

Replanting St Mary by the Sea

Relocation to 65 Clyde Road Browns Bay

1 Executive Summary

St Mary by the Sea has old buildings (some unfit for purpose), located in a *low-foot traffic* area of the parish, with no onsite parking. We are at the intersection of a main arterial road into Torbay/Long Bay; the parking we do have, is suitable for a small faith community.

Congregation numbers and giving continue to decline. Maintenance of current buildings is continuously deferred.

Innovative intergenerational ministry shows promise. A community shop that is thriving has demonstrated how St Mary by the Sea can work in and for the community while generating necessary income.

The proposed *re-planting* of St Mary by the Sea, relocates ministry to the business and social centre of the parish, where the current community shop thrives.

This allows a values and income alignment. The Gospel imperatives of feeding and clothing people will be fully lived out in this proposal.

The mission is *re-focused* over the next period of time to be more missionally aligned with the full Anglican 5-fold mission statement, and allow St Mary by the Sea to give focus to the justice aspects of the mission statement, that without this is not a possibility.

2 Background and Context

2.1 Using what we know

What we know is how to run a Op-Shop. That Op Shop turned over about \$5,000 pa in 2017. In 2019 we planted a community shop in Browns Bay. It went well, and we moved to a larger shop closer to the main street, which was more successful. In 2024 the community shop turned over \$134,000 and we netted \$88,000.

Without this money, ministry at St Mary by the Sea would have ceased.

The community shop needs expanding. This proposal provides for a larger community shop.

2.2 The Giving Narrative

Our giving for 2024 was \$81,000. The community shop net income and giving does not generate enough income to attend to our deferred maintenance and our mission.

A common narrative is that if you give people a vision they will fund it. To peoples' credit many give very generously. However giving at St Mary by the Sea is not sufficient to sustain both missional ministry and buildings.

St Mary by the Sea has run out of reserves.

We stand at a junction where we have the vision, drive and energy from a committed group to move forward and replant Anglican Mission. We do not, however, have the funds to continue as we are.

The asbestos clad hall needs re-cladding, re-piling, re-roofing and new joinery. Realistically, replacing the hall may be a better option.

The worship space needs its base re-waterproofed, a new roof to be watertight, along with a redesign of the sanctuary roof window to eliminate pooling water and leaking.

There is no on-site parking. While plans were commissioned in 2013 to put in parking, we don't have the capital to do this. The property is on a main arterial road. When the road is widened to take the traffic, or a roundabout put in, we are likely to lose our only parking which is council owned road reserve.

It is unlikely that a church would be built where St Mary by the Sea is, as Torbay is a small village, which people pass through on the way to somewhere else; people shop in Browns Bay, Long Bay and Albany.

Today you would build in Browns Bay, which is 2km away but still within the parish, and is where the community is centred.

The issues are these:

- old 1950's asbestos hall no longer fit for purpose or well maintained.
- a main building that needs weather proofing
- deferred maintenance with no capital (reserves) available for this
- no on-site parking
- centred in the wrong part of the parish (Torbay, not Browns Bay)

2.3 The process

The process used to evaluate our options is explained in "Section 6 - Options considered".

3 Project proposal

3.1 Key purposes

3.1.1 FEED PEOPLE THROUGH A CAFE

A Cafe will be run in four modes.

Mode 1: Day time [Mon - Sat]

During work hours as a *commercial venture*, in the sense that it's key goals are to be a profitable space of excellent hospitality. It's flavour will be:

- consistently the best coffee in Browns Bay through the best coffee machine available and top-class baristas
- quality cabinet food at a good profitable margin
- a space for business people to come and meet clients and work with high quality fast WiFi
- real fruit ice-cream served to the beach side in summer months (none at present)
- smoothie bar for younger clients (none at present)

Payment: People pay the going commercial rate

Mode 2: Evening [Mon - Fri]

The Cafe transforms into the *social enterprise Kai Ora*, where nutritious, quality, good looking and affordable meals are served. Dinner has three options. Smoothie, Main, Dessert. One of our goals is to serve 1,000 people per evening. Break even point will be around 650 people per night.

Payment: People contribute to the costs, via full payment \$5/pp, or Koha, or Pay-it-forward.

Mode 3: Evening [Sat/Sun]

The Cafe transforms into dinner church, offering a liturgical meal around food. Think last supper, but in a way the Anglican Church would not consider sacramental. A way of introducing the story of Jesus, faith and food to the spiritually curious.

Payment: Koha

Mode 4: Morning [Sun]

The Cafe transforms into an intergenerational worship space around prayer, sacraments and faith formation. This space will feel familiar to the current St Mary by the Sea 10am Intergenerational Worship Community.

Payment: Koha

3.1.2 CLOTHE PEOPLE

Expand the current community shop from 70m² to 125m².

3.1.3 TRADITIONAL ANGLICAN WORSHIP

Through an intimate chapel space created and lined with the backlit stained glass windows from the existing St Mary by the Sea building, providing links to the past through furniture brought with us.

3.1.4 MULTI-PURPOSE SPACE

The chapel space outside of Sunday 8am will be used for our current gatherings. AA on Tuesday. Space Parenting on Thursday.

3.1.5 OTHER FAITH COMMUNITIES

It may be that the current EFC Faith Community, that currently rent the space, may choose to come with us to Browns Bay, and use the Cafe and Chapel as a worship space after us on Sunday.

3.2 Key benefits

3.2.1 REVENUE NEUTRAL

The spaces become revenue neutral. The community shop venture helps pay for the chapel space. The cafe space during the week pays for the lease, and thus when the cafe is used for dinner church and intergenerational Sunday worship, this space is essentially paid for by the commercial and social enterprises.

3.2.2 PRIME LOCATION

Located within Browns Bay, by our current community shop, where people come for recreation and for shopping. The location has the foot traffic that Torbay does not.

3.2.3 SYNOD MOTION 10

This helps the Diocese move forward with Synod motion 10.

3.2.4 A MODEL FOR OTHER CONGREGATIONS

This model and its learnings could help other congregations discover what re-visioned ministry might look like for them.

3.3 Presented options

Two basic options are presented. One for the sale of 168 Deep Creek Road and the lease of a suitable building at 65 Clyde Road. The other for the sale of 168 Deep Creek Road and another Diocesan Property so that 65 Clyde Road may be purchased.

3.3.1 PURCHASE (PREFERRED OPTION)

The advantages of the purchase option are:

1. **Existing income:** from long term established tenants on level two (Lawyer, Doctor and Photographer).
2. **Expansion option:** It allows room to expand to level two upstairs, should this be required in future years.
3. **Contraction option:** It allows the down-sizing, and the leasing of spaces, should the proposed spaces/shops not all be need in future years.
4. **Failure option:** the parish and the ministry unit have a tangible asset that may be leased, or sold, should the venture not work.

The crucial factor is that more capital funds will (almost certainly) be required for fit-out and purchase, from the sale of other Diocesan assets (for example Glenfield Parish).

3.3.2 LEASE (BACKUP OPTION)

The advantage of the lease option is that funds are only used from the ministry unit of St Mary by the Sea. The key disadvantage being that capital funds will be used for fit-out of another owner's building, as well as operating capital.

3.3.3 PREFERRED OPTION - PURCHASE

The Parish's preferred option is to purchase.

4 Objectives

Our over-arching objectives are:

1. Long term financially viable Anglican Mission Centre
2. Re-centre in order to go to the people
3. Gospel imperative focused mission – feed and clothe people

This concept leads to three primary goals for this *re-planting*:

1. *financial gains* (worship spaces primarily funded by commercial and social enterprises - *a cafe and community shop*).
2. *re-vision* the ministry of St Mary by the Sea to be more in line with the Diocesan 5-fold mission statement and the *Healthy Church Model*.
3. *new outreach opportunities*, through a social enterprise cafe at night, and a “dinner church” on the weekend.

The two secondary goals are:

1. to be a place of *hospitality and outreach*
2. *greater efficiency*, with a larger team all on the one site

4.1 Financial Gains

4.1.1 REVENUE NEUTRAL INTERGENERATIONAL WORSHIP SPACE

Cafe programme

	Mon	Tue	Wed	Thr	Fri	Sat	Sun
AM	Commercial Cafe						Worship
PM							
Evening	Social Enterprise Cafe – feed people \$5/head					Dinner Church	

Most cafes run from 7am to 3pm. The assumption is that within 3 years we will have a cafe that generates a profit. Generally, no business breaks even in its first two years.

This will enable giving to go towards staffing, rather than operational costs, thus allowing the expansion of a staff team to enable more resourcing into worship, outreach and prayer. It is our considered view we can make this commercial cafe work. This then provides a revenue neutral worship space through the cafe.

The second use of the cafe is a social enterprise cafe at night that feeds people, providing them with a warm, well presented and nutritious meal for a low price. There are multiple models for this (Everyone Eats [Auckland] and The Bowling Club [Dunedin]). The model that has appeal to us is the Dunedin model. This feeds people for \$4/head. They break even at 500 – 600 people per night. They serve between 650 and 1000 people per night. Most meals are taken away in the person’s own bowl (container), some eat in. We are looking at \$5/head and breaking even at 650. There is tremendous food insecurity on the North Shore. We believe this is needed, wanted, and will scale up to 1000 people/night over a year. If we aim for \$5/head, and a break-even point of 650 people, there is the opportunity for this venture to also contribute to the running costs of the faith community, while “doing good.”

4.2 Re-vision

4.2.1 SOCIAL ENTERPRISE

Our key for running a cafe, other than the values alignment and a paid for worship space, is to have mission beyond ourselves and fulfil the gospel imperative of feeding people.

The North Shore has tremendous food insecurity. We partner with Good Works Trust to feed people through their social supermarket. We ask the local schools to collect food on their mufti-days rather than a gold coin. We then collect this and give it back to the schools packaged as they come across families in need. All this indicates that there is massive food insecurity on the North Shore.

There are many models we could base a social enterprise cafe on, from the Buddhists, the Hare Krishnas, the Islamic Community, or Everyone Eats. The model that has captured our attention is “The Bowling Club” in Dunedin.

4.2.2 VALUES ALIGNMENT

A cafe will

- pay for itself
- provides a community service during business hours
- feed people at night
- become a worship space
- lower a barrier to entry into worship through being familiar
- raise our profile within the community as we go to them.

4.2.3 GOING TO THE PEOPLE

This *re-planting*, helps us to *re-vision*, as we head to the people. We have for years expected the community to come to us, and this no longer works for St Mary by the Sea.

4.2.4 OTHER SPACES

We also intend to have:

- A Multi Purpose Chapel space – funded by community shop and cafe revenue
 - Traditional Anglican Worship - through an intimate chapel space created, lined with the backlit stained glass windows from the existing St Mary by the Sea building, providing links to the past through furniture brought with us.
 - The chapel space outside of Sunday 8am will be used for our current gatherings. AA on Tuesday. Space Parenting on Thursday.
- Storage and staff room – costs shared between Community Shop and Cafe
- A small parish office with “hot-desking” (in the chapel space)

4.3 New outreach opportunities

4.3.1 SOCIAL ENTERPRISE CAFE AT NIGHT

Offers the opportunity to reach people through the open armed love of Jesus, and fulfil our Healthy Church model, and the 5 fold mission statement’s intent to work on issues of social justice.

4.3.2 DINNER CHURCH

Run on the weekend a “Dinner Church” from the cafe as another way of connecting the Gospel story with people.

4.4 Greater efficiency

The staff team are all “on-site” in one location and can manage the enterprises from the one site, rather than across multiple sites. If we do not move to 65 Clyde Road, then another option would be to have multiple sites in Browns Bay, which could prove more costly, and the purchase would be very difficult. There is benefit to all the management team being in one place where care and values can be curated by a coherent strong team.

4.5 A place of hospitality

Jesus had a lot to say about hospitality. This helps us live out that call in a way that works in 2025 and beyond. Our current worship space and hall offer hospitality. However, this proposed move means that hospitality is front and centre of what we do, with purpose designed/built spaces for what the community is accustomed to today.

5 Benefits

5.1 Values alignment

Intergenerational Participation

St Mary by the Sea is an intergenerational community, this means that all the ages worship and do faith together. Our main 10am service has people sitting in intergenerational groups of 8 around tables. We are in our 7th year of worshipping this way. It's working; faith is growing, the generations are being brought together, people who have not lead worship before, old, young and in-between are mentored into leading, and all participate.

We're used to worshipping using tables rather than pews or rows of chairs. So while having the main service out of a cafe sounds "a stretch" it is a style St Mary by the Sea is familiar with.

We were looking for a multipurpose worship space, and thought how about we worship out of a cafe instead? Let's find a worship space that pays its way Monday to Saturday - so there isn't the financial burden on Sunday. There is values alignment between cafe layout and our intergenerational worship layout.

So our existing value of intergenerational ministry is a natural progression to a cafe style worship setting as well as enabling us to respond to the gospel imperative of feeding and clothing people.

Living Beyond Ourselves

When we think about our call to live beyond ourselves a cafe will help. It is a place that is familiar to those we want to invite into worship. A cafe will lower the barrier of entry into worship by being a building that people frequent, where they eat and drink during the week, is the same place they will pray on a Sunday. Our 10am worship space will both feed people and pay for itself.

So there is values alignment.

Pursuing peace and justice / Proclaiming the Gospel

Our community shop clothes people; it also generates income, while at the same time keeping lots of clothing and products out of landfill. It fulfils our mission statement of caring for God's Creation, it fulfils the gospel imperative of clothing people, and it helps us live beyond ourselves.

5.2 Expanding the vision

If we *re-plant* in Browns Bay, we are moving into the heart of a retail and business district.

We get foot traffic.

We have visibility on "the high street."

We are where people eat, shop and play.

The premises we are looking at is near a park and the beach.

Rather than expecting the people to come to us which no longer works for us in Torbay, we are going into the centre of our community.

This enables us to expand our vision to live more fully the *Healthy Church Model's: Living Beyond Ourselves*. We get to proclaim the Gospel Imperatives of Clothing and Feeding People. We address social justice issues by providing healthy affordable nutritious food to an area that has tremendous food insecurity.

5.3 Feeding people

To make a cafe work we need to get the financial/business model right.

At the moment we're in conversation with the founder of CRAVE CAFE in MORNINGSIDE. Crave cafe is designed to bring the community together. We are hoping that with some help from Crave, we will find a commercial model that works for us.

The idea is that the commercial model helps towards the lease cost.

6 Options Considered

Our treasurer brought us the news on the 15th May 2024 that we would soon have to close as we were running out of money.

Vestry started meeting weekly and on 20th July 2024, they were ready to share with the parish our financial issues and some options to move forward. At a dinner attended by parishioners and the wider community, six options were presented.

1. Lease/rent buildings
2. Combining parishes
3. Re-plant Anglican Mission
4. Expand community shop & giving
5. Expand community shop + new venture
6. Status Quo - unmanaged closure

The wider parish, parishioners and vestry talked about the six options over the next month and gave written anonymous or named feedback (depending on whether the person wanted to remain anonymous).

The six options were fully considered through a SWOT analysis by vestry (in appendix). This analysis was circulated to the parish in printed and electronic form.

On the 25th August 2024 the parish had an opportunity to discuss the six options. People, both parishioners, and wider community were able to indicate what their preferred options were.

Options 3, 4, 5 each received a majority.

Vestry decided to spend their time exploring these three options (options 3, 4, 5). Options 1, 2 and 6 weren't further explored, on the rationale there isn't the capacity within our leadership to explore fully an option that did not have a majority of support from the parish.

We sought feedback from the parish on the 3 preferred options, being options 3, 4 & 5 (above).

Option 4 became difficult. When our finances were explained to people in July, some stopped giving. We canvassed parishioners to see if they could increase their giving. Some could. The increase in giving has proved to be enough to almost match what we have lost when our issues were explained. The net effect is giving hasn't increased, even though some are giving more. There was a reluctance to see large change within the community shop to increase income, however, the shop was able to increase opening days from 5 to 6. Option 4 while being the option requiring the least change, was not viable.

During this period the leadership's enthusiasm to look at re-planting mission increased.

Option 3 became the emerging preferred choice.

Realising that this was not a realistic immediate term option, the decision was made to start another community shop. So essentially **option 5** as our short-term goal, and option 3 long term. The idea being that the increased income (from option 5) would enable us to function as a faith community while we explored option 3.

On the 10th November the parish had its first SGM about the issues we face. Until this point, all meetings were public, in the sense that the wider community could attend, speak and vote. However, with the SGM, being a General Meeting, speaking and voting was restricted to those on the parish roll.

Two motions were put.

One to give permission for vestry to start an additional pop-up community shop over Christmas. Another to say that our direction would be looking at exploring the replanting of Anglican Mission. Both of these motions were carried, although the support was not unanimous. Some could not support us solving our immediate financial issues, and some were not prepared to work in partnership towards a sustainable future.

Browns Bay has gone through tremendous growth, and while a pop-up community shop was realistic in June 2024 when we started this process, there were no suitable shops in November/December. We had to re-direct our attention, and started to think further ahead on how we could move out of our worship space to something more sustainable.

Option 3, the *Re-planting* of Mission in Browns Bay has emerged as vestry have met and deliberated and locations were considered.

7 Scope and Deliverables

7.1 Scope

The relocation of the mission and ministry of St Mary by the Sea from 168 Deep Creek Road to 65 Clyde Road. This involves the sale of 168 Deep Creek Road, and lease, or preferably purchase of a building suitable for worship and outreach, both now, and into the future at 65 Clyde Road.

LIMITS: The retention of the graveyard at 168 Deep Creek Road.

7.2 Deliverables

1. Re-centred worship spaces (cafe and chapel)
2. Re-visioned mission (cafe, social enterprise cafe, expanded community shop)
3. Revenue neutral worship space
4. Ministry and presence within the heart of a bustling community

8 Cost and Resource Requirements

8.1 Across site costs

\$10,000 Security system and electronic doors

\$6,000 High speed WiFi

\$50,000 Contingency

\$66,000

8.2 Fit out chapel estimate

\$10,000 Office fit out

\$20,000 Carpet

\$15,000 Re-worked sanctuary furniture and new lighter chairs

\$20,000 Re-purpose/hang stained glass windows

\$10,000 Technology

\$75,000

8.3 Fit Out Community shop

\$13,000 New shelves, racks and display furniture

\$3,000 POS system

\$10,000 Flooring

\$26,000

8.4 Fit Out Storage

\$5,000 Shelving and storage system

\$8,000 Flooring

\$3,000 Kitchenette

\$1,000 Staff room table and chairs

\$17,000

8.5 Fit Out Cafe

\$300,000 Furniture, cabinetry, electrical, plumbing and ventilation

\$200,000 Kitchen fit out including all appliances

\$500,000

8.6 Working Capital

\$200,000 To cover 3 months expenses

8.7 TOTAL

\$884,000

9 Risk Assessment

1. 12th April deadline to have a submission to DC
2. If we do not enter into a binding agreement for lease or purchase by 10th May the project dies
3. Indecision from DC and/or GTB as to whether:
 - we may re-plant in Browns Bay
 - we have permission to sell 168 Deep Creek Road
 - another property (for example Glenfield Parish) is sold to support the purchase
4. No approval of either lease or ownership model from the DC or GTB
5. In the event that the project isn't approved by DC and/or GTB, would they be prepared to fund the ongoing maintenance costs of St Mary by the Sea?
6. The building is leased/sold to someone else, and we are left waiting, with property we can't make work at 168 Deep Creek Road and no other viable re-planting option
7. If we rush the sale of St Mary by the Sea, then we could get less market value
8. Existing St Mary by the Sea property does not sell or doesn't sell for sufficient funds to pay for the 65 Clyde Road proposed replanting
9. Lease is signed but ventures prove to be financially negative

10. Chapel risks

1. The Chapel space won't be used by 8am people and/or AA and/or Space, thus becoming unnecessary and/or an expensive underutilized area, like the current St Mary by the Sea
2. A set space that will limit number of participants of each activity so limited use, like the current St Mary by the Sea

11. Cafe risks

1. The Cafe doesn't generate enough surplus income to carry the chapel space
2. We don't find a cafe model within three years that will work
3. Ice-cream isn't viable in Browns Bay during the summer
4. Quality and number of suitable staff available (need experienced people who share our values)

12. Community Shop Risks

1. The Community shop doesn't generate enough surplus income to carry the chapel space
2. Bigger shop might be more physically challenging thus limiting length of shifts able to be worked

13. Other Risks

1. Losing ourselves in becoming financially focused
2. Parish support is lost
3. Not meeting the overheads and running costs

10 Implementation Plan

Key steps, milestones, and timeline for project delivery.

- 6th April - SGM
- 12th April - first submission to DC
- 22nd April - final submission to DC
- end of April - DC meeting
- end of April - GTB meeting
- early May - signed lease agreement and purchase agreement

11 Conclusion and Recommendations

11.1 Our problems

- Wrong centre (location)
- No parking
- Buildings with significant maintenance issues
- Over-emphasis on trying to keep ageing buildings functional

11.2 Our solution

- Re-centre (go to the people)
- Re-orientate to the Gospel imperatives
- A financial model where our buildings have values alignment between our commerce and our Gospel values.

11.3 Our request

1. That Diocesan Council approve the *re-planting* of St Mary by the Sea to 65 Clyde Road
2. That the General Trust Board approve the sale of 168 Deep Creek Road and the release and/or provision of sufficient funds to purchase 65 Clyde and outfit it.

11.4 A final thought

Language is important. This isn't closing of St Mary by the Sea, it is a re-centring of our missional space, so that we can re-plant our Anglican Mission, and change our identity to focus on the Missio Dei (Mission of God).

Our four key goals

1. Long term financially viable Anglican Mission Centre
2. Re-centre in order to go to the people
3. Gospel imperative focused mission – feed and clothe people
4. Ministry and presence within the heart of a bustling community

Appendices

12 Synod - Motion 10

“THAT this Synod,

- a. affirms our calling as the church to participate in God’s mission;
- b. recognises the ongoing decline in church attendance and the decreasing number of people identifying as Christian;
- c. acknowledges the increasing average age of many congregations and the corresponding loss of volunteer capacity;
- d. recognises the disproportionate amount of ministry resources being directed towards the maintenance of church buildings and current ways of being church, and the corresponding inability of ministry units to direct adequate resources towards local mission;
- e. acknowledges that our post-Christendom cultural context presents different challenges and opportunities than other periods in our history;
- f. recognises that the local church, as it is currently organised and expressed in the parish model, is no longer fit for purpose as a missional expression of the body of Christ;
- g. empowers Diocesan Council, in consultation with the Episcopal Team, to make strategic decisions regarding the rationalisation and closure of ministry units in accordance with the missional priorities of the Diocese; and
- h. commits to the exploration and funding of alternative non-Parish-based models of mission that are more able to engage with people in our current context.”

EXPLANATORY NOTES

Examples of alternative non-Parish-based models of mission may include:

Community Chaplains/Missioners

Community Houses or Centres

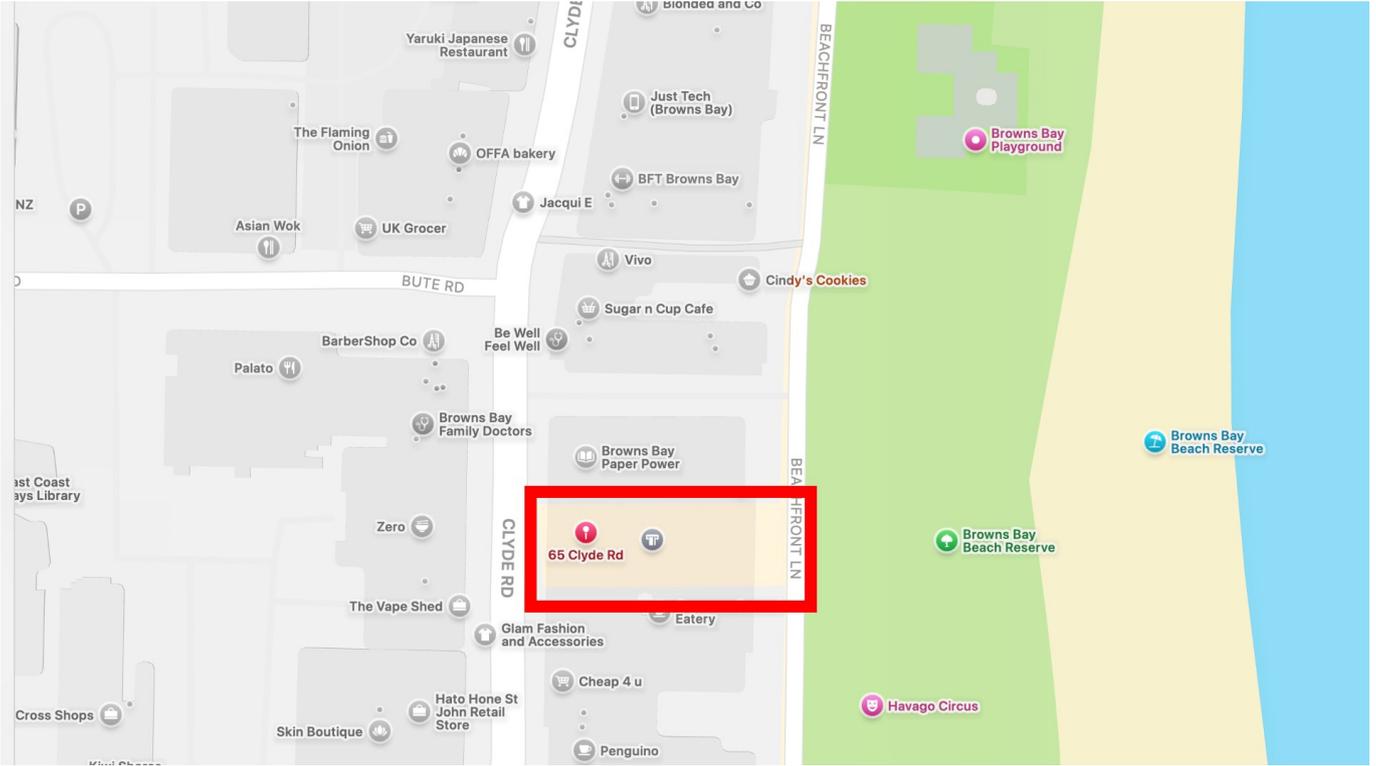
Online Communities

Public Theologians

Media Contributors

Funding for these models of mission may come from the sale of parish land and buildings that are identified as no longer serving the strategic priorities of the Diocese

13 Map showing 65 Clyde Road



14 Concept Pictures

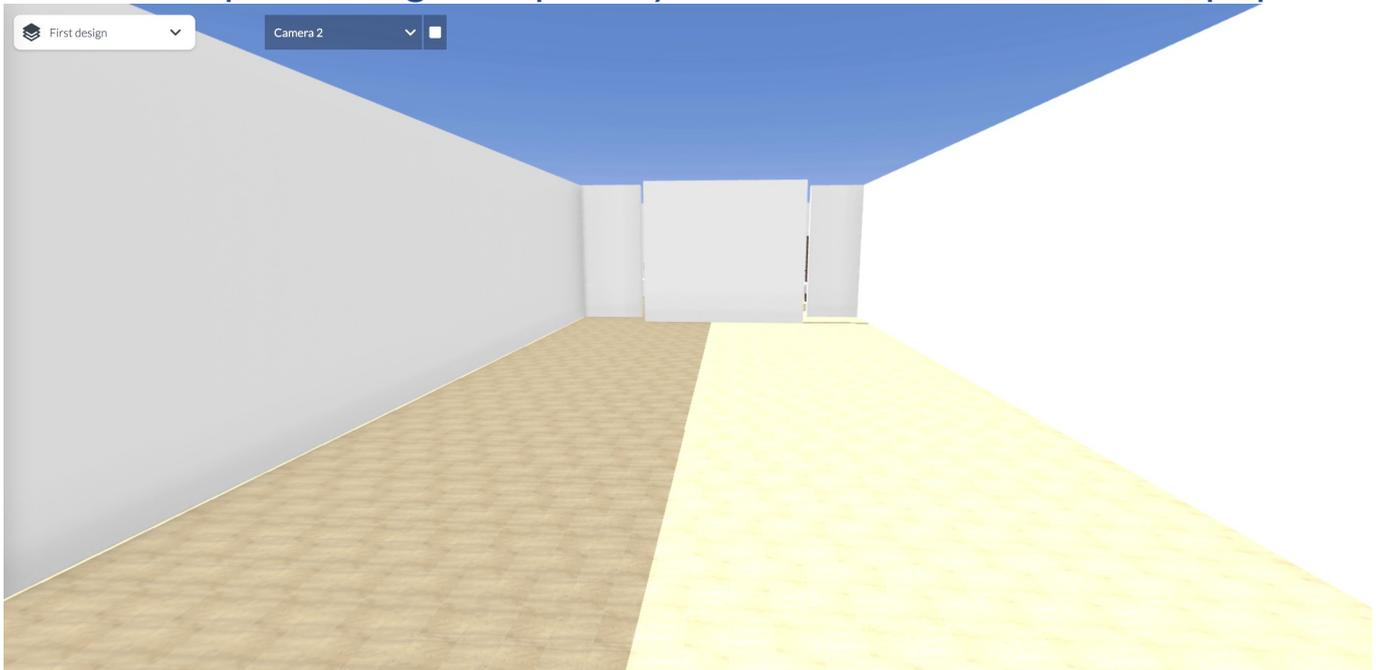
14.1 Chapel with stained glass installed so you can see it from the rd



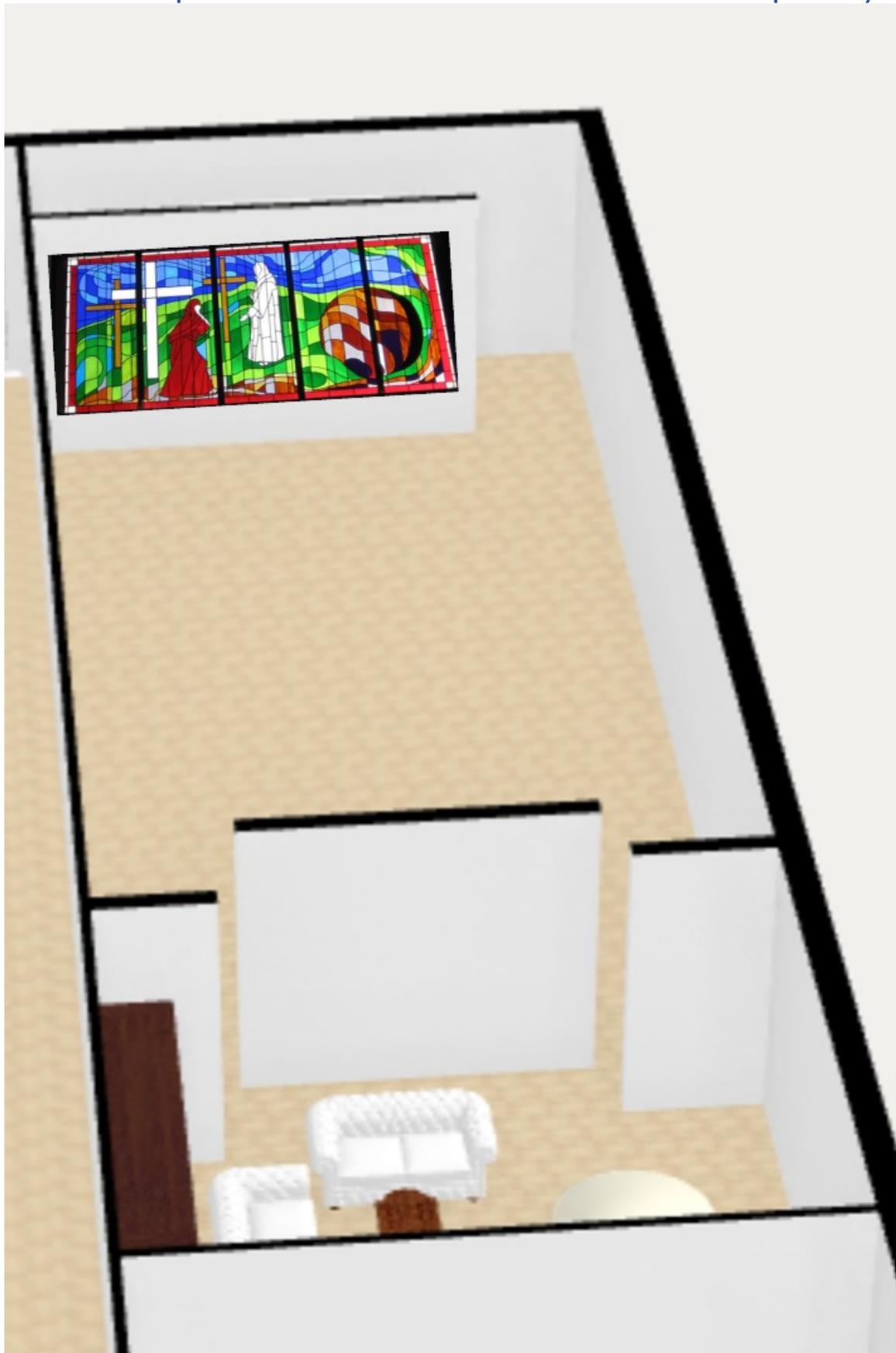
14.2 Chapel with privacy wall, stained glass on other side



14.3 Chapel looking from privacy wall towards front of worship space



14.4 Chapel with Stained Glass installed at back in privacy wall



14.5 Office hot-desk concept



14.6 Cafe Concept



15 Site Photos



Café view to beach
front lane

Potential kitchen
area

Café Space



**Storage space and
staff room**

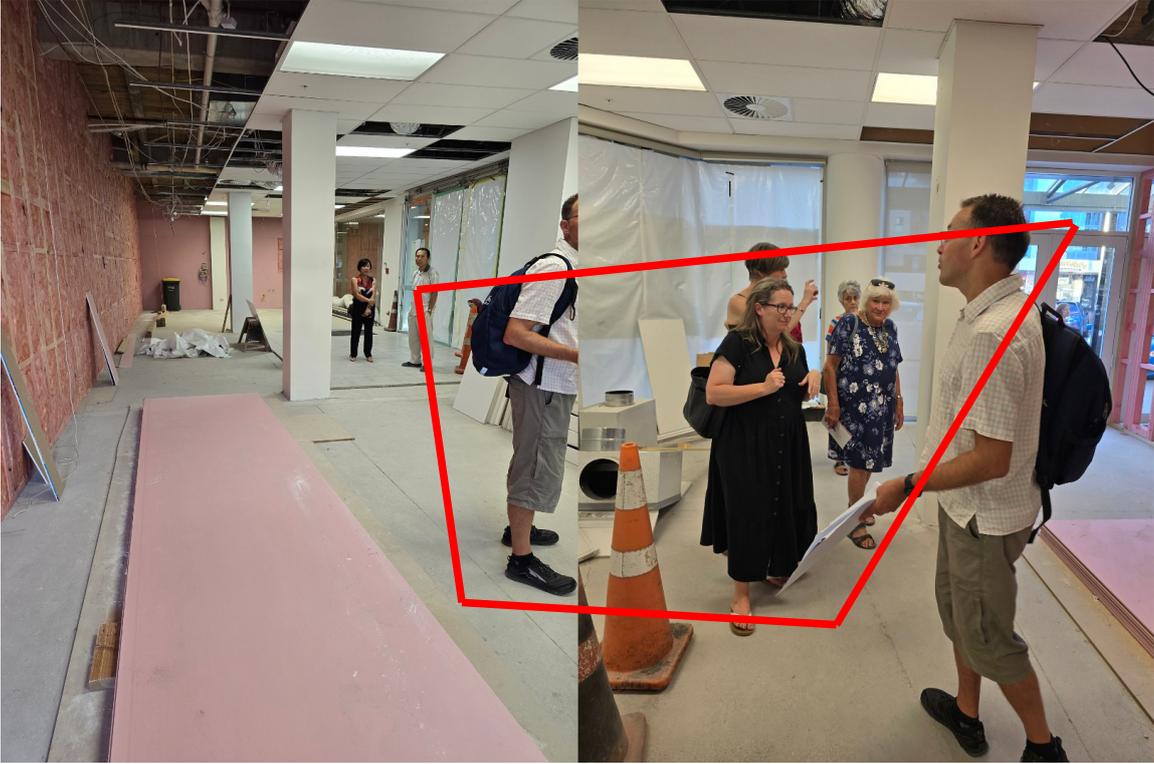


Chapel

Community Shop



Community Shop



17 Aerial shots of 168 Deep Creek & 65 Clyde



18 Aerial shot 65 Clyde Road





19 Aerial shot of 168 Deep Creek Road



Showing the previous 21 car-parks in the Road reserve. These have recently been reduced 19, and one accessible park.

20 GIS Images



Each area is outlined in CYAN. Information was accessed: 06/04[April]/2020, 10:26:50am

21 Additional appendices to be included if sent to Diocesan Council

21.1 Information previous circulated to the parish

1. SWOT – previously circulated to parish

21.2 Commercially sensitive information

Vestry has chosen not to circulate widely, any commercially sensitive information.

This information will go to the Diocesan Council (DC) and General Trust Board (GTB), if the parish agree to present the plan to DC and GTB.

A current list of this information is:

2. Town Planner estimate of potential valuation (NOTE: this is based on recent sales, and is not a registered value. Vestry is treating this as commercially sensitive and not distributing it to the wider parish.
3. Proposal from Colliers for a sales process for 168 Deep Creek Road.
4. A valuation for 168 Deep Creek Road from a registered valuer. Vestry are currently seeking two quotes for a valuation.