



CITY ON A HILL

HIS STORY OUR STORY

CELEBRATING ANOTHER YEAR OF GOD'S GRACE
2013

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ONE BANNER
FIVE FLAGS



ONE BANNER
FIVE FLAGS

There once was a man who lived in the heart of a great city.

A city known for its power and prosperity.

This man was full of dreams and ambition and yet his hands were empty and his heart was heavy.

He was a poor man. Ostracised by society and overlooked by so many – all because there was no life in his legs.

This man was a cripple.

He was the boy who could not run, the man who could not stand.

But despite these obstacles, this is a story of a man who didn't give up.

Every day, with the help of a few good mates, he'd make his way to the entrance of the most prestigious building in the city – the temple. There, sitting at what was known as "The Beautiful Gate", he'd stretch out his hands in the hope that someone would stop and meet him with grace.

One day, two young men came his way.

Their names were Peter and John.

Peter and John were no ordinary men; they were men who had encountered Jesus and discovered the meaning of life. And now they hear the voice of this crippled man calling for their attention:

"Men of Israel - can I ask for a small donation?"

Peter looked at John and then fixed his eyes upon the man saying,

"I have no silver and gold – but what I do have I give to you. In the name of Jesus Christ of Nazareth, rise up and walk!"

At once Peter took him by the right hand and raised him up, and immediately his feet and ankles were made strong. Leaping up he stood and began to walk!

The man then raced through the gate and entered the temple. The temple was the place of God's presence, and here for the very first time the man enters in.

Upon seeing the man's celebration the people in the temple looked in amazement and were filled with awe at what just happened; they recognized this man, and understood that his healing was a miracle.

But not everyone was happy. The religious leaders could sense a challenge to their power and summoned Peter and John to stand before the high priest.

"By what power or by what name did you do this?"

Filled with the Holy Spirit, Peter replied:

"Rulers of the people and elders, if we are being examined today concerning a good deed done to a crippled man – by what means this man has been healed – let it be known to all of you and to all the people of Israel that by the name of Jesus Christ of Nazareth, whom you crucified, whom God raised from the dead – by Him this man is standing before you well. This Jesus is the stone that was rejected by you, the builders, which has become the cornerstone. And there is salvation in no one else, for there is no other name under Heaven given among men by which we must be saved."

It's a remarkable story: a poor man who is transformed by the greatest man, Jesus Christ.

But do you know what is so breathtaking about this story?

This Jesus, who gave life to that crippled man, is still alive, and just as active today! There is still one cornerstone and His name is Jesus. There is still one who was raised from the dead and His name is Jesus. There is still one hope, one life, one salvation available to all mankind and His name is Jesus.

Here at City on a Hill, we exist as a movement of men and women changed by Jesus and inspired to know Him and make Him known. That is the banner that flies over and above everything we say and do. We want Jesus to be famous – in our lives and in the life of our city.

And in support of that vision we see five flags. Five flags that mark our priorities and passions. Five flags that summarize the qualities that we want to be known for.

1

BIBLICAL TEACHING & TRAINING

Jesus is our teacher. His words are the words of eternal life (John 6). Faith comes from hearing His word (Romans 10:17), and we are transformed by the renewing of our minds (Romans 12:2).

Our recognition of biblical teaching and training will be evident in our unashamed declaration of the whole counsel of God in and through our Sunday services, online media, Community Groups, song writing, courses and conferences. We not only seek to connect people to Christ, but deepen their knowledge of and trust in Christ: We want to equip people for engagement in the world.

2

HUMBLE, COURAGEOUS & SACRIFICIAL LEADERSHIP

Jesus is a leader and the senior pastor of our church. We want to be led by Jesus, lead like Jesus, and lead others to Jesus. We will train men and women for leadership in the home, workplace, university and church.

We will stand with other leaders in the body of Christ and offer support, energy and encouragement. City on a Hill will model to the wider city a different and counter-cultural city; within the city of man, we will shine as a city of God. We will model a Gospel-centred life in the areas of marriage, sexuality, finance, community, justice and truth.

3

COMMUNITIES OF LIFE, LOVE AND MISSION

By His very nature, God is in community with Himself – Father, Son, and Holy Spirit. We who are made in His image, therefore, reflect His glory by living in community, just as the Lord instructed Adam, “it is not good for man to be alone” (Genesis 2).

City on a Hill seeks to not only grow in size and influence, but also in closeness and connection. We want to see new and current people welcomed into our midweek Community Groups that exist to serve a neighbourhood or network. These communities will be known for the life they enjoy, the authenticity they embrace, the love they show and the mission they share.

4

GOSPEL GROWTH

Jesus is on mission to seek and save the lost (Luke 19:10). We want to follow Him.

Our commitment to Gospel growth will be evident in the language we use, the life we live, the services we run, the prayers we pray, the leaders we hire, the churches we plant, the missionaries we send, the songs we sing, the courses we host, the organisations we partner with and the companies we build.

5

GOD-CENTRED GENEROSITY

The generosity of God is displayed perfectly in the life, death and resurrection of Jesus. His generosity is costly, selfless and abundant.

City on a Hill seeks to mirror the generosity of Christ. Our generosity will be evident in our engagement with our city's poor, marginalised and oppressed; the wider body of Christ; and the care shown towards each member of our church. Our generosity will reach the young, old, married and single, and meet them in their intellectual, financial, relational, spiritual, physical and emotional needs.

In this booklet you'll read of the many ways our story is being shaped by God's story. In addition to the evidences of God's grace over the past twelve months – you will also see some of the goals He has laid on our heart for the future.

On behalf of our leadership team, I'd like to personally thank you for your generosity, commitment, service and love.



NICK AND TESSA

For seven months our family had been seeking a local church. We had a very long list of prerequisites but foremost we were seeking a spiritual family with Godly leaders whose teaching and guidance we could sit under. We wanted to be in an environment that would inspire us, deepen our affection for Christ and develop a stronger Holy Spirit-driven longing to conform more to the image of Christ.

Living a two hour commute from City on a Hill we visited the church as a novelty. To our delight we found that the church ticked every single box but location. The sermon we heard that morning was biblically uncompromising, asked the tough questions and didn't hold back – making us seriously consider our issue with distance. How refreshing it was to feel more in love with God, convicted, excited and empowered through the Holy Spirit, all at once! And we have yet to hear a sermon that has not been able to produce this effect.

As a family we had lapsed into a season of spiritual incapacitation. Having experienced tragedy and hardship we felt completely immobilised and exhausted, spiritually and emotionally. We were longing for this to change but we were at a loss.

Since the first sermon we heard at City on a Hill we have felt that we have been spiritually revived. Our passion for knowing Jesus more deeply through scripture and prayer has returned, and our desire to make Him known to a lost and dying world is at the forefront of our minds. Each week we are called to live mindfully of our citizenship of Heaven, aware that we are but visitors on Earth.

We can see how the biblical teaching at City on a Hill is equipping the church to live a fruitful Christian life, providing us all with the stimulus and tools to engage this culture which is so very hostile to the Gospel. So now, each Sunday, we take our two boys on a train 'pilgrimage' into church! We don't need coffee, we are excited enough!



BRETT WOODS

I didn't grow up as a Christian. I never felt I 'needed' God. But, in His grace and faithfulness, God patiently pursued me. I learned most about what it means to be a disciple in India. Here I was confronted with Christians who didn't merely worship our God on a Sunday, but whose every action started and ended with God. I met people who had packed up their families and moved out of their comfortable and affluent lives to serve God by living amongst the poor. For the first time, I met Christians who looked something like the early church of the Bible.

Our Saviour gave everything for us and so we must do the same for Him. Our King got off His throne and lowered Himself to wash the feet of His disciples. I need to learn to wash more feet.

Our God is good, and He brought me, in my stubborn and self-assured ways, to my knees to humble me. Behind an abandoned, rusty shipping container at the asylum seeker Regional Processing Centre on Nauru, I wept. For the first time in my life, I gave all that was happening to God, understanding that He is big enough to be in every place and in every situation.

Christmas Eve, He did it again. I had run away to India and I had gone to midnight mass in the first Anglican church built in Mumbai. I walked home in the early hours of the morning. It was silent. Sleeping bodies were everywhere. I saw a rat literally chewing on a man's foot. And for the first time, the poverty, the brokenness and the injustice broke me.

I emailed Luke Nelson from India and told him I wanted to be an intern. I signed up to be an intern so that I could learn to humbly serve and glorify our God – when there's no glory in it for me. Most of the time I'm still frustrated. But I have learned that in making less of myself, I'm able to make more of God. And I will continue to serve faithfully. And however I end up serving our God in the future, I've learned that I need to do it submitting to God's sovereignty and power.



BRENDAN AND NEEMA

The last twelve months have been a very exciting and eventful time for us as a couple. We were engaged in October of 2012, and then in January we discovered Neema would have to return to Tanzania. Neema arrived in Tanzania in March, submitted her Australian visa application by May, and returned to Australia in August.

Through all of that we have felt continually and genuinely supported by our Community Group. Our group is a missional gathering that looks to serve the youth of our city, but welcomes anybody. That was particularly evident when Neema joined the group; despite not being a youth leader at this stage, she immediately felt welcomed.

Through our journey overcoming some of the issues we faced, it was always encouraging to know the people of our Community Group were praying with us on a Monday night and for us during the week. There were many times where things would get very frustrating but there was always somebody to talk to and willing to make time for you. As well as that we saw practical help, from writing visa statements, to helping with wedding planning and creating our wedding invitations that were absolutely amazing (thanks Amy!).

Through this community we have developed friendships that are meaningful not just in our ministry but have become a major part of our lives, and we can see them lasting long into the future. We look forward to celebrating with each and every one of them at our upcoming wedding and supporting them in the future the same way we have felt their support over the past twelve months.



KANE AND MARION

Since becoming a follower of Christ I have always wanted my family to become the same. Talking with my family about the Gospel and how it changed my life was initially very difficult and always a sensitive topic to broach. But since I could see a lot of resistance from my family, I decided to keep my mouth shut for a while and just pray for them, earnestly praying for opportunities where they would be happy to talk about Jesus.

I kept praying for my mum and every now and then we would talk freely about God, why we go through hard times, and the amazing news of the Gospel. Years later I lost my job, and asked my mother, Marion, if I could move in while I looked for employment. Soon after I landed a job and was about to move out my mother's life was turned upside down. Her partner of 31 years decided to leave and within a week had moved out. My mother was numb. I would never change the talking, crying, and time I spent with her then, as it allowed me to see the rawness of her soul and read the Bible to her.

Obviously I decided to stay with my mum.

After being at City on a Hill for almost twelve months and attending Newport Community Group, Stuart Eban planted a seed in me to start a group at my home in Williamstown North. My mum was always fine with the idea, but made it clear she didn't want to get involved.

After a month, however, she embraced everyone and couldn't believe how genuine and loving the people in our Community Group were. She felt her trust in people was growing again.

6 months after we started the group my mum prayed with the group for the first time. I had to fight back the tears as I was overwhelmed by the way the Lord was revealing Himself to her and drawing her closer to Him. Mum then started coming to church, and on the weeks that I couldn't make it to the service she wanted to attend, one member of our group would always meet her on the train and take care of her to and from the service.

The night I was baptised (at the 5 year anniversary) my mother prayed and felt a presence of comfort she had never experienced before. She said her fears had been lifted and that the Lord would protect her. She shared this story with me the next day, and gave her life to Jesus!

The angels in Heaven rejoiced, as did I.

As we celebrate 6 years of God's grace at City on a Hill, I will also celebrate the day my mother was baptised in the mighty name of Jesus!



JOHN MCQUILLIAN

When our Brunswick Community Group started meeting just over a year ago, I was at a loss as to how God could work through us. We began gathering as a bunch of very different strangers living very different lives. A year on though, God has graciously brought us together, transforming our community into a wellspring of life, love and mission.

Let me give you an example of how God has been working. Earlier this year one of our members discovered she needed an urgent surgical procedure. It was not only physically and emotionally stressful for her, but the financial impact was huge. Our group didn't sit back and watch her suffer – we saw it as an opportunity to sacrificially love her. We prayed for her. We encouraged her. We visited her. We lent her DVDs for her recovery. We bought her flowers. And, driven by the words in 1 John 3:16-18, we pooled together a significant amount of money to help pay for her surgery, taking a huge burden off her shoulders.

This is the kind of life I dreamt our Community Group would live out; loving each other deeply – not just with words, but with actions.

As well as being a place of life and love, our Community

Group is a hub for mission. It's our home base. After being spread out in our secular workplaces we gather each week and share stories of God at work. We share the exciting conversations we've had with colleagues. We share our struggles when we don't know the answers to hard questions workmates ask about our faith. We pray for each other's workmates and for new opportunities to share the Gospel. We give advice and we encourage one another. I believe our next step is to be out on mission together, and I'm excited about how God will use us.

It gives me inexpressibly deep joy to be a part of God's community of faithful people. By God's grace we are being increasingly transformed into a community of life, love and mission. Praise God for His faithfulness!

TEACHING



The first flag of our City Steps document states that we want to be known for biblical teaching and training. The Word of God - by which He makes known to us all things that pertain to life and godliness (2 Peter 1:3) - is central to who we are, what we do and how we do it. Our lives and our church are built on His Words of eternal life.

This year our teaching series have provided us with a rich and diverse study of the Word of God - from the dramatic story of Hosea and Gomer all the way to the tough questions asked by modern-day Christians living in today's culture.

PREACHING SERIES

We ended 2012 on a stirring note with the final instalments of 'The Light' series, exploring the Gospel of John. The detailed investigation of Jesus' teachings provided us with a life transforming understanding of what it means to find true life in Him.

We kicked off 2013 with enchanting praises to our God. The short 'Songs of Summer' series warmed our hearts with joy, as we explored the beauty and glory of God expressed through poetry and song.

Following this, we took on the study of the book of Hosea in the series 'The Preacher and the Prostitute'. We encountered a dramatic and moving picture of God's love for His adulterous people. Exploring the themes of rebellion and redemption, we were continually brought back to the gracious work of Jesus Christ on the cross. We were blessed to hear many personal stories from people within our church, and finished with a powerful time of confession and renewed hope.

One of Jesus' closest disciples wrote two comforting and challenging epistles to the scattered church of Asia Minor. In the 'More Than Gold' series, we examined the books of 1 & 2 Peter which carry the resounding message that Jesus is our living hope. Whether we face persecution, trials, or suffering, Jesus sustains us when we hold fast to Him. Peter's epistles also give precise instructions on how to live with one another as a community of faith, building unity and proclaiming the message of Christ boldly through words and deeds.

Eager to give voice to anyone with a question for the church - seeker or sceptic, believer and agnostic alike - we ended the year with a bold series called 'Tough Questions'. These were relevant, genuine, culturally connected questions, and the eight most popular were answered in turn by our different pastors. This attests to the giftedness of our teaching and preaching team, and to the thoughtfulness our pastors pour into bringing real answers to the big questions of our day.

BLOG

In the last year, we have made a grand entry into the blogosphere, with blog posts coming out every week on our website (over 70 blog posts came out this year). This has enabled accomplished and emerging authors (Guy Mason, Sarah Frewen-Lord, Andrew Grills, Luke Nelson, Alice Arnott, Simon Angus, Nick Coombs, Neil Castle, Peter Greenwood, Josh Zwar, David May, Jim Davison, Sam Wright) to pen and share thoughts, lessons and challenges with our reading audience. Our blog posts have served to support and complement our teaching series, especially during the 'Tough Questions' series, where it was impossible to explore the multiple facets of complex questions in one sermon. Our online work has also been able to bless others outside our community, with relevant blog posts picked up and used by various youth ministry websites.

PODCASTS

We want to be generous with our media and teaching content, and so we continue to podcast sermons for free via iTunes and our website. In the last year, we have seen an amazing increase in our listening audience, making our podcast number 1 in Australian audiences, and placing it regularly in the top 100 podcasts around the world in the iTunes Religion and Spirituality category. We are thankful that God is using this to encourage and reach many.

SPEAKING ENGAGEMENTS

Our teaching team has also been active in speaking and serving at various events around Australia. Lead Pastor Guy Mason was invited to speak at the Acts 29 Conference in August 2013 (Sydney), at the Jon Tyson Conference (Melbourne), and the Young Ministers Retreat (Adelaide). Pastor Andrew Grills preached at several colleges (Geelong and Melbourne), led a seminar at the Belgrave Heights Convention, and taught at the Christian Farmers Camp (Halls Gap).

COMMUNITY





It is my great pleasure to oversee City on a Hill's Community frame, which seeks to build communities of life, love and mission that testify to God's goodness. We have a large and ever-expanding community – by God's grace approximately 250 people have attended Newcomer Nights in 2013 – and it is my hope that each one of these people feels welcomed and valued as a part of the flock God has called us to shepherd.

Assisting me day-to-day is Emily Lancaster, our Connections coordinator, who does a sterling job organizing Newcomer Nights, helping people find a Community Group suitable for them, and offering them a chance to use their gifts as part of our ministries. I want to honour Emily for her work; she loves God and loves people, and has been instrumental in building our community. I also want to thank Josh and Katie Swain, who manage the Manchester Press café and opened it up to us – free of charge! – for our Newcomer Nights this year. Manchester Press café bustles with the energy and character of Melbourne, making it a wonderfully warm place for our monthly events.

As our community grows it continues to diversify, and this year has seen some exciting developments as we seek to care for the people God has sent us. Martin and Sandy Coates have stepped into roles directing Mens' and Womens' ministries, offering great passion, wisdom and insight to the task of helping people develop in God's image. Meanwhile, Eliot and Lisa Sprague have taken on the role of Parenting Support coordinators, providing

training and care for the many new parents in our young church. I attended the first edition of their parenting classes and can testify to the course's practical usefulness – and to the Spragues' energy, honesty and insight.

We were also thrilled this year to launch our Welcome to Melbourne ministry (City Steps Goal #12). Our church attracts many people who have moved to Melbourne from interstate or overseas, and we wanted to find a way to serve them. A team of eager volunteers – headed up by the indefatigable Jess Browne – have developed a manual offering practical tips and have planned a number of events that showcase Melbourne's culture and charm. They are also developing a 'buddy system' through which newcomers can connect with someone in their neighbourhood. I've been thrilled to see this ministry develop because it gives us a practical way to serve both our city and the people God brings to our community. We love both – and this gives us a chance to express that with generosity and ingenuity.

While these developing ministries provide greater breadth and depth to our community, our Community Groups remain the rhythmic heart of life at City on a Hill. Eager to be shaped by God's truth, our groups study God's words intently, asking questions and pursuing change. I am filled with admiration and respect for the Community Group leaders who oversee these groups, giving their time and energy to shepherding the flock. They are the front lines, people of character and passion who serve God with humility and dedication.

I thank them for their efforts – and I pray that they might know the encouragement of seeing the fruits of their ministry. God’s truth transforms, and its effects have been evident this year as groups experience the reality of the body of Christ. This is often felt most tangibly in sickness and need; one group, for instance, moved their session to the hospital to be with a member who had just had an operation. After she returned home she remained bed-bound – so the group Skyped her in to their discussions, helping her to feel connected and loved. Another woman told me about a stressful time she experienced recently, forced to have costly surgery just as she prepared to move house. Her Community Group surrounded her with prayer and offered practical assistance, helping her move and then surprising her with a gift of \$1,750 to help cover her medical costs!

Stories like this warm our hearts – and show the goodness of the God who has saved us. We are to be a ‘city on a hill’, shining our light before others ‘so that they may see [our] good works and give glory to [our] Father who is in Heaven’ (Matthew 5:14-16). Loving Community Groups do this, offering a compelling illustration of God’s love and inviting others to experience it. As I reflect on the past twelve months, I am reminded of 2 Thessalonians 1:3:

‘We ought always to give thanks to God for you, brothers, as is right, because your faith is growing abundantly, and the love of every one of you for one another is increasing.’

Alongside my work in the Community frame this year, I was given the opportunity to oversee our Engage internship program, which offers theological training and practical experience for people interested in exploring a future in ministry. This year we began with six interns; Carmen Fung, Brett Woods, Dylan van Es, Lee Hamill, James Truong, and Grant Richey. As a church we want to be famous for humble, courageous and sacrificial leadership (City Steps Flag #2), and our interns are wonderful examples of this, selflessly serving our church each Sunday and in their various ministry portfolios. Our time together has been very precious, the study of God’s word together in turns inspiring, challenging and unifying.

MERCY / BY JIM DAVISON

MERCY



MERCY / BY JIM DAVISON



We are followers of Jesus because of the mercy of God – and we want to share this mercy with our city, engaging with the poor, marginalized and oppressed. Jesus’ mission was to proclaim good news for the poor and release for the captive (Luke 4:18; 7:22), and His humble, courageous and sacrificial leadership gives us a model for how to do this.

City Steps Goal #8 articulates our desire to ‘foster and grow communities amongst people facing disadvantage’, and we have been able to develop and expand our ministries over the past year, through The Kitchen – a food distribution centre in Ascot Vale – and Restore – a Community Group engaging with those involved in the sex industry. A few of the highlights from these activities are provided below.

THE KITCHEN

The Kitchen is a drop-in centre near a high-rise public housing estate in North Melbourne. Beginning almost four years ago as a lunch-time meal service, it has been open every Saturday since it began. We now serve around 70-80 people regularly, and in January this year were able to begin a breakfast service, which is already serving 25-30 people. These numbers include many homeless people, those on low incomes from the nearby public housing estate, and many people hampered by a scant knowledge of English.

The initiation of the breakfast service has enabled us to open longer and to further develop community life at The Kitchen. We have scheduled more structured programs in the morning period, including The Studio – an art group which has given a diverse range of people a chance to express themselves creatively.

Community life is punctuated by celebrations and special events. Over 100 people came to a full Christmas meal, received gifts donated from the city of Melbourne and City on a Hill, and enjoyed music provided by a band and choir made up of volunteers.

One of our new initiatives was to strengthen our leadership capacity in Mercy Ministry (City Steps Goal #9). Our first Engage intern, Carmen Fung, has helped in running The Kitchen art group, assisting with fundraising ventures and developing our prayer ministry. We have strengthened our team leaders by equipping them with training, clarifying roles and responsibilities and providing resources for them to do their ministry. We have also opened up new leadership positions, including appointing a new food bank coordinator and a meals and nutrition coordinator.

As part of City on a Hill, our central goal is to help people know God more deeply, and we have had wonderful opportunities to communicate the good news of reconciliation to God through Jesus to many. A short Gospel message based on a Bible passage has been given each week, with an emphasis on community values. We have engaged people in discussion about their faith, both in one-on-one conversations and also through an Alpha course that we recently commenced. We hope to continue this as a means of building up a Community Group amongst

English speakers, and to do the same among Chinese speakers in the New Year. Informal connections with the church have increased as a result, with Kitchen participants attending City on a Hill's fifth birthday community barbeque, church services and Community Group activities.

We are grateful that our funding from City of Melbourne was extended for an additional year, and have benefited from grants, as well as other funds from fundraising events and generous donations from people within our church. The highlight was the Great Gatsby film night, which raised over \$1,000 for Many Rooms. We are now close to incorporating Many Rooms, which will enable us to receive deductible gift recipient status. This will improve our capacity to acquire grants and fundraise from corporate sources in the future.

WINGATE AVENUE

As a church we want to be famous for a God-centred generosity (City Steps Flag #5) that is so radical and pervasive there would be a sense of angst if we were not there – and so it is wonderful to hear of initiatives such as that launched in Wingate Avenue, Ascot Vale. Originally started some years ago by Matt and Lisa Pingitore as a distribution of leftover bread from a local bakery, it has now expanded to provide staples such as rice, pasta, and muesli bars as well as fruit and vegetables. Based at the local community centre it has become something of a social fixture and a real help to people in the area who are on low incomes.

The Community Group led by the Pingitores includes a number of City on a Hill people. The 30 or more people coming are very diverse: young children and their parents through to grandparents, recent Sudanese refugees as well as those Australian born. Many of these people have never heard the Christian Gospel – so one of the highlights of the year was the Easter barbeque, where gifts were given out and Matt preached a Gospel message and pamphlets were offered explaining the meaning of Easter.

RESTORE

Restore is a Community Group set up to minister to women in the sex industry. They have partnered with other organisations, with some members visiting brothels in an effort to make connections with sex workers. They have a great vision and are providing light in places of great darkness. Recently they were able to build a relationship with a woman seeking to leave the industry behind. They have sought to connect her with a financial advisor and counselling services to assist in this process, and a woman in Restore committed to meeting up with her regularly. The group is seeking to extend their ministry in the hope of creating more Gospel openings – and so they have begun running free English conversation classes, offering hope for migrant women who often feel trapped in the industry, with few career options.

KINGDOM



'Your kingdom come, your will be done, on earth as it is in Heaven.' – Matthew 6:10

As a church we want to be famous for our commitment to Gospel growth (City Steps Flag #4) – which means we have a passion for the extension of Christ's kingdom in our city. This is the goal of the Kingdom frame which I oversee, and the last twelve months have proven an exciting time, with a number of significant developments.

Chief amongst these is the progress made in developing new church plants (City Steps Goal #3). We want to be a 'church planting church', and so it is with great excitement that we commission our first church plant, City on a Hill Geelong, later this year.

Geelong is the first of three City on a Hill churches that we hope to plant by the end of 2015, in addition to two independent church plants – one of which is being headed up by Sam Wright, who aims to launch 'Redemption Church' in Ringwood in early 2014.

Sam has been part of our PlantED church planting internship, launched this year with the goal of raising up more church planters. It has been a joyful privilege to travel with Sam and Pete Greenwood on this journey.

Alongside PlantED is Advance, a church planting network that provides an avenue for networking and training for potential church planters. This network has now grown to encompass 40 current or potential planters, meeting bi-monthly for coaching with a world-class ministry leader, while regular online fellowship offers support on the frontlines of missional leadership.

Our expanding ministries are fuelled by a desire for people to understand the man, message and mission of Jesus. As part of this we have run our homegrown Introducing Jesus course twice over the last twelve months. The most recent edition of this course was an incredible time of engagement with both seekers and skeptics and we pray it will bear great fruit in many lives into the future.

We want to equip people with the passion and skills to be missionaries in their own context – and so it was with great excitement that we launched the Faith and Work initiative in 2013.

The launch event was a great success with upwards of 80 people being built up by quality teaching and the wisdom from a panel of faithful Christian workers. Under the leadership of Josh Zwar and his team, Faith & Work will continue to run regular events for the purpose of helping Christian workers understand the role of work in glorifying God.

City on a Hill has continued its support for our missionary family – Chris and Sarah Griffioen. The Griffioen's are serving in Japan and are in the process of language learning while they do various missional activities in their neighbourhood. The Japanese are a largely unreached people group and the soil is difficult, but Chris and Sarah are ploughing faithfully. There has been great fruit in Japan recently due to the church ministering amongst those broken by the 2011 earthquake. Please be praying for the Griffioen's and for the lost in Japan, that Jesus would be made much of and people drawn to him.

Locally, at City on a Hill Melbourne, our kids and youth ministries have also been active in engaging younger people with the Gospel.

CITY KIDZ BY MEGAN MACALUSO

City Kidz and our Families Ministry pursue intentional mission toward young people and their families. By His grace and for His glory our great God has moved powerfully and blessed us richly in this pursuit over the past twelve months.

We have experienced a year of exponential growth, as nearly 30 new families have joined City on a Hill – bringing more than 65 children with them! We have also seen some 20 families have new babies, with others expecting – meaning City Kidz is packed each Sunday with 70 or more kids under 10, each getting to know Jesus at their own level.

Making Jesus known to these children are the nearly 80 volunteers who serve monthly in City Kidz. This year God has called 23 new volunteers to the team. I am sure I speak for all the families in expressing my gratitude for their commitment to loving, teaching, and praying for our children. I especially want to thank Beth Van Es for Coordinating City Kidz while I was on maternity leave. I am very excited to announce that she will be coming on board as City Kidz Assistant Coordinator on Sundays!

Our children have explored the Old Testament; seeing God call Abraham, form the nation of Israel, lead them through the wilderness, and raise up Judges, Kings, and Prophets. These lessons are linked to the ultimate plan of salvation through Jesus through a 'Christ Connection' each week – and fruit is evident, with five families sharing stories of their children accepting Jesus as Saviour!

It has also been an exciting year for Families Ministry. Elliot and Lisa Sprague – our Families Coordinators – ran our first parenting course sharing their Godly wisdom with eager parents. We have also intentionally pursued first time parents through our Mums and Bubs group. Headed up by a midwife, Joy Saunders, they have provided support for 15 new mums during pregnancy and after birth. I hope the families and their children felt connected, supported, loved, taught, and blessed this year!

'Your kingdom is an everlasting kingdom, and your dominion endures throughout all generations.' – Psalm 145:13

CARE





City on a Hill is a community of sinners brought together by a message of hope and forgiveness. In a world of confusion and yearning, we are privileged to present Jesus as Redeemer, the only One who truly satisfies. Believing God's power 'has granted to us all things that pertain to life and godliness' (2 Peter 1:3), the Care Team seeks to apply the good news of Jesus to the complexity of everyday life, helping people face the challenges of relationships, mental health, grief and loss, child rearing, and decision-making.

Over the summer we ran the How People Change course, written by Tim Lane and Paul Tripp from the Christian Counseling Education Foundation (CCEF). The material from this course shapes the work and life of our Care team, which consists of Heather Crow, Fiona and Mark Krelle, Martin and Sandy Coates, and Tess Tokatidis.

The course encourages people to examine themselves in the mirror of God's word and learn how to know God's grace and rely on it daily. This can be a painful process, as we identify the idols that obstruct our view of God – but as we bring our hearts honestly before God, change occurs, and we learn how to respond to the ups and downs of life in a new, Christ-centered way. In particular, one woman decided to stay with her husband in a very difficult marriage and through God's transforming work He has softened hearts and renewed love in their marriage.

Speaking of marriage, this year the Care Team – under the leadership of the Krelles and Coates – have begun leading more

than 20 couples through a pre-marriage preparation course. They lead with honesty and humour, sharing both the joys and difficulties of their own marriages, and always emphasizing the necessity of keeping the Gospel central in the complexity of everyday life. There has been a healthy vulnerability in the groups, with one couple disclosing publicly their struggle with porn as they sought healing and greater accountability. Such honesty demonstrates their commitment to each other, and to building a marriage founded on Christ's redeeming love.

We serve a powerful God who is capable of changing hearts and mending brokenness, and so prayer is a vital element of our Care ministries. A faithful team of about 20 people pray during the week for the staff and their ministries, and for the various prayer requests that come our way from people within the church. On Sunday, team members are available for prayer after each service, and have wonderful opportunities to speak the comfort and challenge of God's truth into peoples' lives.

Support and care is not only the preserve of the Care Team, however, and we are truly grateful to God for the loving concern and generosity seen in our Community Groups. It is heart-warming to hear of group members serving each other through prayer, babysitting, the provision of meals, hospital visits, and many other acts of mercy happening behind the scenes. As part of City Steps Goal #21, we hope to provide further training and resourcing for Community Group leaders in the months to come.

COMMUNICATIONS



FOCUS

City on a Hill is committed to presenting the truth of Jesus with clarity, conviction and creativity, and it is a great joy to oversee the Communications Team as we seek to do this. The past twelve months have been an extremely fruitful time for us, with a number of exciting developments.

To begin with the team has expanded. Adrian Hargrave has joined the staff in a part-time capacity as 'Videographer', overseeing our video production team as we develop a City on a Hill design studio (City Steps Goal #26). This has been a big move for City on a Hill and a significant step as we continue to invest in this particular medium to communicate the timeless message of the Gospel.

Our team continues to grow and we now have over 40 volunteers serving in a variety of fields. There have been a number of significant projects throughout the year - let me highlight a few:

FOCUS CONFERENCE

In September 2013 we staged our first communications conference, called Focus. With an all-star line up featuring keynote speakers James Harleman (the highly regarded author of the book *Cinemagogue*) and Guy Mason, alongside a number of leading creatives and communicators in Melbourne, the event proved a great success. The conference provided some challenging and insightful teaching and was a celebration of Christian unity, drawing more than 100 people from a variety of churches, with a shared commitment to express God's truth creatively. The wheels are set in motion and we have plans to host this event annually to equip and inspire the culture-shapers of Australia.

TEACHING SERIES

One of the core goals for the Communications team is to 'provide world-class media and communications methods' (City Steps Goal #24). We seek to do this by supporting our church's commitment to faithful 'Biblical teaching and training' (City Steps Flag #1), working hard to produce the branding and promotions that accompany our teaching series.

'The Preacher and the Prostitute' series proved to be one of our best themed series yet, utilising the mediums of video, design and stage setup to complement sermons based on the story of Hosea. Our resources have since been used by churches in places as disparate as Sydney and Quebec! It is a great joy to extend generosity to these communities.

The 'Tough Questions' series has provided further opportunity for us to serve the church, with a number of exciting interactive features. The Communications team pushed the boundaries, building an online platform for people to submit their top questions and to vote for their favourites. After receiving hundreds of questions and thousands of votes, the top eight were selected and became the basis for the teaching. Again, the response to the series has been astounding, provoking conversation and interest from the press and church leaders around Melbourne.

ONLINE

Our goal 'to be generous with our media and content' (City Steps Goal #25) has been particularly evident this past year. Some of the most rewarding statistics can be found with our online resources, fulfilling our desire to display 'God-centred generosity' (City Steps Flag #5) and to be 'committed to Gospel growth' (City Steps Flag #4).

Firstly our Vimeo account – which hosts all our video resources – has reached 121 countries, while the total number of video plays has nearly tripled this year, rising to almost 17,000!

Secondly our Social Media accounts have received thousands of hits each week, with our Facebook 'likes' steadily increasing

to almost 1,400 fans. Our social media accounts have proven to be a great way to connect and build community online, as well as to keep people informed with what's happening in the life of City on a Hill.

Thirdly, with the increase of mobile usage, the Communications team launched a new mobile-friendly website at the end of 2012. Since then we have received an overwhelmingly positive response from 147 countries. This is evident through our mobile traffic, which has increased by 1,802%. In addition, the website has been featured on a number of significant blog sites worldwide; churchrelevance.com numbering it amongst their top 40 church websites. There have been almost 54,000 visits to the website over the past year – an increase of 180%! – and almost half of these have been first-time visitors – demonstrating our expanding reach, as God gives us opportunities to speak His truth into the lives of people around the world.

The past year has been full of encouragement, and we have exciting plans and new projects on the horizon. I am thankful for the Communications team, for their passion and generosity in dedicating their time to serving our saviour Jesus.

SERVICES & MUSIC



With our emphasis on the gathering of God's people in community to celebrate and worship Him, and our desire to be shaped by biblical teaching, our Sunday services continue to be a core focus of City on a Hill. We are constantly exploring new and creative ways to be more inviting and welcoming to all people, to be more effective and clear in the communication of the Gospel, to be culturally connected through our use of video and media, and to be God-glorifying and Spirit-saturated in our worship. All this is an integral part of being on mission to 'know Jesus and make Jesus known'.

February 2013 saw a number of our most significant changes to Sunday services. With the launch of 'The Preacher and the Prostitute' series, our early service moved to the new time of 9am, and our 6pm service made the move from Arrow to Hoyts. Our services have seen a steady increase in attendance across all of our services, with the 6pm service currently running close to capacity in its current cinema.

Our Sunday services would not happen without the faithful people who serve by being generous with their time, resources and skills. Colossians 3:23-24 tells us that 'Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ.' We see the truth of this manifested week in and week out, through the joyful service of many dedicated people who work hard to not merely serve the church, but to ultimately serve, love and know Jesus.

The introduction of our new online service planning and scheduling software has also significantly changed the way we prepare for and coordinate all our services and events, creating greater communication and efficiency across all our volunteer teams. We now have over 250 volunteers serving across our three services in all different areas, including music, production, City Kidz, logistics, and welcoming, just to name a few. There are always opportunities available to serve, so I'd like to invite you to come and be on mission with us by serving at our Sunday services. To sign up, you can fill out a Connect Form, or go to cityonahill.com.au/build.

Easter saw us come together for four services across Good Friday and Easter Sunday at Hoyts in Melbourne Central. Pastor Andrew Grills led the charge from the pulpit as we came together with almost 600 people attending the Friday services and over 700 on the Sunday. Over 200 people then came together in Flagstaff Gardens to celebrate 8 baptisms and enjoy a community barbeque.

After years of faithful service, Pastor Nik Mimilo stepped out of his role as Music Director, finishing up at the end of May. Nik worked to build and develop not just City on a Hill's music for Sunday worship and the Creative Team, but he also oversaw our services and events, consistently striving to grow and invest in the services and volunteers. His love for people and his infectious sense of humour ensured that he left a supremely evident legacy of Gospel community and family in the Creative Team.

In the interim, Elise Lenssen and Dave Chiswell stepped up to lead the Creative Team and ensure that our music could continue to grow and develop as we searched for a new Music Director. In August, Dom Macaluso was appointed to the position, bringing with him extensive experience as a touring musician. He has a passion for helping others engage with and respond to God in worship, and is eager to cultivate this throughout our community.

CITY ON A HILL GEELONG



On January 20 this year, I wrote the following words to my prayer supporters as we prepared to begin planting City on a Hill Geelong:

'The thought of what we are about to set our hands to overwhelms me. The challenges loom large, my own inadequacy larger still, but it is God who has called and He will provide and empower as He has always done. The words from Zechariah 4:10 in the new Living Translation encourage me: 'Do not despise the day of small beginnings, for the LORD rejoices to see the work begin...' Amen and may it be so with this small beginning this week!'

In the grace of God it has been so! In January of this year, six other adults stood beside my wife Danna and I as we dared to dream that God might do something new in Geelong. God has been faithful. He has provided and empowered, laying a new foundation for Gospel growth in this wonderful city.

Let me share with you some of what our God has done:

HE HAS GIVEN US A VENUE

By May we were getting around 30 people at our weeknight gatherings at our house and things were getting crowded. In June, God opened up the Barwon Club to us: a hard drinking, live music pub in the heart of the city which was happy to host us once every month in the lead-up to our official launch. There have been some challenges (sticky carpet, vomit and broken glass among them), but it has been a wonderful opportunity to proclaim the transforming glory of Christ each week in a place where only hours before the evil one has sought dominion.

HE HAS GIVEN US NEW BELIEVERS

We have had the great privilege to welcome three new people into the family of God. Two of them are typical Aussie blokes – indeed, I was able to lead one of them to Christ as we sat and read the Bible together at the bar of the Barwon Club! The others were convicted of the reality of Jesus at the Easter services in Melbourne. We also held our first Introducing Jesus course in the pub and had an average of 16 people attend. This is just a drop in the ocean of this great city, and we pray that this trickle of new believers will become a flood as our God pours out His blessing.

HE HAS GIVEN US COMMUNITY

Our initial Community Group has now multiplied into five groups meeting around Geelong. Under the leadership of our Community Group Director, Paul Rawson – who has joined us from City on a Hill Melbourne – we pray that these will be communities of life, love and mission, reaching out to serve the neighbourhoods of Geelong with the Gospel.

HE HAS GIVEN US UNITY

Psalms 133 tells us it is a good and pleasant thing for Christians to dwell together in unity, and we have been blessed with a sense of common purpose, both within our Geelong community and with our brothers and sisters in Melbourne and Geelong. We are one church in two cities, with one faith, one baptism and one Lord of all. The God-centred generosity of our Melbourne brothers and sisters has been used by God to seed our new church in Geelong and we are thankful!

HE HAS GIVEN US GROWTH IN NUMBERS

We have seen a steady growth in attendance. At our last service we had 95 people and the Barwon Club was full! It remains a small beginning, but the God who has brought us thus far will carry us through to what He has ahead for us.

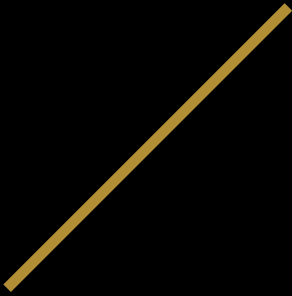
God is the one who has done this, not us. Like Peter, Jesus has used our little boat as we have put out just a little way from the shore in obedience to His command. Now we intend to put out into the deep water with Jesus and let down our nets for a catch (Luke 5:4). The Lord rejoices to see the work begin, and surely He rejoices to see it grow too and continue to grow.

Solo dei Gloria!

OPERATIONS



A



OPERATIONS
EXECUTIVE SUMMARY

Preparing this report has reminded me of the amazing grace of God towards City on a Hill this past year. Any one of the figures, stories, events, or projects detailed here would be worthy of great rejoicing. Put together, one can't help but marvel at the way God has worked in and amongst City on a Hill this year.

Thus the operations report includes details of:

ENORMOUS GOSPEL GROWTH

in the way that God continues to bring more and more people to be cared for and ministered to at City on a Hill;

HUMBLING GENEROSITY

in the wonderful response to the One Million Reasons banner that inspired such phenomenal financial support for the first year of City Steps;

FAITHFUL SERVICE

in the sacrificial service of skilled professionals in the service of City on a Hill's leadership, management, and ministries;

WISE COUNCIL AND STRATEGY

in the vision and preparations in train for the next phase of our life together.

There is no doubt that all of what God is doing at City on a Hill has demanded a great deal from the operational support structures of City on a Hill. We have been challenged by Lead Pastor Guy Mason to provide support, advice, and systems of operation that continue to prepare City on a Hill for its next phase of life. More and more, the operational 'eye' is toward the horizon – to the next church plant, the next appointment, the next governance structure, the next step up in complexity, scope and scale.

City on a Hill has become a community 1,000 strong, with an annual budget in excess of \$1 million, a staff team of over 15, and a volunteer army in the hundreds. We have contracts with several major providers in Melbourne and Geelong, and our activities extend into most significant networks of work, education, service, and ministry in our city.

We do all of this in service of the City Steps banner: to 'know Jesus and make Him known'. Indeed, you will find below details of the next significant step we are about to embark on; to move from a single site church, to a multi-site network of churches, which we call 'The City on a Hill Movement'.

Finally, on a personal note, this will be the last Operations Report I deliver for City on a Hill, as we rightly move to appointing a paid member of staff to undertake the Executive-Pastor (Operations) role from October 1, 2013. This is the right move, and I look forward to helping the new staff member transition into their role.

They will join City on a Hill at an exciting time – a time of enormous activity, amazing opportunity, and above all, extraordinary Gospel momentum. City on a Hill is a remarkable work of God which should prompt us all to be both enormously thankful to God for His grace and to consider deeply how we can serve the Kingdom of Jesus within the City on a Hill body with our gifts, time, resources, prayers and all that God has given us in these Last Days.

B

PEOPLE,
A 1,000 STRONG
COMMUNITY

SUNDAY ATTENDANCE (ALL) & COMMUNITY SIZE

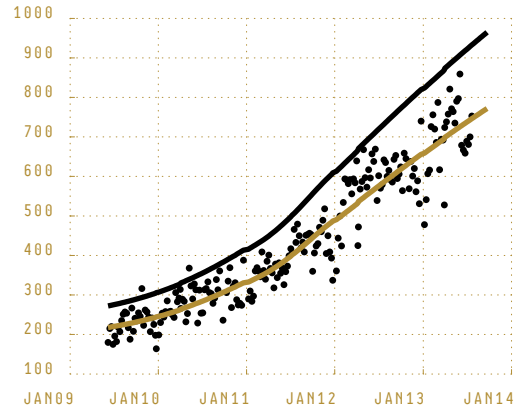


FIG A

Weekly attendance, last four years (black markers) with trend-line (gold line) and estimated community size (black line) across all Sunday meetings of City on a Hill.

City on a Hill's mission – to 'know Jesus and make Jesus known' – works out in two broad ways: first, in the preaching and teaching of the Word amongst us to grow City on a Hill's members in spiritual maturity; and second, in the dual proclamation of the Gospel and commitment to being a Gospel-shaped community which has seen God bring ever more people for us to minister to every year.

SUNDAY ADULTS ATTENDANCE

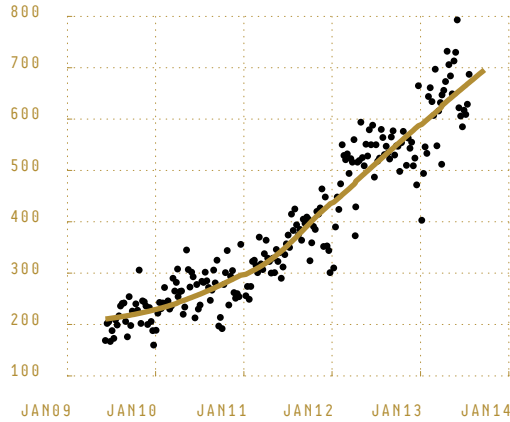


FIG B/1

Weekly adult (left) and kids (right) attendance, last four years (black markers) with trend-line (gold line) across all Sunday meetings of City on a Hill.

For all of its life, City on a Hill has been a growing community in this second sense. In many ways, the constancy in God's effectual movement to bring newcomers to City on a Hill has been one of our key distinctive features. Fig. A shows this trend over the last four years and indicates that again in 2012/13 God worked powerfully to bring many more men and women and their families to City on a Hill Melbourne. Average adult attendance at our Sunday services in August 2013 was 158,

SUNDAY CITY KIDZ ATTENDANCE

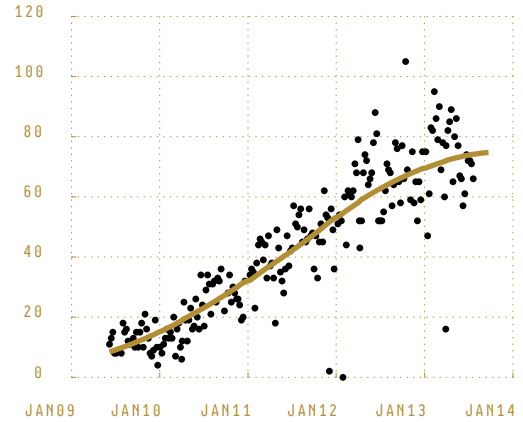


FIG B/2

284, and 245, at our 9.00 am, 10.30 am and 6.00 pm meetings respectively, or a little under 690 adults (refer Fig. B/1).

City Kidz has welcomed, nurtured and taught between 60 and 90 children in the creche, pre-school and primary sections. As Fig. B/2 attests, City Kidz has been operating at close to their capacity of 90-100 kids over the two morning congregations for the last six months.

To this end, Executive-Director (Ministry), Neil Castle, is overseeing a City Kidz expansion project, funded by the strategic Kingdom Fund.

Over all meetings, City on a Hill Melbourne ministered to, on average, over 750 adults, youth and kids during August /September 2013. Meanwhile, City on a Hill Geelong's monthly public meetings prior to their official launch have been attended by between 70 and 100 people – a remarkable start for our first non-Melbourne plant! In addition, Many Rooms – City on a Hill's outreach to the homeless and disadvantaged – regularly welcomes 70-80 men and women for a meal, friendship and care.

Taken together, City on a Hill ends the 2012/13 year as a community of over 1,000 people across five congregations and three locations.

The pastors and leaders of City on a Hill thank God for the way that He continues to find City on a Hill a worthy place to bring so many men, women and families to be part of our story. May we be found a faithful, welcoming and loving community of believers to be a part of.

A GROWING STAFF TEAM

The staff team of City on a Hill saw a great deal of growth in 2012/13. This growth was made possible only by the phenomenal response to the One Million Reasons invitation in October 2012. In light of this, due to our giving in January and February alone, we were able to bring on or expand the roles of 6 staff members:

1. **Pastor Andrew Grills** was appointed Lead Pastor of the exciting City on a Hill Geelong plant (City Steps Goal #3)
2. **Jim Davison's** role was expanded in the Many Rooms ministry to oversee the provision of a weekly breakfast service in addition to the existing lunch service to the homeless of North Melbourne (City Steps Goal #8)
3. **Emily Lancaster** was appointed to a new role – Connections Coordinator – to oversee the vital work of welcoming, connecting and supporting newcomers to City on a Hill (City Steps Goal #13)
4. **Adrian Hargrave** was appointed videographer and immediately set to work creating the amazing videos of the Hosea series (City Steps Goal #24 and #25); and
5. **Neil Castle** was appointed to the new role of Executive-Director (Ministry), to oversee all ministry activities at City on a Hill, including specifically the City Steps program.

Moreover, the continued provision has meant that we've been able to bring forward some exciting new appointments. For instance, [Sarah Frewen-Lord](#), who was graciously working 2-3 days per week voluntarily as a research assistant to Lead Pastor, Guy Mason, and the wider pastoral team, joined the team in a paid capacity in September. This is an exciting and timely move which will continue to strengthen our commitment to be known for biblical teaching and training (City Steps Flag #1).

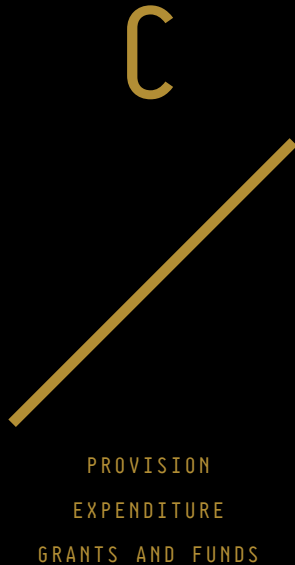
In addition, the operational team of City on a Hill grew, mainly through skilled voluntary members of City on a Hill stepping forward:

1. Our Wardens, [Ryan Hansen](#), [Jonathan Brusey](#), and [Candice Colgan](#) continue to provide excellent, timely, wise, prayerful, and faithful advice, counsel and decision-making in the operational area. City on a Hill are truly blessed by the way they use their professional gifts in the service of the Lordship of Jesus;
2. [Nicole Nsair](#), took on a role as Grants Coordinator to facilitate and support external (and internal) grant applications;
3. [Candice Colgan](#), Warden of City on a Hill, took on leadership of the Policy & Procedures space, in addition to providing excellent service in a Legal and HR capacity;

4. [Pieter van Baren](#) continued to contribute above and beyond his role as Finance Manager and Treasurer;
5. [Alice Arnott](#) continues to provide steadfast executive administrative support to the Executive-Pastor (Operations) and the entire operational team; and
6. the Diocesan team continues to grow with [Andrew Stagg](#) and recently [Elise Parham](#) volunteering.

No doubt more roles will be required and more people will emerge, mostly through volunteer appointments, in the year ahead as the operational area continues to grow in complexity and scale.

Finally, 2012/13 saw the retirement of [Nik Mimilo](#) from the Creative & Events Director post at the end of May. A number of farewells and thanksgiving meetings were held with various parts of City on a Hill to rightly mark Nik's faithful, deep, and loving service of City on a Hill's vision and people over the last five years. As an indication of the work-rate Nik was doing, his role was split into two, with [Dom Macaluso](#) appointed to the role of Music Director, whilst [Neil Castle](#)'s brief includes Meetings and Events.



GIVING / ONE MILLION REASONS

With the launch of City Steps in October 2012, the leadership of City on a Hill called on its members to partner financially to fund the vision of City Steps through One Million Reasons. The idea of One Million Reasons was both strikingly bold and simple: to raise \$1 million towards the banner of knowing Jesus and making Him known in our city.

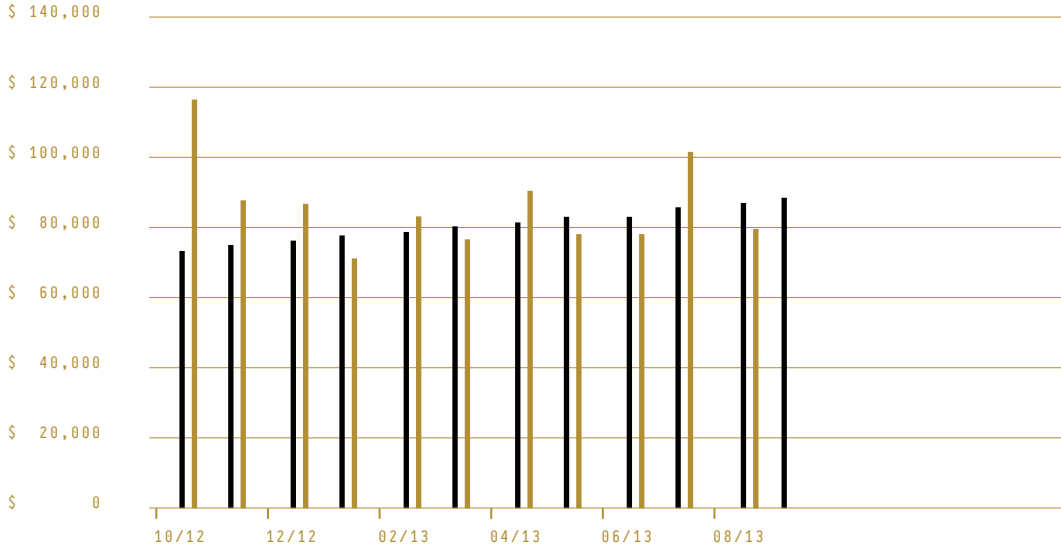
The target was indeed bold as it would require City on a Hill to commit financially to an increase in giving of around 40% on the previous year. Yet, we believed that the mission of Jesus, and the moment we had arrived at through the story of City on a Hill pushed us towards the One Million Reasons target.

In a word, the leadership were overwhelmed with thankfulness to God for the generosity and unity displayed by the City on a Hill community.

Fig. C shows the monthly trend in giving for 2012/13. We estimate that over the first three months of the One Million Reasons giving banner, around \$60,000 was donated above and beyond the regular giving of our people.

ONE MILLION REASONS GIVING 2012/13 FORECAST & ACTUAL
GIVING ONLY - NOT INCLUDING CONFERENCE FEES & OTHER SOURCES OF INCOME

OPERATIONS / BY SIMON ANGUS



— FORECAST GIVING

— ACTUAL GIVING

FIG C

Monthly giving to City on a Hill Melbourne 2012/13 (gold), against forecast giving (black). One Million Reasons was launched in October 2012 with an appeal for a one-off donation.

OPERATIONS / BY SIMON ANGUS

THE ONE MILLION REASONS GIVING TARGET 2012/13
GIVING ONLY - NOT INCLUDING CONFERENCE FEES & OTHER SOURCES OF INCOME

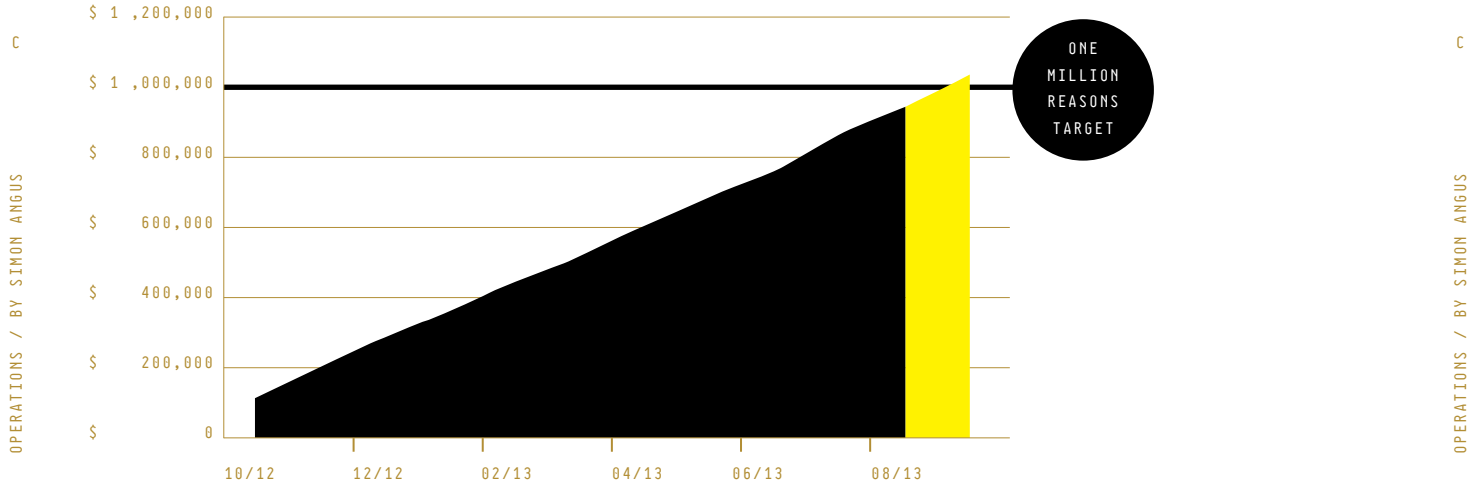


FIG D

Cumulative giving to City on a Hill Melbourne 2012/13 with estimated giving for September likely to take total giving beyond the \$1 million target by \$30,000 to \$40,000.

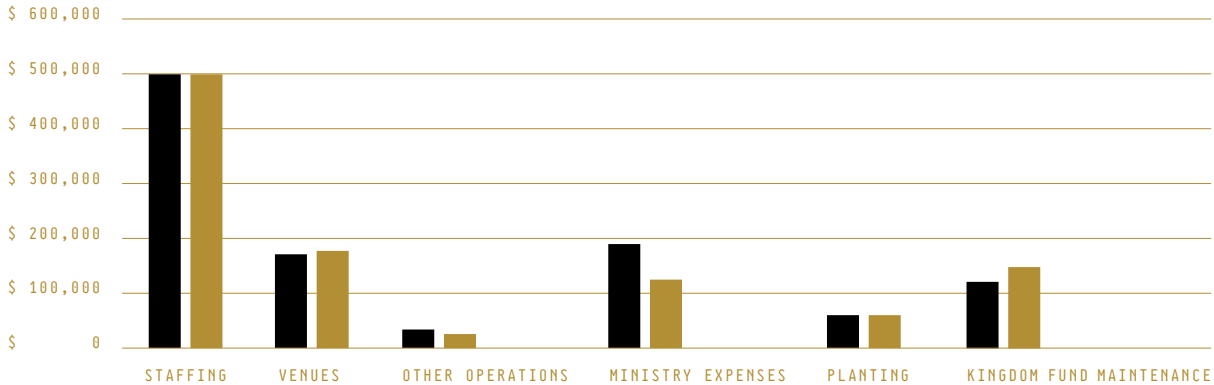
In Fig. D we show the cumulative giving and approach towards the \$1 million target of the One Million Reasons banner. Given a normal September 2013, City on a Hill Melbourne is on target not only to achieve the \$1,000,000 target, but to exceed it by several tens of thousand dollars.

— FORECAST GIVING — ACTUAL GIVING

This is a remarkable outcome for which the leadership is again extremely thankful to God for the generosity of our people.

The wonderful response to the City Steps vision through One Million Reasons enabled the leadership team to move with confidence to expand our staffing and make strategic provision of funds in preparation for the execution of the City Steps plan.

EXPENDITURE 2012/13 - FORECAST & ACTUAL BY MAJOR AREA
ACTUAL EXPENDITURE INCLUDES ESTIMATE FOR SEPTEMBER 2013



EXPENDITURE

In expenditure terms, the amazing provision in giving enabled expansion in a number of areas as planned under the first year of the City Steps banner. Staffing appointments were made (see Section B), venue expansions were completed (see Section E), and ministry activities, planting and fund provisioning were enabled (refer Fig. E).

For full financial reports including profit and loss, balance sheet, and detailed expenditure reports, please come along to the Annual General Meeting (AGM) of City on a Hill, or send an email to us to request them.

FIG E

Major spending by City on a Hill Melbourne, 2012/13 compared to budget across major expenditure areas.

— FORECAST EXPENDITURE
— ACTUAL EXPENDITURE

STRATEGIC FUNDS

One of the key aims of the operational team to support the City Steps programme was to establish a number of strategic funds. In 2012/13 we were able to establish the Kingdom Fund, and the Venue Contingency Fund. The former provides a major strategic reserve, to be maintained between 5% and 15% of annual expenditure by the Wardens of City on a Hill. The Fund enables the leadership to make strategic expenditure decisions either in terms of securing a venue, bringing on board a new staff member, or enabling a major strategic project that will enhance the efficiency and quality of what we do (see Section D).

The Venue Contingency Fund provides a strategic reserve in the case that one of City on a Hill's Sunday venues is ever lost due to fire, flood or another emergency with short notice. Although we have contractual arrangements with our venues, accidents happen! The Venue Fund is there to provide City on a Hill a place to meet at short notice in case of disaster.

Both of these funds contribute considerably to the financial sustainability and strategic capacity of City on a Hill – key operational planks in the service of City Steps.

SPECIAL PROJECT GRANTS

One of the key innovations of the 2012/13 budget was to introduce an internal granting scheme called Special Project Grants (SPGs). The SPGs are awarded competitively to Ministry Directors who apply twice a year from a total pool of \$10,000. The intention of the SPGs is to foster and reward entrepreneurial activity within our staff, and to provide them with important in-house training and feedback on grant applications as they prepare to apply for external grants for applicable ministry activities.

In 2012/13 two grants were awarded after a total of six applications were received over the two rounds. The first grant was awarded to Kingdom Director, Nick Coombs, to work up a pilot study of what would be required to transition our Introducing Jesus course to the emerging Massive Online Open Course (MOOC) platform. The second grant was awarded to the Many Rooms Executive to renovate their website and overall social media strategy and capacity.

The SPGs are just one example of the ways that we seek to foster a continuous improvement and entrepreneurial philosophy in our staff and their teams. City on a Hill has been a successful grant applicant for many of its activities and continues to think creatively about enmeshing our activities in the networks of support across Melbourne and Geelong.

D

POLICIES
AND GOVERNANCE

POLICIES AND GOVERNANCE

City on a Hill has, for the past 18 months, sought to build up a comprehensive governance framework. Without this, the organisation would be beset by subjectivity in decision-making, and overall inefficiency through having to apply case-by-case decision-making to every situation.

Moreover, City Steps has seen us provide a specific governance body to oversee the implementation of the City Steps plan: the City Steps Steering Team (CSST). The CSST meets quarterly and receives reports on all City Steps Frames and goals from Executive-Director (Ministry), Neil Castle. The CSST has the responsibility for overseeing the smooth implementation of all goals, and where applicable the modification, addition, or withdrawal of goals in order to best achieve the overall banner and flags of City Steps.

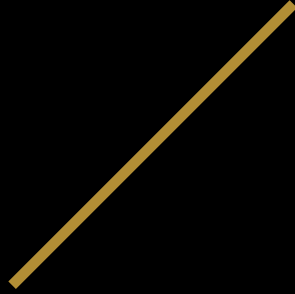
In the area of policy, with the assistance of the Warden – principally, Candice Colgan, acting Policy Coordinator – 2012/13 saw the development of many key policies:

1. Disciplinary Policy & Procedure – outlining the principles and practical approach to handling poor performance or inappropriate behaviour within the staff team or volunteer leadership;
2. Speaking Engagements and Ministry Service Requests Policy – outlining the principles governing non-City on a Hill ministry work conducted by our pastors and staff;
3. Leave Entitlements Policy – an updated and expanded set of entitlements for our staff to provide a real sense of care for them and their families;
4. City Kidz Anaphylaxis Policy & Procedure – the principles, training points, and immediate actions to undertake around severe allergic reactions at City Kidz;
5. Staff Benefits Policy & Partners – providing benefits to our staff (paid and volunteer) within the boundaries of the legal framework that demonstrate love for them and their families' service to City on a Hill;
6. Cash Handling at Services Policy & Procedure – outlining our approach to the handling of cash donations and cash payments at services;
7. Purchase Authorisation Policy – principles governing purchasing by staff of City on a Hill, and the steps that must be taken to get purchases authorised and allocated correctly within the budget;
8. Kingdom Fund Policy – a governing policy for the maintenance of, and release from, the strategic Kingdom Fund reserve; and
9. Credit Card Policy – an updated policy for credit card holders within the City on a Hill executive and Lead Pastor level.

There is much more work to do, but these policies and procedures set City on a Hill's governance on a firm foundation that will enable the efficient execution of our decisions and activities in the next phase of our development.

PLACES

E

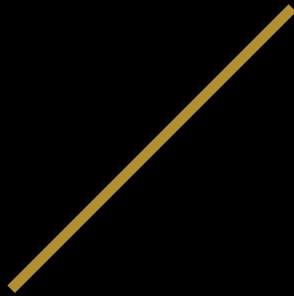


As an Authorised Anglican Congregation, City on a Hill continues to be a church that holds no property of any kind. The consequence is that we must establish contracts of service for all of our property needs. 2012/13 saw some significant updates in our rental agreements and relationships, such as:

1. The signing of a three-year contract (initiated February 2013) with Hoyts Melbourne Central to provide stability to our Sunday venues in Melbourne Central;
2. The first year (of three) of our new office contract at 262 Queen Street which has provided a greatly enlarged and functional space for the day-to-day work of City on a Hill staff, the music rehearsals of our bands, a meeting space for our various management and planning teams, and a venue for holding small to medium-sized training events; and
3. The opening of our first agreements with Geelong venues for the Sunday meeting of City on a Hill Geelong – initially at the Barwon Club, by God's grace City on a Hill Geelong will likely need to move to a larger location in the near future, with arrangements already being discussed in this direction.

Furthermore, 2012/13 saw the first three releases from the Kingdom Fund strategic reserve, all three of which impacted on our venue capacity: an expansion project with City Kidz to enable more capacity at Melbourne Central for children's ministry; a refurbishment of the Queen Street office space to provide a more professional and useful set-up for our activities; and a significant investment in sound, vision, and lighting gear to overcome some of the short-comings of meeting as a body of believers who sing, listen to live preaching, prayer and Bible reading and undertake communion in a space designed for watching movies(!).

F



LOOKING AHEAD

2013 / 14

CITY ON A HILL'S COMMUNITY 2013/14

Whilst we cannot know what God has planned for us in 2013/14 and beyond, we are able to apply simple model and forecast methods to His past movements to get some impression of what the future might look like. In Fig. F, we present the actual Sunday attendance across all Sunday locations together with a fitted model of attendance (gold line). The model assumes that City on a Hill's attendance can be modelled via a mixture of a linear and non-linear (quadratic) component, plus a series of twelve month seasonal variables due to the obvious 'joining' phase that City on a Hill has seen during January – March each year.

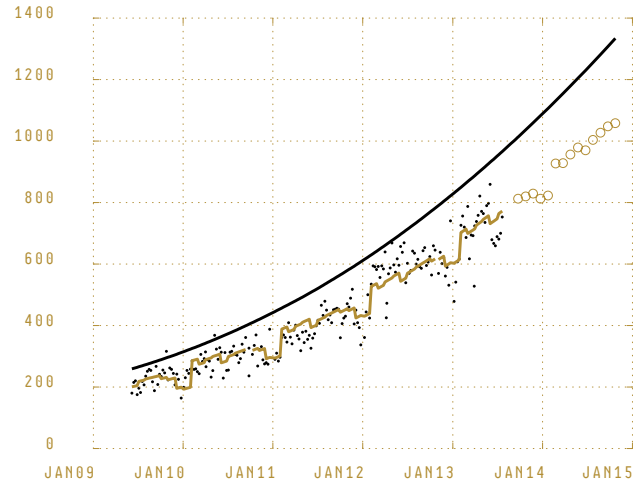
If we apply this model to the next twelve months, it suggests that average monthly attendance during 2013/14 would start at around 810 during October 2013 and grow to 930 by March 2014, rising to over 1,050 by the end of October 2014.

In terms of the size of the community, as above, we take an '80% assumption' which means that we assume that around 80% of the total community are present on any given Sunday. Or in other words, one can estimate the size of the community at any time by dividing the average attendance figure by 0.80. Conducting this procedure indicates that City on a Hill will be a community of over 1,300 by the end of the 2013/14 year (indicated by the black line in Fig. F).

FIG F

Sunday attendance across all City on a Hill congregations, 2009-present (black markers), with fitted non-linear model (gold line), model estimates for the next twelve months (gold open circles), and an estimate of the overall community size (80% rule) across both actual and forecast region.

SUNDAY ATTENDANCE (ALL) & COMMUNITY SIZE - WITH 12M FORECAST



Of course, the demands on the ministry staff, volunteer teams and their leaders, and the background operational team, will continue to grow if this forecast is borne out. We have learned a great deal from the last few years of intense growth, and know that we all will need to rely heavily on the providential hand of our God to open doors, soften hearts, guide our decisions, enliven our generosity, and pick us up when we inevitably make mistakes.

THE MOVEMENT GOVERNANCE AND ORGANISATIONAL STRUCTURES

F

During 2013/14 we are extremely excited to see both the commissioning (in October 2013) of the City on a Hill Geelong plant, and the opening of our second church plant (to be announced at our anniversary service). Fig. G on the next page shows both our planting and expansion story so far, and the proposed planting activity for 2013/14.

In addition, we have provisioned in the 2013/14 budget to support one independent plant, and begin scoping work to support one global plant. These movements serve the 'bold church-planting' of City Steps Goal #3, to see three 'native' City on a Hill plants established, two independent plants and one global plant supported over the coming years. Plans and policy settings are being drawn up by the operational team in support of the pastoral team's strategy in this space.

F

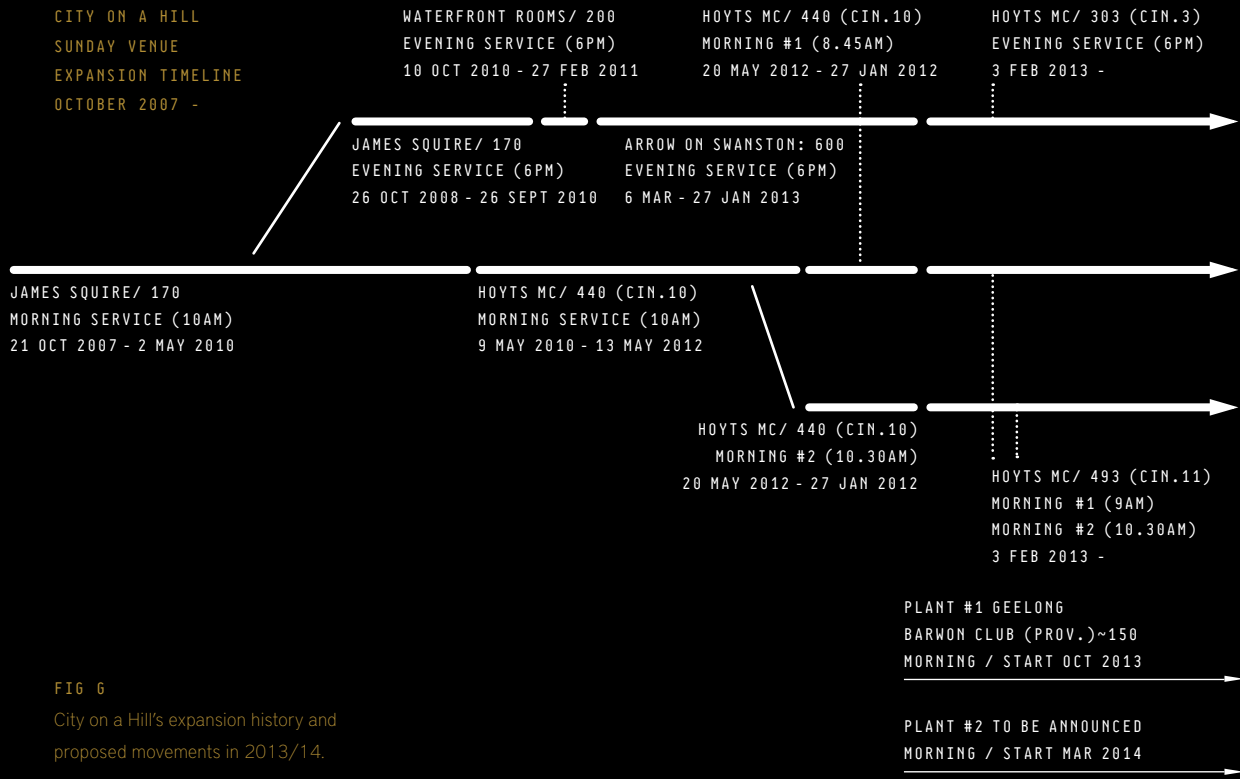
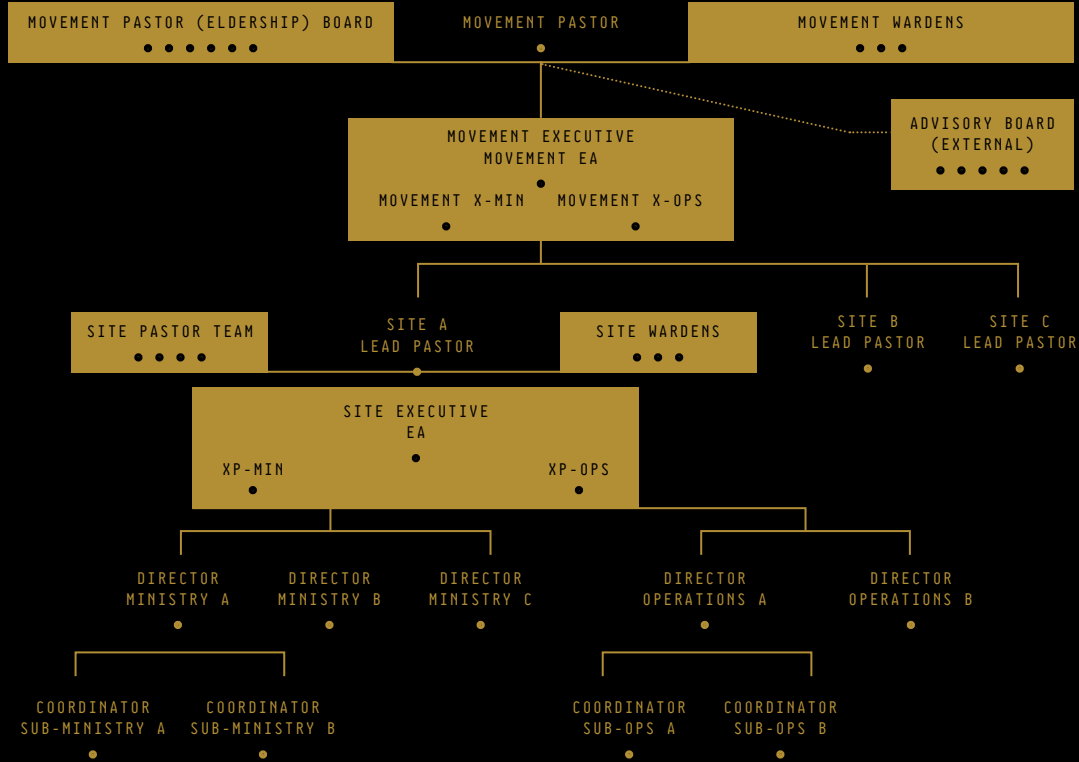


FIG 6
City on a Hill's expansion history and
proposed movements in 2013/14.



FIG H
CITY ON A HILL MOVEMENT
LEADERSHIP STRUCTURE / V SEP 2013



OPERATIONS / BY SIMON ANGUS

OPERATIONS / BY SIMON ANGUS

FIG H (PREVIOUS PAGE)

Proposed governance structure for City on a Hill, The Movement. Note: many positions will be held by a single person until sufficient scale exists to demand separate appointments.

Taken together, the City Steps church planting goal will see City on a Hill mature from a single plant location to a multi-location, multi-congregation network of churches within the next three years. In order to govern and lead this network, our organisational structure is being re-drawn along the lines of Fig. H. The proposed structure seeks to achieve the twin aims of good governance and simplicity.

Essentially, a new layer of governance has been added in the 'Movement Executive'. It is anticipated that for the coming years, the Movement Executive will be drawn from current Site Executive officers who are 'shared' amongst the sites as they lead fellow site executives on other sites and support the plans and strategic vision of the movement pastor. In time, as the scale of the City on a Hill Movement grows, additional, distinct, appointments may be made to these higher movement executive roles.

EXPENDITURE 2013/14 - COMPARISON TO ACTUAL EXPENSES 2012/13
 ACTUAL EXPENDITURE INCLUDES ESTIMATE FOR SEPTEMBER 2013

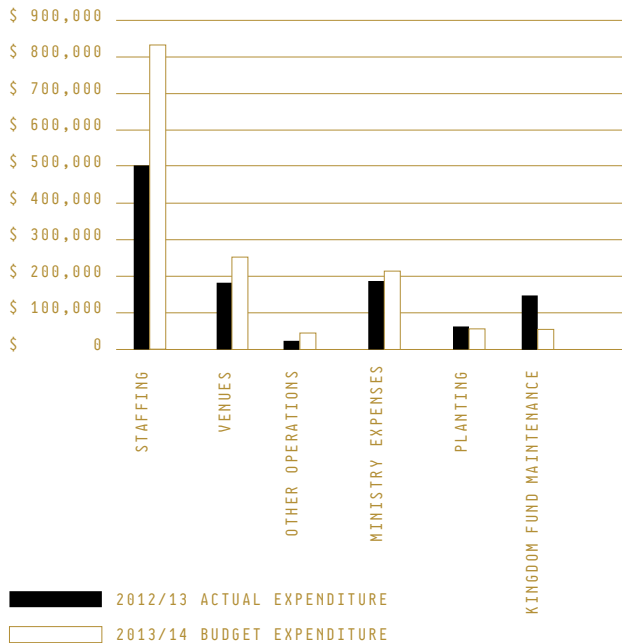


FIG I
 Expenditure comparison over major budget areas, Budget 2013/14 versus Actual Expenditure (estimated) 2012/13.

THE 2013/14 BUDGET
 PREPARING FOR THE MOVEMENT

The 2013/14 City on a Hill Budget Papers reflect a clear step up in the complexity, scale, and scope of the City on a Hill operations expected in the new year as we prepare for The Movement.

Such exciting vision requires significant investment in our operational capacity, both in our systems, processes and governance, and in our financial structures. To this end, the Budget includes significant increases in staffing allocations, provisions for venue expansion, and the incorporation of new frontiers for fund-raising (refer Fig. 1).

Indeed, a key feature of the City on a Hill budget 2013/14 is an increase in the proportion of expenditure allocated to staffing, with a move from around 45% or under, to around 58%. This move is in line with the expenditure fraction of churches of our scale in the Anglican Diocese of Melbourne, and reflects our recognition that supporting and rewarding our present staff, in addition to bringing on several new staff, is crucial to supporting the ministry of City on a Hill and our plans.

Furthermore, and given that the Remuneration Matrix of City on a Hill is now three years old, and more importantly, was prepared for a church which was less than half its present size, the Budget incorporates a remuneration review and proposal.

The review identified several shortcomings with the current matrix, and makes significant proposals that will not only affect the remuneration trajectory of present staff, but also the capacity for City on a Hill to attract and retain quality new staff to our team.

BUDGET 2013/14 MACRO EXPENDITURE BREAKDOWN EXCLUDING KINGDOM FUND ACTIVITIES

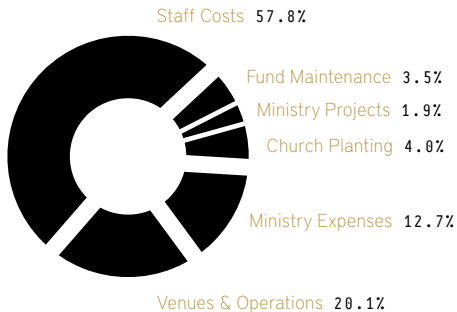


FIG J
Macro expenditure breakdown by category, Budget 2013/14.

BUDGET 2013/14 STAFFING COSTS BREAKDOWN INCLUDES EXISTING & NEW STAFF

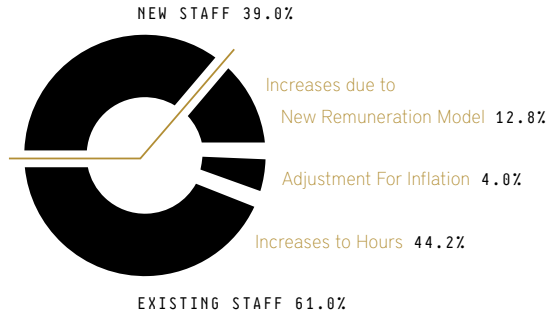


FIG K
Planned expenditure breakdown in the staffing area, Budget 2013/14.

As shown in Fig. K (previous page), the first year of a three year pathway to the new remuneration model will constitute around 13% of the staffing expenditure for 2013/14. In addition, we plan to expand the working hours of our existing staff (44%), provide for an increase in remuneration due to inflation (4%), and to bring on new staff in key ministry areas (39%). In all, the staffing budget will be allocated roughly 60/40 in respect of existing versus new staff.

Taken together, it goes without saying that the 2013/14 budget proposal presented here is far more complex than previously conceived.

A summary of key 2013/14 Budget elements include:

1. A forecast revenue for City on a Hill Melbourne of \$1,424,934 (a 25.6% increase on est. 2012/13);
2. Rewarding our dedicated staff with a remuneration increase of around 6% on average, significantly above CPI as we take the first step of a three-year pathway towards a new remuneration model;
3. Provisioning for the expansion of staffing across almost all ministry areas, including the appointment of a new Biblical Living Director (Care), a Research Coordinator (Teaching), a new web coordinator plus expansion of two existing staff in Communications, the expansion of staffing in our Kingdom areas of Youth and City Kidz;

4. Reflecting the significant step up in complexity and scale of organisation, the appointment, for the first time, of a paid Executive Director (operations) plus the expansion of our recent hire in Executive Director (ministry);
5. The continuation of contracts with Hoyts, Queen Street, the Vicarage, and the provision of new capacity at Hoyts Melbourne Central, a new 'Hoyts-like' plant, and significant annual events giving a Budget Venue expenditure forecast of \$251,153 (17.7% of expenditure), plus \$32,000 for the new plant venue;
6. The establishment of exciting and wise new Funds to complement our present strategic reserve Kingdom Fund and our Venue Contingency Fund. In the 2013/14 budget we will establish a Care Fund – fulfilling a key City Steps goal in providing crisis response to those in need – plus a Planting Fund, supporting our efforts to develop church plants;
7. For the first time, City on a Hill will support an independent planter in Melbourne by enrolling them in the first year of our three-year support structure for Independent Plants, as part of City Steps Goal #3.

As the papers also reveal, City on a Hill will once again be subject to significant costs of growth in the 2013/14 period.

To this end, we anticipate calling on our strategic reserve, the Kingdom Fund, to support just over \$100,000 worth of exciting growth activities, provisioning the anticipated new City on a Hill

native plant with a Lead Pastor, venue and set-up expenses. Furthermore, we anticipate calls on the fund for obtaining the equipment necessary to video record our weekly teaching to bless our plants and partners and make City on a Hill teaching available to the ends of the web. Our much-loved, home-grown, evangelistic program, Introducing Jesus, is anticipated to make the move to the world of MOOC – something that is a truly City on a Hill goal.

One other key feature of this budget is the innovation made around 'Ministry Projects'. In the 2013/14 budget (and all previous budgets), we have not distinguished between those expenses which are for the 'business as usual' (BAU) elements of our operations from those which seek to make a

one-off change to efficiency, or capacity (projects). With the implementation of City Steps, the staff team have integrated the division between BAU and project-work in their work-flow. It makes sense, therefore, to make the corresponding change to the budget. To this end, Ministry Directors were asked to identify BAU spends and then apply for project funding for the 2013/14 budget period. These projects were assessed by the Lead Pastor, myself and then the Wardens for their value and timeliness across the whole organisation.

On a practical note, the 2013/14 budget has a new area of expenditure – Plants. This area gathers together all spending under the '3-2-1' planting City Steps goal and leads to greater transparency around this aim.

BUDGET 2013/14 - MINISTRY EXPENDITURE BREAKDOWN INCLUDING SALARIES, EXPENSES & PROJECTS

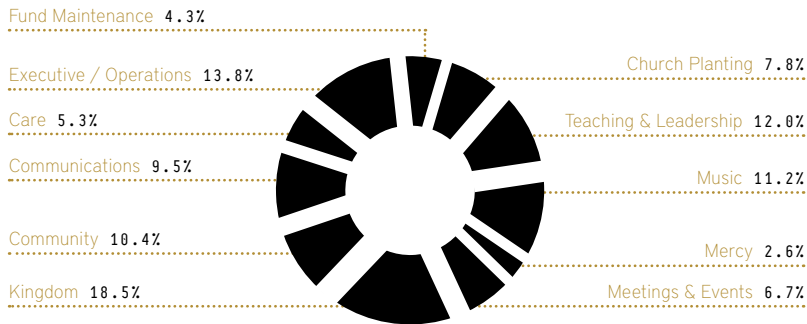


FIG L
Ministry expenditure breakdown, Budget 2013/14, inclusive of salaries, expenses and projects under each major activity area.

THE NEXT
CHAPTERTHE NEXT
CHAPTER

His Story Our Story is a celebration of another year of God's grace. And yet, the story is far from finished. There are new pages to be written and more chapters to explore.

We see a future where lives are changed, the Gospel proclaimed, churches planted, the poor cared for, the oppressed healed, communities loved, people trained, the Bible taught, the city served and a legacy for Jesus established.

God has laid on our hearts a number of key goals, which mark our City Steps vision document and the story ahead.

Here are a few notable goals, which highlight our key priorities for the next twelve months.

CHURCH PLANTING

We are committed to pursuing a bold church planting strategy. As outlined in City Steps Goal #3 we want to join Jesus in planting three City on a Hill churches, supporting two independent church plants, and one international church plant. Our prayerful hope is to see this goal realised by 2015.

In support of the goal we are trusting God for the following developments over the next twelve months:

I. THE LAUNCH OF CITY ON A HILL GEELONG

On Sunday October 27 we will commission Pastor Andrew Grills and his family as they plant City on a Hill Geelong. Andrew has done a tremendous job in building a core team who seek to know Jesus and make Jesus known in Geelong. The church will officially launch on Sunday November 3 with weekly services commencing at the Fred Flanagan Room of Simonds Stadium.

II. THE LAUNCH OF A SECOND EVENING SERVICE AT CITY ON A HILL MELBOURNE

In the past twelve months we have witnessed explosive growth in our evening service. We love Jesus and want to see as many people come to know Jesus – and so in the early months of 2014 we will be opening doors to a second evening service at Hoyts Melbourne Central.

III. THE LAUNCH OF CITY ON A HILL WEST

In the early months of 2014 we intend to plant a new church at Highpoint Shopping Centre, in Maribyrnong, with a view to developing a growing presence in the western suburbs of Melbourne. There is a profound need for churches in these places, with a huge migrant community – many of whom have no knowledge of the Christian Gospel – and an enormous working and middle-class population with little record of Christian confession. These north-western suburbs are some of the fastest growing in Victoria and the church has failed to keep up with this growth. We want to change that. We would seek to provide a localized mission for our current members while at the same time prioritising residents and workers who are not currently part of a worshipping community.

IV. THE SENDING OF OUR FIRST INDEPENDENT CHURCH PLANT

Sam Wright has been part of our PlantED internship program in 2013. He and his family will be launching a new church ("Redemption Church") with City on a Hill's support, in February 2014.

V. THE SUPPORT OF AN INTERNATIONAL CHURCH PLANT

In addition to supporting global planting through Acts 29, we will be exploring and developing relationships with potential planters who are on mission in an overseas context.

INTRODUCING JESUS

In 2014 we will also be prioritising efforts to expand Introducing Jesus to reach people through 25 churches (City Steps Goal #4). The course has provided scores of people with the opportunity to meet the man, mission and message of Jesus. In the coming year we want to develop the Introducing Jesus content as a high quality online resource which we can give away to serve the wider body of Christ.

SCHOOL OF MINISTRY

In 2014 we will be seeking to fulfil City Steps Goal #1: 'the establishment of the City on a Hill School of Ministry.' Spearheaded by Pastor Simon Angus, we will see the drawing together of existing courses and the development of new ones to serve and build up the body of Christ in our mission to know Jesus and make Jesus known. These courses will range from biblical theology and church history to general interest courses, such as parenting, budgeting and financial management.

FAITH & WORK

Launched in 2013, this new ministry will continue to expand and develop. As believers are built up we believe much fruit will come as they interact with and evangelise their colleagues. God willing, this will expand to see the success of City Steps Goal #5 as those believers congregate in Gospel-driven network groups around the city.

WELCOME TO MELBOURNE

Launched in 2013, this new ministry (City Steps Goal #12) will continue to take shape and grow in the next twelve months. We will be developing the three core priorities of the ministry, which include the Welcome to Melbourne Manual, a buddy system which connects new people to Melbourne locals, and a regular calendar of events which introduce people to the life, beauty and culture of this great city.

COMMUNITY

In 2014 we will also see the continued priority in building communities of life, love and mission. We will not only be starting new community groups to match the growth of our church, but develop and invest in our leaders and coaches in new ways – ensuring greater support, care and training. We will also prioritise City Steps Goal #13 with the implementation of church-wide initiatives that build connections across all services and sites. We are one church, united by one vision in worship of one amazing God.

MERCY

Many Rooms continues to be an exciting ministry with the poor and disadvantaged. Their first room – The Kitchen – is a drop in space that offers warm meals and friendship to some of Melbourne's homeless. In 2013 this ministry was able to begin a new breakfast program to complement the existing lunchtime offering, as well as developing an art class to deepen

relationships and cultivate creative expression. In support of our City Steps vision and specifically City Steps Goal #10 we will be introducing a new mentoring program in 2014 that is linked with the City on a Hill Community Groups. We believe that one of the most effective means to assist people facing need is to be a mentor and provide friendship.

Plans are also in place to launch a new room, similar to The Kitchen, in a new location to serve the urban poor. In support of this and in conjunction with City Steps Goal #11 we plan to run a major event in a location of disadvantage, creating opportunities for loving service and mission and establishing a profile in the local community.

These are exciting goals!

We see a future where lives are changed, the Gospel proclaimed, churches planted, the poor cared for, the oppressed healed, communities loved, people trained, the Bible taught, the city served and a legacy for Jesus established.

To achieve these goals and to realise this vision we need your help – and I would like to outline three ways you can do this:

"PRAY FOR THE VISION"

We pray because God invites us into a relationship of trust and dependence upon Him. The death of Jesus means we can approach Him with full confidence knowing that He hears the prayers of the saints and is powerful to act.

Please pray that God would use us and these plans to achieve great things for our city and His name. Pray for the people involved, the resources needed and the lives that will be changed.

"FUND THE VISION"

God has been abundantly generous with us! His love is unending, His grace is abounding and His mercies are new every day. We want to live and mirror that same generosity with each other, our city, and indeed this world. Our generosity will be evident in our engagement with our city's poor, marginalised and oppressed; the wider body of Christ; and the care shown towards each member of our church.

Our goal in the 2013/14 budget (commencing October 1) is to raise \$1,496,103 million to help bring the goals and vision of City on a Hill to life. This is made up with projected income (Melbourne and Geelong) of \$1,391,947 and a further \$104,156 to be raised through external grants and funding. This is a projected increase of 25% on our preceding budget.

Whilst the numbers get ever larger, I, the Executive, and the Wardens of City on a Hill, believe this increase is achievable for our community. It reflects the expected increase in our community size that we have experienced in previous years, and it seeks to meet the expanding needs of the second year of our bold City Steps plan which City on a Hill's members have enthusiastically embraced with their time, prayers, enthusiasm and funds, to the glory of God.

You can play your part by establishing regular giving with City on a Hill, and/or making a one-off donation through the following ways:

DIRECT TRANSFER

Account Name: City on a Hill

Bank: Bank of Melbourne

BSB: 113 879

Account Number: 410 815 536

CASH

Place in an envelope and give to the Info Desk at any of our Sunday services

CHEQUES

Make Payable to 'City on a Hill'

DIRECT DEBIT

To receive the relevant form to establish giving via direct debit, email giving@cityonahill.com.au

"LEAD THE VISION"

God has equipped each and every one of us for ministry. Every moment you have is critical, and we need all hands on deck. You are not an accident. You are fearfully and wonderfully made, and God has a plan and a purpose for you. He has given you gifts, talents, time and experience.

The vision set before us requires a profound amount of sacrifice and service. We are looking for disciples who are prepared to move out of their comfort zone and take massive steps of faith that will have eternal significance. In this document are goals and ideas that require your input and investment.

To explore the part you would like to play, email info@cityonahill.com.au.

We'd love to hear your story and discuss ways you can help us move forward.

We are calling for hundreds of men and women who see the opportunity, hear the cry of our Lord and declare with unity, courage and commitment 'let us arise and build' (Nehemiah 2:18).

Edited by Josh S Hill / Photography by Joel Del Castillo (joeldelcastillo.com)
Ben Langley (photolangley.com.au) / Esther Ling / Thomas Barnes

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