

# Strategic Plan

## Pennsylvania Council of Trout Unlimited

### Purpose

Multi-year strategic plans are necessary to achieve the long-term, generational TU vision. Previously TU National, councils, and chapters operated from different and sometimes competing plans. Now all councils and chapters publish similarly structured strategic plans to better work as “One TU”. This is the second version of the PA Council Strategic Plan. It is a living document, and will be continuously revised as goals are achieved and new opportunities and conservation threats are identified.

### The TU Vision

By the next generation, Trout Unlimited will ensure that robust populations of native and wild coldwater fish once again thrive within their North American range, so that our children can enjoy healthy fisheries in their home waters.

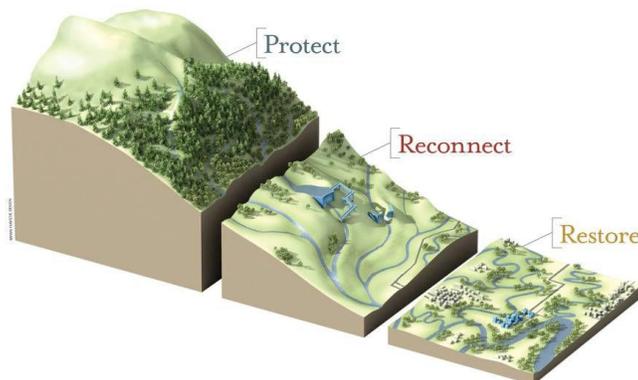
### Values vs. Goals

The traditional values of Pennsylvania’s trout fishing and heritage remain constant, but our strategy to perpetuate these must reflect the threats and opportunities existing today. This document outlines our strategic goals to improve our effectiveness in pursuing our vision. Specifically, the rate of decline of trout habitat is outstripping the good work that TU and others are doing to conserve and restore it. This strategic plan aims to get Pennsylvania back on-track.

### Approach – Landscape-level Planning and the Conservation Success Index

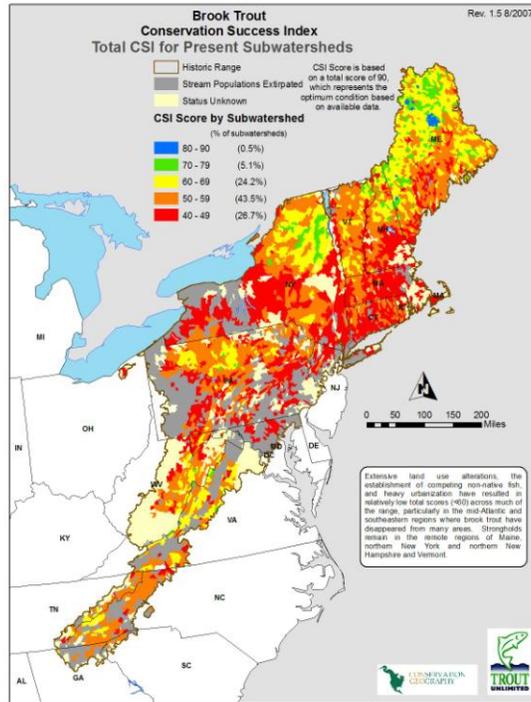
TU strategic plans employ a landscape-level conservation model (1) to ensure that on-the-ground council and chapter work is meaningful in the context of the target species.

#### TU Landscape-level Conservation Model (1)



The TU Conservation Success Index (2), an on-line TU tool has been designed to support the application of the protect-reconnect-restore conceptual model to species conservation based on current conditions at the trout stream level.

### Conservation Success Index (2)



### Implementation

All chapters should publish and continuously revise their strategic plans to support the council strategic plan, and to achieve chapter-specific, home waters-relevant goals. Chapter strategic plans should:

- Build a high level of awareness of the chapter and the TU brand
- Engage more anglers in the TU mission
- Work cooperatively with other non-profit conservation organizations, and non-members
- Raise sufficient funds to sustain chapter efforts over time.

PENNSYLVANIA COUNCIL TROUT UNLIMITED  
STRATEGIC PLAN  
Adopted January 10, 2015

TU VISION:

By the next generation, Trout Unlimited will ensure that robust populations of native and wild coldwater fish once again thrive within their North American range, so that our children can enjoy healthy fisheries in their home waters.

TU MISSION:

To conserve, protect, and restore North America's coldwater fisheries and their watersheds.

PATU MISSION:

To conserve, protect, restore and sustain Pennsylvania's coldwater fisheries and their watersheds, especially our wild trout resources.

PROTECT:

Objective 1. Protect our wild trout resources from current and historical impacts from natural resource/energy development.

Strategies:

1. Review Wetlands Policy, Forest Practices Policy, Riparian Habitats Policy, Acid and Mercury Deposition Policy, Hazardous Waste Management Policy, Withdrawals & Inter-Basin Transfers Policy and Mining Reclamation Policy.
2. Assist in outreach and encourage participation in CCC basic, advanced and pipeline monitoring trainings.
3. Support TU's effort to protect streams in the shale gas region of Pennsylvania through volunteer water quality monitoring.
4. Provide photos, videos, testimonials and other documentation of concerns and impacts that TU members are experiencing related to shale gas development.
5. Assist in outreach and coordination of Pennsylvania Watershed Snapshot Event.
6. Encourage chapters to join the Sportsmen Alliance for Marcellus Conservation to receive regular updates on shale-related issues affecting fish and wildlife habitat and fishing and hunting opportunities, as well as ways in which sportsmen and women can help to mitigate or avoid impacts to coldwater resources.
7. Support TU's effort to advance a campaign to protect special places throughout the Marcellus Shale region, and specific streams in Pennsylvania, from the impacts of shale gas development ((Upper Delaware, Pine/Genesee/Allegheny, Laurel Highlands and Slate Run).
8. Provide support for the Eastern Abandoned Mine program.
  - a. Advocate for Environmental Good Samaritan Protection for Abandoned Mine Cleanup.
  - b. Advocate for an Increase in "grassroots" State and Federal Funding for Abandoned Mine Cleanup.
  - c. Provide volunteer support and assistance with the identification and planning of new mine drainage cleanup projects, as well as with the long-term monitoring of existing treatment systems to ensure sustained water quality benefits to the receiving streams.
9. Provide support for the PA Eastern Brook Trout Habitat Initiative
  - a. In order to gain a sense of just how prevalent stream crossing problems are to Pennsylvania's brook trout and to develop the appropriate long-term strategy to remedy the problems, provide support and volunteer assistance with the stream crossing inventory effort and the

implementation of fish friendly road culvert repair and/or replacement projects. At the present time, Kettle Creek, Young Woman's Creek, and several subwatersheds in Pine Creek – all in northcentral PA -- have been identified as high priority watersheds where staff resources will be focused. However, volunteer leadership and engagement to expand the stream crossing inventory and implementation of road culvert projects is highly encouraged.

Objective 2. Protect our wild trout resources/coldwater habitat from the impacts of increased flooding/storm water issues.

Strategies:

1. Advocate for responsible flood management policy.
2. Advocate to legislators/DEP for certification/training of heavy equipment operators for stream work.
3. Provide educational materials/training to municipalities, landowners and legislators on flooding issues.
4. Review the Stream Channelization Policy and present suggested revisions to EXCOM (*Environmental committee*)
5. Engage chapters in site identification and landowner outreach to restore riparian forest buffers along trout streams.

Objective 3. Protect our wild trout resources/coldwater habitat through advocacy and education.

Strategies:

1. Ensure protection of our “best” coldwater resources through the Coldwater Heritage Program planning and implementation grants.
2. Continue support/planning of biannual Keystone Coldwater Conference.
3. Legislative.
  - a. Encourage chapters to appoint a legislative liaison to engage on legislative issues, such as keeping chapter membership apprised of legislative threats and opportunities, writing letters to legislators on behalf of chapters, joining staff/TU leaders in Harrisburg for meetings, helping to set up meetings with legislators in district, and sending emails/making calls to legislators.
  - b. Continuing to work with staff on developing and implementing legislative strategy to address legislation and advocating for protective laws and regulations.
  - c. Hold legislative workshops/webinars for members on how to engage legislators and advocate on behalf of our coldwater resources.
  - d. Develop relationships with the Majority and Minority Chairs of the Game and Fish Committees and the Environmental Committees of both chambers as well as other committees that may become important to our agenda.
  - e. Maintain a relationship and contact with the Governor's Sportsman's Advisor and the Advisory Council and its Chairman.
4. Using TU-created materials help to educate conservation partners, sportsmen clubs and legislators about the importance of protecting native and wild trout streams.
5. Work with other state-based sportsmen organizations, on issues of common ground, to advocate for protections of Pennsylvania's fish and wildlife habitat.
6. Promote PATU policy statements.
  - a. Review policy statements at least every five years.
  - b. Print policy statements in PA Trout after any revision.
7. Advocate PFBC for comprehensive best management of our wild trout resources.
  - a. Class A no stocking policy

- b. Comprehensive brook trout management plan
- 8. Continue chapter assistance to PFBC with their un-assessed waters.
- 9. Advocate for the advancement of stream designation petitions under PA DEP review.
- 10. Continue advancement of the Eastern Brook Trout Joint Venture through a PATU Brook Trout initiative.
- 11. Maintain council engagement in advocacy related to Chesapeake Bay restoration (i.e. Brook trout outcome in Chesapeake Bay Watershed Agreement – an 8% increase in cumulative patch area by 2025).
- 12. Increase awareness about invasive species and their impacts on our coldwater resources.
  - a. Aquatic invasive workshops
- 13. Increase awareness about climate change and its impacts on our coldwater resources.

#### RECONNECT:

Objective 1. Advance stream access/land conservation in Pennsylvania.

Strategies:

1. Advocate for state funding for land and conservation easement acquisition; drive that funding--through agency advocacy and support of key partners--toward projects that protect coldwater resources; join with the Renew Growing Greener coalition in calls for maintained, renewed, or increased funding of key land protection programs like Growing Greener and the Keystone Fund.
2. Support PFBC's efforts to expand fishing access through the acquisition of fishing access easements and agreements; put forward/broker banner projects that result in greater recognition of fishing access needs/opportunities.
3. Identify access points within each chapter's area that are easy for those who have difficulty wading and compile into a book.

Objective 2. Support Delaware River and other tailwater fisheries.

Strategies:

1. Seek a 1-year extension of the FFMP/OST release plan until the Croton Water Treatment System project is completed.
2. Support the PAFBC & NYSDEC Fisheries Management to develop a thermal release program during water temperature crisis on the Upper Delaware for the protection of the cold-water habitat
3. Support restoration of spawning trout tributaries within the watershed by working with watershed organizations and Friends of the Upper Delaware River (FUDR).
4. Collaborate with PFBC with their tailwater initiative.

#### RESTORE:

Objective 1. Provide support for chapter habitat projects.

Strategies:

1. Coldwater Heritage implementation grants.
2. Back the Brookie grants.
3. Embrace A Stream grants.
4. AMD technical assistance for chapters (Eastern Abandoned Mine Program).
5. Advocate for the continued funding and of programs critical to the success of chapter-led conservation projects--PFBC's CHIP and the Coldwater Heritage Partnership.
6. Provide resource guide (directory) for technical assistance/grants through My PATU Monthly.

## SUSTAIN: ENGAGEMENT

Objective 1. Provide necessary resources to ensure chapter development, leadership capacity and membership growth.

Strategies:

Chapter development/leadership capacity

1. PATU staff outreach and education (trainings)/program development.
  - a. Annual Leadership training (fall meeting)
  - b. New Leaders training (January webinar)
  - c. Succession planning
  - d. Conservation workshops
  - e. Communication and membership engagement
  - f. Strategic planning
2. Schedule Regional meetings.
3. Review quarterly reports to assess chapter development.
4. Assist chapters in utilizing their Chapter Effectiveness Index/PRRS reporting towards chapter development/strategic planning.
5. Encourage chapter participation in committees.
6. Promote State and National Awards to chapters and provide nominations.
  - a. Work with Regional Vice-Presidents, and Chapter Presidents, to encourage nominations, by sending them personal letters soliciting such.
  - b. Regional VPs make nominations for their respective regions at the Summer EXCOM meeting.
  - c. Certificates of appreciation
7. Highlight chapters in newsletter/fall meeting.
8. Request event dates from chapters.
9. Create an interactive online Speakers Bureau where chapters can recommend speakers for chapter meetings.to increase attendance.

Membership Growth.

1. Create a TU membership brochure template including National and State information with an area where chapters can add local information.
2. Encourage chapters to identify and communicate with non-renewals through the Membership Changes report in the Leaders Only section on national website.
3. Send welcome announcement from PATU to new members with chapter meeting information.
4. Promote the 5 Rivers/College Outreach program to the chapters.
5. Monitor membership numbers.

Objective 2. Engage youth and their parents to promote the TU message and recruit participating members.

Strategies:

1. Trout in the Classroom
  - a. Ensure partnerships with TU chapters
  - b. Annual Trout in the Classroom fundraiser.
  - c. Chapter (program partners) webinar to share ideas.

2. Promote opportunities with PFBC' Family Fishing Program, Mentored Youth Program and Fishing Skills Instructor Course.
3. Participate in national Headwaters Education Youth Initiative calls.
4. Promote Headwaters Stream of Engagement program to chapters.
5. Work with Membership chair on 5 Rivers/College Outreach program.
6. Find other partnerships with other youth service organizations and youth groups.
7. Provide support for mission related youth camps in Pennsylvania.
8. Continue support of Wayne's Coldwater Kids.

### Objective 3. Women's Initiative

#### Strategies:

1. Locate a Women's Initiative Coordinator.
2. Participate in national Women's Initiative calls.
3. Help chapters form women's and family events promoting diversity.
4. Promote free women's introductory memberships when available and renewals.

### Objective 4. Strengthen National/State Council relationship.

#### Strategies:

1. Host the 2015 National meeting in Scranton.
2. Attendance at National/Regional meetings.
3. Monthly conference call with National "habitat staff".
4. Participate in and promote on-line trainings with National.
5. Quarterly council chair conference calls.
6. Promote National Conservation Agenda.

## SUSTAIN: COMMUNICATIONS

Objective 1. Implement a comprehensive communication strategy to ensure our chapter leaders and members have the information they need to fulfill the mission.

#### Strategies:

1. Utilize email (Constant Contact).
  - a. Publish and send the My PATU Monthly e-newsletter to chapter leaders providing important updates, news and events.
  - b. Promote My PATU monthly to increase open rate.
  - c. Publish a quarterly e-newsletter to all members with updates and news.
2. Grow advertising and readership of PA Trout magazine.
  - a. Continue to develop an advertising structure to make PA Trout sustainable.
  - b. Promote hard copy subscriptions of PA Trout for \$5/year; and send renewal notices to current subscribers.
  - c. Promote chapter hard copy subscriptions of PA Trout for \$25/year (25 copies).
  - d. Update the legislator/PFBC Commissioner list as necessary for PA Trout mailings.
  - e. Establish regional reporters to cover stories/write articles on interesting topics.
3. Increase traffic to the [www.patrou.org](http://www.patrou.org) website.
  - a. Expand use of the Leaders only section.
  - b. Develop an advertising structure for the website.

4. Expand use of social media.
  - a. Use Facebook page in conjunction with the newsletter/website to specifically target younger members and prospective members.
  - b. Utilize a blog for Council leaders to communicate and discuss TU events, legislation, Marcellus news, TIC news, etc.
  - c. Keep current with other social media and emerging outlets.
  
5. Increase PATU media exposure.
  - a. Utilize press releases for Council activities, programs and projects
  - b. Provide success stories to Trout Magazine and other media sources.

## SUSTAIN: FUNDING

Objective 1. Grow fundraising capacity to ensure adequate support of the mission.

### Strategies:

1. End of year appeal letter
2. Merchandise sales
3. Trout in the Classroom fundraiser
4. Rep Your Water sales).
5. Establish 5K run
6. Send Holiday e-card soliciting donations and merchandise sales
7. T-shirt contest
8. Identify new fundraising opportunities
  - a. Corporate sponsorships/return on sales
  - b. NetCharge on-line giving