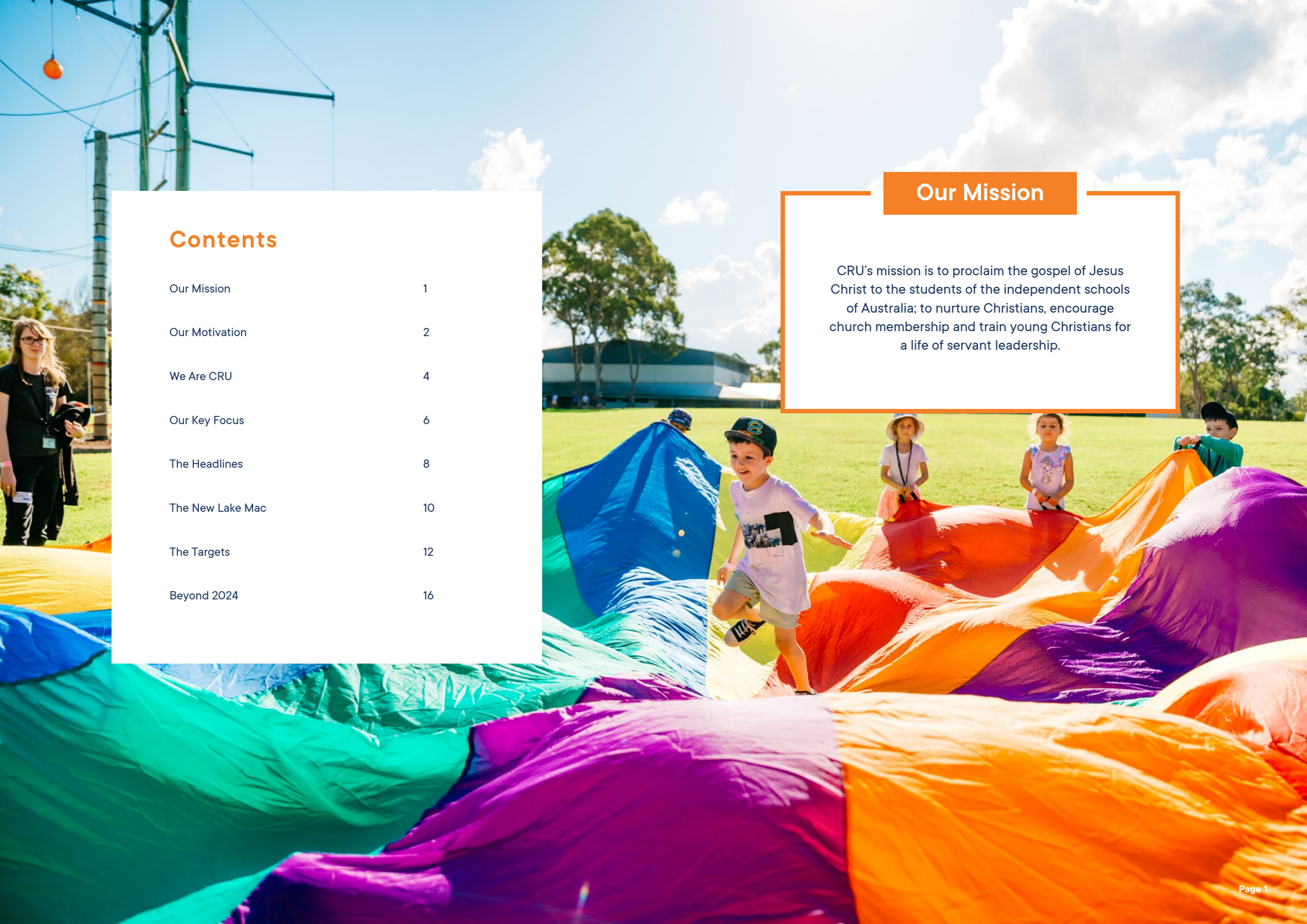




CRU® STRATEGIC PLAN
2020-2024

Equipping a *new generation*





Contents

Our Mission	1
Our Motivation	2
We Are CRU	4
Our Key Focus	6
The Headlines	8
The New Lake Mac	10
The Targets	12
Beyond 2024	16

Our Mission

CRU's mission is to proclaim the gospel of Jesus Christ to the students of the independent schools of Australia; to nurture Christians, encourage church membership and train young Christians for a life of servant leadership.

Our Motivation

CRU seeks to bring glory to God. We will pursue this by:

Demonstrating care for the needs of the whole person – mentally, physically, emotionally, socially and spiritually.

Micah 6:8; James 2:14-17

Proclaiming the gospel with boldness and cultural sensitivity, because its message is essential for the salvation of all men, women and children.

Matthew 28:18-20; Acts 4:12; 1 Corinthians 9:19-23

Encouraging people to live out the gospel faithfully in all areas of life.

1 Thessalonians 2:8; 1 Peter 2:12

Recognising that spiritual growth and gospel fruit is only brought about by God working through His Holy Spirit in the lives of people.

John 15:5; Galatians 5:22-23

Encouraging prayerfulness, as it is essential in this process.

Ephesians 6:18-20; James 5:16

Nurturing and training young Christians in the paths of godliness and discipleship by grounding them in the Bible.

Hebrews 10:24-25; 2 Timothy 3:16-17

Encouraging young Christians to grow in their fellowship with others and in using their spiritual gifts to build the church.

Romans 12:4-8; 1 Timothy 4:12

Displaying and encouraging boldness in leadership.

Joshua 1:6-9; 2 Timothy 1:7-8



We Are CRU

To know CRU is to understand our heart, values, personality and distinctives. Here are 6 key statements that define who CRU is:



1

Our heart is to see the next generation knowing Jesus, therefore we value Bible-based boldness, which means our personality is faithful, so that we can best share Jesus with young people.

2

Our heart is to see the next generation knowing Jesus, therefore we value focus, which means our personality is professional, so that we can best partner with independent schools.

3

Our heart is to see the next generation knowing Jesus, therefore we value transformation, which means our personality is energetic, so that we can best provide intentional experiences.

4

Our heart is to see the next generation knowing Jesus, therefore we value reach, which means our personality is relevant, so that we can best meet kids where they're at.

5

Our heart is to see the next generation knowing Jesus, therefore we value a nurturing community, which means our personality is relational, so that we can best build authentic relationships.

6

Our heart is to see the next generation knowing Jesus, therefore we value spiritual growth, which means our personality is intentional, so that we can best encourage purposeful growth in Jesus.



Our Key Focus

Recruitment, development and retention of personnel

CRU values people and invests in them.

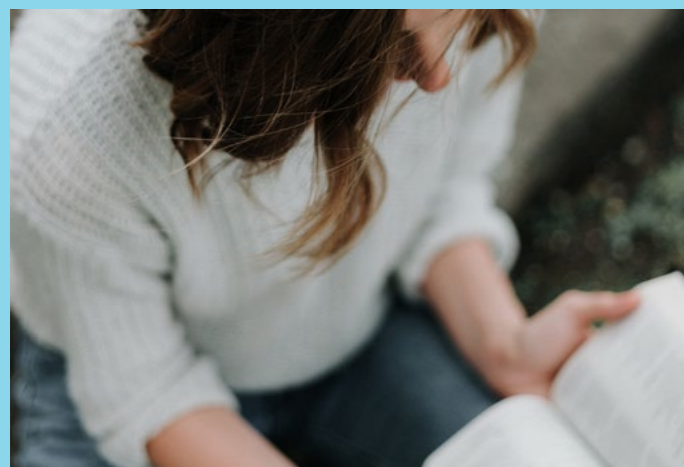
This investment is epitomised by the core commitment made to staff. During their time with us we will seek to enable staff members to:

1 Grow in their relationship with God;

2 Grow in their skills and performance;

3 Grow in their active support and encouragement of one another; and

4 See God at work in and through the part they play in CRU's ministry.



In a similar way, we seek to invest in those who serve as volunteers with our meetings featuring a focus on God's Word, prayer and explorations of how faith is best shared with others.

We are so thankful that over 1,200 volunteers commit to leading on camps each year, and that our surveys show that 96% of these volunteers report that they have grown in their faith and skills by serving on camp. For many, their contact with CRU provides wonderful opportunities to use their gifts in Christian service.

CRU's heart is to see people grow in their prayerful dependence upon God. Experiences which will stretch them will be beneficial in this pursuit as people move away from the familiar to face new challenges and opportunities, recognising their reliance upon God in all that they do.

In doing so, new styles of connection and engagement will be investigated and utilised to best enable communication to convey the enormity of the love of God and its impact on our lives.

The Headlines



Under God, we are working and praying so that:

- The completion of Stage 1 of the Lake Mac site redevelopment will foster significant growth in CRU Educational Camps.
- Expansion of staffing for CRU West will see growth in the number of students engaged in CRU's ministry in Western Australia.
- Resources will be allocated to fuel the strengthening of CRU Holiday Camps, Day Camps and Schools Ministry.
- An increasing number of students, teachers and camp leaders will be well-equipped to share the good news of Jesus clearly and faithfully.
- Our Galston campsite will maintain its position as a leading centre for engagement with youth, with extensive use of energy-efficient technologies to provide optimal stewardship of resources.

Welcome to the new Lake Mac!

Stage 1 of the redeveloped Lake Mac site will be completed during 2020, providing a modern, comfortable well-appointed camp and conference centre, with panoramic views of the largest coastal saltwater lake in Australia. Guests will be able to enjoy activities on the water as well as on land.

In addition to the existing site with its timber cabins and main hall, the site will feature:

- 260 new beds located in 5 cabins, with all rooms having air-conditioning and ensuite bathroom facilities; and each cabin having disabled access, a flexible common-room and a small lounge area;
- A new boathouse with additional aquatic activities, plus a new meeting room on top of the boathouse;
- A dining hall to serve up to 350 guests, and capable of being divided into 3 separate spaces. The dining hall features leader/teacher retreats, bathrooms and a wide veranda with commanding lake views;
- A large undercroft conference area, capable of seating a whole camp, or divisible into separate smaller conference rooms;
- An additional large meeting room in a separate building;
- A bivouac area for up to 120 persons adjoining a cooking/briefing facility which can also serve as a refuge shelter; and
- Landscaped grounds and multiple activity and small group stations.



The redevelopment work at Lake Macquarie has been guided by an awareness of the site's and the region's Indigenous heritage.

We see great potential in educating our youth in this heritage and in seeking to advance the causes of justice and reconciliation. We desire that people would understand one another and be reconciled to each other; that Indigenous and non-Indigenous Australians might join together and help create a better future Australia.

Ultimately, we desire that all people, regardless of culture or skin colour, be reconciled to God and know that He is good, even in a broken world.

The Targets

Our aims for 2020–2024



Growth of CRU Educational Camps

- Camper numbers have grown by 42% over the last decade.
- CRU Educational camper numbers to grow by 50% by December 2024 to reach 29,250 camper nights p.a.
- Growth in the number of camps triggered by the redevelopment of CRU Lake Mac.
- Rebranding of 'Summit Educational Camps' to 'CRU Educational Camps', with Summit being reserved for the trainee program.



Strengthening of CRU Camps

- Camper numbers have grown by 8.3% over the last decade and we plan to continue to grow by 6% to 3,500 campers in 2024.



Consolidation of Day Camps

- Camper numbers have grown from 0 to over 900 per year since 2013.
- To sustain camper numbers between 900 and 1,000 per year.



Sustaining of Schools Ministry

- The number of schools supported by CRU has increased from 156 to 210 over the last decade.
- Numbers of schools is to be maintained between 2020 and 2024, with around 1,000 visits being made each year to support teachers and students in those schools.



Expansion of CRU West

- Since starting in 2013, CRU West has grown to the stage where it now runs 3 camps each year for around 95 students, and supports CRU Groups in 20 schools.
- The expansion of staffing in CRU West during 2020 to allow the number of schools supported to grow to 40 and the number attending camps to increase to 250 by 2024.



Rebrand rollout

- The transition from "Crusaders" to "CRU" gained momentum with the adoption of a new logo in 2019. While maintaining the formal title of "The Crusader Union of Australia", "CRU" will become the dominant signage and recognition piece from 2020 onwards, assisting us in reaching new groups of students from a broader variety of backgrounds.

Continued on next page



Establishment of a redeveloped Lake Mac site

- To see an additional 14,000 campers per year enjoying Christian community at Lake Mac by December 2024.
- To optimise operations and establish solid site usage by September 2022; to review site needs and operations by June 2023 in preparation for the next stage of development.



Fundraising

- The major works involved in the redevelopment of the Lake Macquarie site have been largely resourced by donations and grants but also required significant borrowings. A key focus as the site expands its operations is the timely reduction of debt.
- Typically, around 80% of CRU's regular income comes from camp programs. Given that our extensive Schools Ministry work does not provide income, we depend on regular donations to cover around 20% of our total expenses. Throughout 2020–2024, we will continue to encourage supporters to invest in funding the ministry so that it can be effective in reaching Australian students.



Sustainability of Galston

- The redevelopment of Galston between 2003 and 2010 has seen it established as one of Sydney's leading camp and conference centres with high levels of occupancy and strong return bookings as site users appreciate the condition and facilities of the site and the Christian hospitality provided by our site staff.
- To maintain a focus on environmental sustainability of site operations via the use of energy-efficient technologies, waste-water treatment and appropriate recycling.
- To sustain camper nights at above 33,000 p.a.



The Howard Guinness Leadership Trust was established to help guard against mission drift by creating a sustainable long-term funding base in order to attract, retain and develop faithful and effective CRU leaders for generations to come.

Through the generous support of a Foundation, significant donations to one of the Trust's sub-funds can be doubled during 2020 and 2021.



Beyond 2024

CRU will mark its centenary in 2030. It will be 100 years since Howard Guinness recognised the need to develop a ministry to students in the independent schools, so that they might know the hope found in Jesus and be equipped for later life.

We anticipate that between 2024 and 2030 we will complete the next steps in the Lake Mac site redevelopment, with increased activity at the site allowing debt to be reduced and subsequently funds to be made available to expand ministry, especially as we seek to support ministry in more schools in New South Wales and Western Australia.

We will tell

**the next generation the praiseworthy
deeds of the Lord, his power and the
wonders he has done.**

Psalm 78:4b



CRU® Sharing Jesus with
a new generation

The Crusader Union of Australia
ABN 90 213 359 332
PO Box 590, Eastwood NSW 2122
(02)9874 8933
www.cru.edu.au