC requires your financial reports to be audited

¹ Unless the charity is a [Basic Religious Charity](#) or other [transitional reporting arrangements](#) apply.

² A charity's governing document or grant funding agreements may state whether its financial report needs to be reviewed or audited.

32. When does the Parish equity need to be raised by for the various options?

The financial model has Parish equity being contributed mid 2025 prior to securing construction finance.

33. Who pays for the Snr Minister’s family to move offsite during the build (including moving, rental, storage etc.)

The project has an allowance for temporary minister’s accommodation and removalist costs.

Zoning / Council

34. Is SDG confident that the current zoning of the tennis court area can be changed?

The whole site is zoned R2 Low Density Residential and the permitted development uses listed in the Local Environmental Plan (LEP) are noted below:

Bed and breakfast accommodation; Centre-based childcare facilities; Community facilities; Dual occupancies; Dwelling houses; Group homes; Home-based childcare; Home businesses; Home industries; Oyster aquaculture; Pond-based aquaculture; Recreation areas; Respite day care centres; Roads; Tank-based aquaculture, places of public worship.

Masterplan Component	LEP Development use
Specialist Disability Housing (SDA)	Group Homes
Childcare	Centre based childcare facilities
Multipurpose Hall	Place of public worship / community facility

35. In all plans the large fir tree at the SE corner of the church is not shown – it would be great if this tree was able to be removed as part of the planning process. Is that the intention?

An Arborist report will be required to assess the condition of all trees, their retention value and the impact the development has on them. This review will identify which trees require removal and if removal is supported. If the Parish wish to remove the fir tree and its removal is supported by the Arborist it can be removed as part of the project.

36. Can we speak to council early in the process (right at the beginning?) to see if our concept(s) will fly?

Yes, we intend to have a pre-DA meeting with Council once the design has sufficient detail to present to Council. Transport for NSW will also be consulted to determine if they will support changes the driveway configuration on Mowbray Rd.

Diocese

37. The land is held on trust by the diocese. They require all our property endeavors to be subject to their approval. Will the proposal (as it has been designed by SDG) have automatic diocese approval?

ACGC support the current proposal and have the delegation by the Property Trust to provide diocese approval once the SPEC is signed and the Parish is formally part of the Urban Renewal Pilot Program (URPP)

38. Who will prepare the material required for diocese approval?

SDG and the project team

General

39. If SDG was spending its own money, which option would it do and why?

SDG believes the proposed masterplan best meets the ministry plan objectives and is therefore the preferred option. The proposed development fully utilises the site, activating and rejuvenating the street frontage with the new plaza and architecturally design multipurpose hall. The upgraded ministry space is the focal point on the site with the new internal and external spaces attracting and welcoming the community onto the site creating a community hub while catering for future growth of the congregation. The new multipurpose hall accommodates a whole range of ministry uses including youth group in a modern purpose built building that is double the size of existing Hainsworth Hall. The SDA and childcare are positioned at the rear of the site and integrate well with the precinct design. The modern indoor-outdoor functionality of the multipurpose hall creates significant potential to increase the revenue by targeting high yielding leasing options for events and functions in addition to the dance and sports hire.

40. What can we do to mitigate risk?

Further discussion with the Parish is required to identify all perceived risk. Risk mitigation strategies SDG use are

- *Engaging with trusted, experience, and aligned partners that have strong track record and will commit to long leases.*
- *Pre-lease commitment from partners before the DA is lodged and construction is commenced.*
- *Multiple streams of income on the site to diversify risk.*
- *Rent insurance as an option.*
- *Multiple layers of contingency allowed for in the financial model.*
- *Stress test financial feasibility for various market outcomes*
- *Engage a highly experienced project team.*

- *Risk assessment completed in consultation with the Parish.*

41. Who is the Childcare provider? What role does the church play in its governance? How often would the church's rep (Snr Minister) meet with the director of the childcare? What interaction are they open to having with the church - can you give examples of where this provider has worked with a local church? What access does the church get to the families who attend the childcare?

SDG is in early stage discussions with multiple childcare operators, most of which have experience operating on church sites.

The childcare provider will take a lease of the childcare space as a tenant and operate the Centre independently not requiring governance from the church. All childcare operators put forward for the site fully encourage interaction with the church and fully support shared use of the indoor and outdoor space on the weekends for ministry. The church can proactively support the families who attend childcare.

42. The SPEC documents should set out a process for reducing the debt payback period, if we can access additional parish contribution funding during the payback period.

The priority is to pay off debt as quick as possible with contributions or surplus income. This can be reflected in the SPEC.

43. What happens if SDG go bust? Who will take on the debt / responsibility?

SDG generously cash fund the project up until it has progressed to a point where bank funding is possible. At this point ACGC take on the bank debt and also directly engage the builder independent of SDG. ACGC can appoint other professionals as required if SDG goes bust.

44. How do contracts work e.g. during the construction process? Is SDG acting as our agent or on our behalf or entering into it solely?

ACGC enter into a contract with the builder direct. SDG are engaged by ACGC and continue as development managers through construction stage and act as the ACGC and the Church's agent throughout until project handover.

Questions issued 11/11/22.

Finances

45. Construction costs contingency of 10% - what's the basis for this? Is this consistent with their run rate from previous projects?

10% construction is a typical industry standard allowance applied to construction costs at such an early stage in a project.

46. In the event that we do have issues raising the \$2m equity what would happen?

To mitigate the risk to the Parish in the event \$2million can't be raised prior to mid 2025 the DA will permit the multipurpose hall to be reduced in size and the connecting foyer to be constructed at a later date reducing the construction cost and the equity required from the Parish.

47. Cost benefit of the Multipurpose Hall

A multipurpose hall is required to replace the Hainsworth hall (circa 180m²) which is proposed to be converted to childcare. The proposed design of the multipurpose hall is the maximum size permissible to achieve the planning objectives on the site. The actual size and specification of the multipurpose hall can be reduced to meet the needs of the Parish, general authority design requirements, financial requirements.

Estimated cost: As noted in the financial feasibility

Benefits: Activates the site, caters for a wide range of community and church events, creates a highly usable indoor / outdoor space with wet weather options, can be used for a wide range of commercial uses including higher yielding functions and events. Laurelbank Willoughby is a local event and function venue that can be used for comparable rates (currently starting from \$5k a night for events of 13-150 people).

Financial Benefits: Revenue is noted in the financial feasibility. A market analysis is being undertaken and it is perceived the actual revenue will be double the figure included in the feasibility.

48. The cost benefit of the foyer connecting the church to main hall

The connecting foyer isn't essential for the project but is highly integral to creating pre and post service dwell time and flow. Vine church have articulated the significant value their connecting foyer provides for the overall development.

Estimated cost: included in financial feasibility

Benefit: highly valuable pre and post function dwell time, modern connecting space, usable group space, commercial leasing as a flexible space.

49. What management of the site / income following the development will be required and how can this be done?

This is to be further discussed with other Parishes such as St Matt's Manly that are operating developed assets on site to understand actual management requirements. There is the opportunity for leasing management to be a centralised function managed by SDG / ACGC.

Partnership

50. How many hours of work will be required from the Parish under the URPP (roughly)?

Parish involvement	Frequency	Hours per meeting	Annual (hrs)	Total over 5 year project duration (hrs)
PCG	Monthly	3	36	180
Specific Project Meetings	Ad hoc	2	24	120
Other	Ad hoc		12	
Total			72	360

51. How does this approach (URPP) help mitigate some of the pressures in a development compared to the old way of doing it?

The URPP

- *Provides full development management services for the project from start to finish, leverages off experienced development team and implements learnings and knowledge from other URPP projects.*
- *Takes on planning and approval risk and funds the project interest free right up until the project is in a position to obtain construction finance.*
- *Takes on all financing and debt risk.*
- *Leverages off portfolio partnerships who will operate across multiple sites.*

52. What can be done to ensure the Parish is not distracted from its primary Ministry Plan?

Ensuring the clear development needs of the Parish are included in the SPEC allow the Parish to pass all accountability and responsibility of the project to SDG and ACGC. The Parish can then be consulted and informed along the journey without the pressure and risk.

53. Just the one follow up, regarding the SDA provider. I think they mentioned that SDA was relatively new. How does ACGC manage the risk with new providers given the short history available?

ACGC has completed extensive due diligence on the proposed SDA partners to manage the partnership risk. Willoughby has a high demand for SDA with multiple other SDA providers interested in the site, and limited supply due to the price of land.

54. Example of how the Day care provider has worked with churches in the past.

The childcare centre brings as a minimum 60 young families to the church site each week who would otherwise not interact with the church. This provides the church with outreach opportunities and the ability to invite the young families to events and services at the church. A formal relationship between the church and childcare provider is managed through set meetings. Prash has also begun conversations with other minister to hear their experiences and lessons from partnerships with Childcare.

Questions issued 15/02/23.

55. How long would it take to finish and what disruptions will there be?

Refer to the below table. The masterplan has been designed in a way that minimizes disruption to the Parish. The construction zone can be isolated from Chapel Hall and the existing church building so as not to disrupt the ministry on site for the majority of the construction period. There will be minor disruptions when the connecting foyer is constructed. The existing carpark off Mowbray Rd will be out of action for periods of time during construction but it is likely the area can be made available for parking on Sundays. The minister accommodation will be relocated to an offsite rental from the time the existing rectory is demolished until the new rectory is complete. The costs have been included in the feasibility. Access to Hainsworth Hall may be possible during the construction works, if delaying re-fit of Hainsworth to later in the build is possible. This will need to be coordinated with the Parish to identify the best feasible solution for providing alternate space for the youth group and dance school when the hall is no longer available. One solution to be investigated is staging the construction so the new multipurpose hall is constructed first.

Phase	Description	Start Date	Finish Date	Duration
Phase 0	Ministry Plan Due Diligence SPEC negotiation	July 2022	March 2023	9 Months
Phase 1	SPEC Execution Concept Design Finalised Partnership Terms Agreed DA Documents Commenced	April 2023	December 2023	9 Months
Phase 2	Partners Engaged DA lodged & Approved Construction Tenders Builder Engaged	December 2023	October 2025	22 Months
Phase 3	Construction Certificate Construction	November 2025	July 2027	21 Months
	Total Project Duration			5 Years

56. How does the financing work? Will the church be in debt?

ACGC will take out a loan for the development costs and will be liable for repayment of the loan including interest. St Stephen's property will be used as security.

57. How are we protected from construction works taking longer and/or costing more than anticipated?

ACGC and SDG take on the risk of the project feasibility. The construction cost assumptions included in the feasibility will be verified following the construction tender. The feasibility will be updated with tender prices and if the project remains feasible the project will proceed. The builder will be liable for liquidated damages if the program runs over the contract duration. If the project is not feasible a project review will be completed to identify alternate options. If the project remains unfeasible the cost incurred to that point will be covered by SDG and ACGC.

58. What other options were considered?

The approved development uses for the site listed below restrict the type of development permissible on the site. It is therefore determined that childcare and SDA (group homes) are the most appropriate development use. They are aligned with the ministry plan objectives and provide the highest financial yield. The multipurpose hall has been proposed to replace the Hainsworth Hall after it is converted to childcare. Various masterplan options were evaluated considering differing size buildings and multiple layouts.

59. What facilities will be in the Multipurpose hall? (ie. Air con/heating, toilets)?

The multipurpose hall will be an open plan highly versatile building that can be used for youth groups, ministry, indoor sports, functions, wedding receptions, and corporate functions. The building will have a timber floor, largely naturally ventilated with mechanical heating and cooling options to be reviewed as part of the detailed design. The building will open up to function as an indoor / outdoor space. Toilets are located external to the building and will be access via the undercover walkway. The existing church kitchen will be utilised for any catering.

60. What kind of approvals do we need from local councils etc for it to happen?

The development will require a development application to be lodged with Willoughby Council.

61. Are there options for solar panels to be installed on the new buildings?

Solar panels will be installed on the new buildings as part of the development energy efficient and sustainable design strategy.

62. What access to the site will people in specialist disability accommodation (SDA) have i.e how do they get in and out? How many people will be living in the housing?

The Specialist Disability Accommodation will be fenced off from the rest of the site and accessed via the Mowbray Rd carpark for vehicles and the footpath for pedestrians.

63. What storage will there be in the Multipurpose Hall? Will we have the ability to store Sunday kid's things in the long daycare area?

Storage for the multipurpose hall will be in a separate external storage shed adjacent to the multipurpose hall at the front of the admin building. This will allow the storage to be suitably sized to meet all the Parish's requirements. The childcare design will incorporate lockable storage for Sunday kid's things.

64. What will the disability/ pram access be? What fencing? Where will kids play?

The developed site will provide level access for prams and visitors with a disability. A lift will be installed in the new admin building to provide disability access to the church office on level 1. Fencing which complies with statutory requirements will be included.

65. Will the multipurpose hall have the same ability as the chapel hall to be split into smaller rooms?

The multipurpose hall is a highly versatile building and can be design so it can be split into smaller rooms if required.

66. When will we see detailed plans?

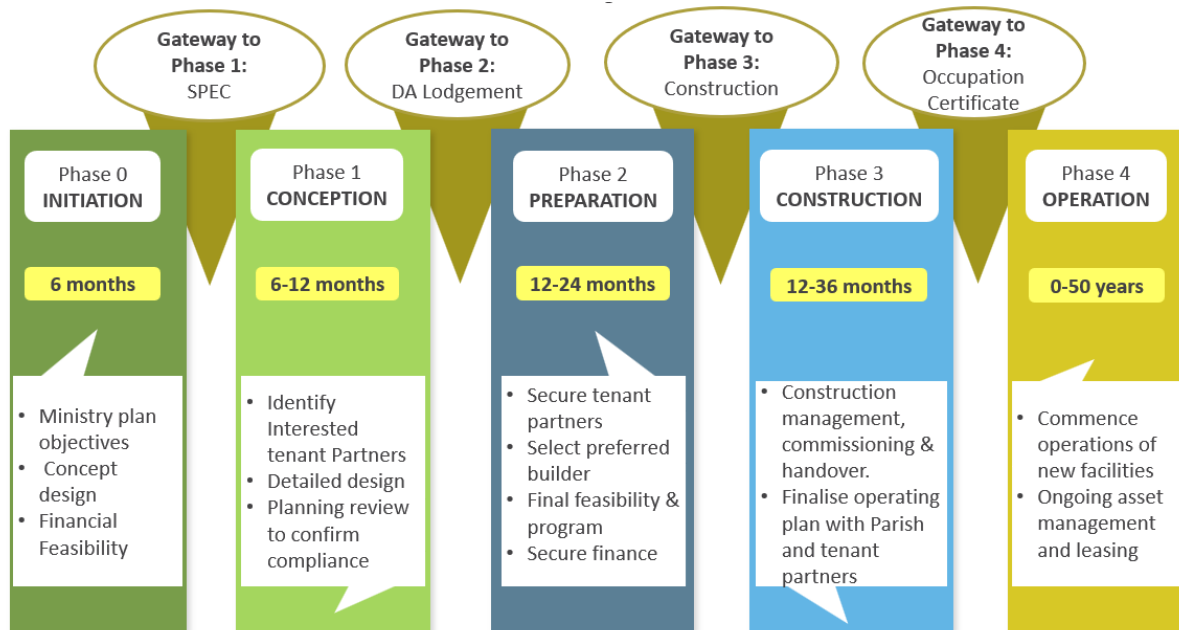
Detailed plans will be prepared in Phase 1 for Development Application lodgment. The drawings will be further progressed in Phase 2 to 100% design.

67. How much say do we get over what it looks like?

The design will be led by the project Architect and consultant team to meet planning controls, heritage requirements, compliance, budget constraints and good industry practice. The Parish representatives will be regularly consulted and have input throughout the design process to ensure the Parish requirements are met.

68. What are the next steps?

The URPP process is outlined below. The project is currently in Phase 0 and the next step is for the Specified Property Enabling Consent (SPEC) agreement to be finalized and signed to include the all the information and terms of the development to form the agreement between the Parish and ACGC so the project can formally enter the URPP and Phase 1 can commence.



69. When will we decide on whether to start?

Once the SPEC is signed the project formally enters the URPP and starts.

70. What happens if council doesn't approve the plans?

Council will be consulted early in the design process via a pre-lodgement meeting to formally obtain feedback, which will be incorporated into the design. The design will focus on compliance with the legislation and good industry practice to provide the strongest chance of approval. Council approval is the risk of SDG and ACGC and in the event Council did refuse the development there are several options including modifying the design where possible or the Land and Environment Court appeal process.

71. Will we keep meeting on site during the building work?

As per question 58 the construction works will be managed to have minimal disruption so the Parish can continue meeting on site at all times including during the building work.

72. Who will be responsible for the risk management of the site? How do we delineate the areas that are part of the worksite and what is part of the church site?

The development team let by SDG and the builder will be responsible for the risk management during construction. A project management plan will be prepared in consultation with the Parish to delineate the areas that for part of the work site and document how they will be managed.

73. How can we ensure the Long Day Care works with the best interests of the church in mind?

The Long Day Care operator will be a trusted partner of SDG and ACGC who has passed a thorough due diligence process to ensure their business values align with the Parish, SDG and ACGC.

74. What happens if the Long Day Care company goes under?

A thorough financial due diligence process will be conducted on the proposed Long Day Care operator to minimize the risk of the company going under. Childcare is in high demand in the area and in the event the company goes under another trusted operator will be highly motivated to take over the lease.

75. Do we get to use the LD facilities on Sundays?

Yes, the Agreement For Lease with the Long Day Care operator will permit the Parish to utilise the indoor and outdoor space allocated to the childcare

76. Where can we park during the work?

The car park of Sydney St will be fully operational and parking can continue in this area. It may also be possible to make space available off Mowbray Rd for parking on Sunday's but the feasibility of this needs to be agreed with the builder.

77. What chance is there of the council actually approving this plan?

The proposed development uses are permissible on the site and the development will achieve the planning objectives set out in the legislation so it is therefore envisaged it will receive approval.

78. What happens if we cannot raise the amount?

The Development Application will be lodged to include the full masterplan but will allow for a staged construction to accommodate other options in the event lower equity contributions are contributed by the Parish.

79. What happens if the builder goes bankrupt?

Only reputable builders with a proven track record will be invited to tender on the project. Thorough financial due diligence will be completed on the preferred builder prior to engagement. The builder will take out project works insurance which will insure the project and pay out the full value of construction works if the builder goes bankrupt.

80. Are we doing any work on the church building?

No construction work will be undertaken on or in the existing church. The connecting foyer will be a standalone structure abutting the church building.

81. What work are we doing on the chapel hall?

The only work proposed to the chapel hall is to create a double door in the western wall to provide access from the undercover walkway into the foyer. If the doors are not permissible due to heritage restrictions the existing double doors on the northern side will be utilised

82. What if we do not get approval for the new doorway in the chapel hall?

The existing double doors on the northern elevation will be used.

83. Will we be able to stage the building work, so we avoid losing the Hainsworth Hall for long periods of time?

Staging the works to construct the multipurpose hall prior to construction works in the Hainsworth hall will be assessed with the builders during the tender period to identify if it is feasible.

84. Is the connecting space an undercover building? What will it be made of?

The connecting foyer is an internal space enclosed by a roof and walls on all sides. The chapel hall and existing church will form 2 walls of the foyer with new glass walls constructed at each end. The roof will likely be steel sheeting and the floor decorative concrete or tiles.

Questions Issued 17/02/23.

85. What entity enters into the initial contract with SDG (or is it Growth Corp?) - St Stephen's ACPT?

St Stephen's enter into the initial contract (SPEC) with ACGC. SDG acts as ACGC's representative and is noted in the SPEC but is not a signatory.

86. What is the relationship between SDG and St Stephen's?

SDG is engaged by ACGC's as its representative.

87. What entity borrows the money?

ACGC

88. What entity enters into the construction contract?

ACGC

89. What entity enters into the contracts with SDA and Childcare?

ACGC will sign the initial Agreement for Lease (AFL) with the tenant partners. If the Parish wish to extend the lease after the initial term the Parish will sign subsequent AFL's. SDG is not a signatory.

90. How do the various parties (St Stephen's, SDG, Growth Corp, ACPT, URPP) interact/interconnect?

- *The SPEC is the agreement between St Stephen's and ACGC.*
- *SDG is engaged by ACGC as ACGC's representative to execute the agreements documented in the SPEC.*
- *Once St Stephens's sign the SPEC, ACPT transfer the property to ACGC*