



## Pennsylvania Council of Trout Unlimited 2021-2025 Strategic Plan

### Purpose

Multi-year strategic plans are necessary to achieve the long-term, generational 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.*

Development of this plan was guided not only by this vision but also by PATU's mission statement.

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

This strategic plan guides PATU's programs and activities during the five-year period, 2021 – 2025. It is a living document and will be revised periodically as goals are achieved and new opportunities and conservation threats are identified.

### Implementation

All chapters should publish and continuously revise their strategic plans to support and seek consistency with 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

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## SECTION 1: PROTECT

**Objective 1. Protect our wild trout resources from current and future threats posed by natural resource extraction and energy development, flood remediation, water withdrawals, spill/pollution reporting and new construction/commercial development while promoting remediation of historical impacts by using strategies that fall under four key focus areas: partnerships, education, identification, and support.**

### Partnerships

1. Develop strategic alliances with other sportsmen's related groups such as Backcountry Hunters and Anglers, Ducks Unlimited, etc. and encourage chapters to pursue membership or stakeholder involvement in partner organizations.
2. Encourage chapters to join the Shale Network 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.
3. Communicate and partner with organizations within the PA Abandoned Mine Land Campaign on policy related to abandoned mine land reclamation and abandoned mine drainage (AMD) remediation and watershed restoration.
4. Encourage regional partnerships with colleges, universities, and vocational schools to assist with educational programs, habitat restoration, and volunteer monitoring.
5. Encourage regional partnerships with non-profit governmental organizations with similar goals to PATU.
6. Encourage chapters to communicate with new energy companies and alternative energy companies that may look to develop in their watersheds.
7. Encourage chapters to become more aware of the remaining ARIPPA Co-Generation facilities that are in operation across the Commonwealth that are reclaiming abandoned mine lands and improving water quality within their watersheds.
8. Encourage chapters to watch for new applications and permit renewals for Surface Mining Permits, Non-Coal Permits, Coal Reprocessing, Sand and Gravel Permits, and Quarry applications within their watersheds.
9. Encourage regional partnerships with the Delaware, Susquehanna, and Ohio River Basin Commissions.
10. Encourage partnerships with Water Research Centers across the Commonwealth (i.e., Stroud Water Research Center).
11. Open lines of communication with the PA DEP Bureau of Abandoned Mine Reclamation Offices and the District Mining Offices across the Commonwealth.
12. Encourage chapters to partner with local Conservation Districts.

### Education

1. Educate youth and community members within the chapters about challenges facing wild trout.
2. Educate legislative aides, local municipal staff, state, county, and federal agency staff, and congressional and senatorial district staff on water quality issues and impacts, and advocate for legislation and policies that will have a positive environmental impact on watersheds and fisheries.
3. Educate Science, Biology, Fishery, Aquatic Entomology, Environmental Education, Environmental Health, Wildlife Management, Natural Resource, Wildlife Conservation, and Environmental Science students at local colleges, universities, and vocational institutions about PATU.
4. Encourage chapters to partner with the PA Association of Environmental Educators to expand

- and increase the awareness of educational opportunities.
5. Develop and/or provide links to additional resources and curriculum for the Trout in the Classroom Program that are relevant to impacts from resource extraction, AMD, and remediation solutions.
  6. Provide outreach education via expos/shows, (flyfishing, sporting, PA Farm Show).

#### Identification

1. Encourage participation in Coldwater Conservation Corps basic, advanced, and pipeline monitoring trainings in the shale gas region of PA.
2. Develop new CCC trainings to include monitoring additional industries since many water quality threats are similar (i.e., Penn State Master Watershed Stewards).
3. Investigate peer-to-peer training if there are qualified volunteers already in PA.
4. Develop a guide for incident reporting of pollution spills, fish kills, slaughterhouse pollution, mine blowouts, accidents, etc. so that members are clear on how to report problems.
5. Encourage identifying and plugging of abandoned oil and gas wells through the PA DEP's Orphaned and Abandoned Gas Well Program.
6. Increase chapter awareness of tools such as the SRBC Mine Drainage Portal and EPCAMR Reclaimed Abandoned Mine Land Inventory System (RAMLIS) Tool v.19
7. Encourage TU members to provide photos, videos, testimonials, and other documentation of concerns and impacts that they are experiencing related to shale gas development or other water quality issues to either their local Conservation District, Regional PA Department of Environmental Protection Office, PA Fish & Boat Commission Regional Office, or PA Game Commission Regional Office.
8. Identify where resource extraction of rare earth elements and mining operations are occurring within the watersheds of each of our TU Chapters.

#### Support

1. 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 utilizing the Eastern Brook Trout Conservation Portfolio.
2. Provide continued support to the PA AML Campaign through communications with National's Mid-Atlantic Policy Director and Vice President of Governmental Affairs on issues related to resource extraction, abandoned mine land reclamation, and AMD remediation.
3. Refer and communicate closely with the Legislative Committee to:
  - a. Advocate for the Community Reclaimers Partnership Act.
  - b. Advocate for increased State and Federal funding for abandoned mine drainage (AMD) cleanup particularly for TU chapters, watershed groups, and other grassroots organization.
  - c. Advocate for the support of the Reauthorization of the Abandoned Mine Land Trust Fund and the RECLAIM Act.
  - d. Provide volunteer support and assistance with the identification and planning of new AMD cleanup projects, as well as with the long-term operation, maintenance, and monitoring of existing treatment systems to ensure sustained water quality benefits to the receiving streams.
  - e. Support the identification and addition of qualifying streams to the PA Fish & Boat Commission's Natural Reproduction and Class A Wild Trout lists.
  - f. Support stream redesignation upgrades to high quality (HQ) and exceptional value (EV) status.

## Strategies

1. Coordinate with National TU's Mid-Atlantic Policy Director to review possible updates and continuing need for the following policies:
  - a. Wetlands Policy
  - b. Forest Practices Policy (*may cover Timber Harvesting*)
  - c. Riparian Habitats Policy
  - d. Acid and Mercury Deposition Policy
  - e. Hazardous Waste Management Policy
  - f. Withdrawals & Inter-Basin Transfers Policy (based on the Interstate Basin Commissions)
  - g. Mining Reclamation Policy
  - h. Consumptive Use Policies of Interstate Basin Commissions (SRBC, DRBC, ORSANCO)
  - i. Climate Change
2. Encourage TU chapters to seek support and technical assistance available from the AMD Technical Assistance grant (TAG) Program through the PA Coldwater Habitat Program.
3. Encourage TU chapters to seek technical assistance and support from the two Coalitions in PA, EPCAMR and WPCAMR, whose mission is to reclaim abandoned mine lands, remediate AMD, and work in communities and watersheds impacted by past mining practices.
4. Communicate frequently with the local county conservation districts or the PA Association of Conservation Districts for technical assistance and outreach and awareness of environmental issues for TU chapters.
5. Become more familiar with potential impacts to coldwater resources in areas where alternative energy development might occur related to wind, solar, geothermal, rare earth elements, resource recovery or metals, or other energy systems.

## **Objective 2. Protect our wild trout and cold-water fishery resources /cold-water habitat from the impacts of increased flooding, climate change, and storm water issues.**

### Strategies:

1. Advocate for responsible, comprehensive watershed, stormwater, and flood plain management policies in the Countywide Action Plans.
2. Advocate to legislators and the Commonwealth of PA agencies responsible for certification and training in natural stream channel design techniques, placement of structures, rock, and logs/trees for stream habitat or streambank improvement, and heavy equipment operator certification for stream work.
3. Provide educational materials/training to municipalities, landowners, and legislators on flooding, MS4, and stormwater management issues.
4. Review the Stream Channelization Policy and present suggested revisions to EXCOM (Conservation Committee).
5. Engage chapters in site identification and landowner outreach to restore riparian forest buffers.
6. Train chapter volunteers in NRCS Stream Visual Habitat Assessment Protocols to properly assess and identify potential riparian forest buffers or streambank stabilization projects.
7. Promote the development and use of Green Infrastructure Stormwater Best Management Practices.
8. Refer landowners and Chapter volunteers to the PA DEP Stormwater Best Practices Manual to learn more about the various practices and implementation of them on the land and in the watersheds.
9. Encourage chapters to become involved in the education and outreach components of their communities' MS4 efforts.

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

#### Strategies:

1. Ensure protection of our “best” cold water resources through the Coldwater Heritage Partnership Program planning and implementation grants.
2. Continue coordination and hosting of the biennial Keystone Coldwater Conference.
3. 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.
4. Work with National TU’s Mid-Atlantic Coordinator to:
  - a. Develop and implement a legislative strategy to advocate for protective laws and regulations.
  - b. Hold legislative workshops/webinars for members, Regional VPs, and officers on how to engage legislators and advocate on behalf of our coldwater resources.
  - c. Develop relationships with the Majority and Minority Staff of the Game and Fish Committees, the Environmental Committees, and leaderships of both chambers as well as other committees that may become important to conservation efforts.
  - d. Maintain a relationship and contact with the Governor’s Sportsman’s Advisory Council and its chairman.
  - e. Utilize National TU-created materials (paper and virtual) to help educate conservation partners, sportsmen clubs and legislators about the importance of protecting native and wild trout streams.
  - f. Work with other state-based sportsmen organizations, on issues of common ground, to advocate for protections of Pennsylvania’s fish and wildlife habitat.
  - g. Promote PATU policy statements.
    - i. Review policy statements at least every five years.
    - ii. Publish policy statements in the PA Trout newsletter after any revision.
  - h. Advocate for comprehensive best management of our wild trout resources.
    - i. Class A no stocking policy and comprehensive brook trout management plan.
  - i. Advocate for the advancement of stream designation petitions under PA DEP review.
5. Continue chapter assistance to PFBC with their un-assessed waters.
6. Continue advancement of the Eastern Brook Trout Joint Venture through a PATU Brook Trout initiative.
7. 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).
  - a. Add Delaware River Watershed and Great Lakes Initiative (GLI).
8. Increase awareness about invasive species and their impacts on our coldwater resources.
  - a. Promote aquatic invasive species workshops.
9. Increase awareness about climate change and its impacts on our coldwater resources.
  - a. Develop a policy for climate change impacts on coldwater resources in Pennsylvania.
  - b. Identify climate change champions within each chapter (could be advocacy chairs) to coordinate with PATU Council Climate Change Coordinator.
  - c. Communicate climate change awareness by sharing the resources on the NLC Climate Change Workgroup page.
  - d. Present the new (2021) Trout Unlimited Climate Change Overview presentation to new audiences.

- e. Coordinate with chapter Conservation Chairs to focus on climate change adaptation (resiliency) when designing habitat projects (e.g., Riparian plantings) that incorporate measures to slow climate change and adapt to the harmful effects such as temperature and rainfall extremes.
  - f. Incorporate climate change awareness into educational events and habitat projects.
  - g. Encourage chapters to incorporate climate change into their own strategic plan.
  - h. Promote angler science like stream temperature, flow monitoring, and phenology projects.
  - i. Encourage chapters to partner with local Citizens' Climate Lobby chapter on advocacy and presentations, calls to legislators, op-eds, letters to the editor.
  - j. Work with TU national Government Affairs and Mid-Atlantic Policy Director to advocate for climate change legislation (for example on federal level Energy Innovation & Carbon Dividend Act: state level Regional Greenhouse Gas Initiative.)
  - k. Identify and develop strategies to mobilize state and local resources to be advocates for local issues.
10. Develop a process for action alerts to be communicated throughout the organization.
  11. Use PA Trout newsletter for regular legislative updates.
  12. Utilize Regional VPs to serve as communication liaisons for important legislative actions of urgency.

#### **Objective 4. Advance stream access/land conservation in Pennsylvania.**

##### Strategies

1. Advocate for state funding and support of key partners toward projects that protect coldwater resources and 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 and put forward/broker banner projects that result in greater recognition of fishing access needs and opportunities.
3. Encourage chapters to identify privately-owned stream sections which may be candidates for landowner contact to pursue acquiring access for fishing through relationship-building. These relationships may be strengthened by chapters engaging in projects which include habitat improvement, access building, and other activities/projects viewed as mutually beneficial.
4. Identify all access points within each chapter's area to include access points for handicapped persons as well as those with limited mobility. Compile this information in printed form and in the form of an online map to be made available to the public for reference.
5. Develop local partnerships with land trusts to obtain property and access easements.
6. Work with TU National's NLC Land Conservancy workgroup and Land Conservancy Fund.

## SECTION 2: RECONNECT

### **Objective 1. Protect and Restore the Upper Delaware River Wild Trout Fishery**

- A. Flexible Flow Management Plan (FFMP) - Target TU advocacy efforts on:
  1. Increasing the amount of water in both banks.
  2. Lowering the temperature threshold to 70 degrees Fahrenheit (currently 75F) at the

- Lordville, NY UDR USGS gage.
3. Allowing unused water in both banks to carryover from year to year (June 1-May 31 UDR “water year”).
  4. Working with TU on policy reforms to increase baseline releases from the reservoirs to the UDR tailwaters.
  5. Working with NYSDEC to identify opportunities to reduce water consumption.
- B. Support restoration of spawning trout tributaries within the UDR watershed by working with local watershed organizations, land conservancies, property owners and FUDR.
1. Work with FUDR and the Coalition for the Delaware River Watershed to increase the amount of grant project proposals for tributary protection/restoration projects in Pennsylvania’s Upper Delaware River watershed submitted annually to the federal Delaware River Basin Restoration Program administered by the National Fish and Wildlife Foundation and the U.S. Fish and Wildlife Service.
  2. Identify additional sources of funding for UDR tributary protection and restoration projects from federal, state, and local programs in northeast PA.
  3. Support the Equinunk Watershed Alliance and the Wayne County (PA) Conservation District in their efforts to develop a watershed management plan for Equinunk Creek.
  4. Encourage Chapter volunteer participation in becoming trained in NAACC’s Stream Continuity Aquatic Organism Passage (AOP) for Non-Tidal Streams ([www.streamcontinuity.org](http://www.streamcontinuity.org))
- C. Support the Pennsylvania Fish and Boat Commission (PFBC) and the New York State Department of Environmental Conservation (NYSDEC) in their effort to complete a 3-year Joint Fisheries Investigation Plan on the UDR tailwaters.  
(<https://www.fishandboat.com/Fish/Fisheries/DelawareRiver/Documents/wbDeIR-JFIP-Overview.pdf>)
1. Help organize a broad public outreach effort to ensure maximum public participation and input on the final draft UDR Wild Trout Management Plan developed as an outcome of the JFIP.
  2. Work with NYSDEC and PFBC to develop meaningful metrics and an effective methodology to study the impacts of a new fall to spring catch and release season on the New York portion of the UDR beginning in 2021.
  3. In partnership with FUDR, continue to lead volunteer teams on spring and fall redd counts on the PA tributaries and border waters to the UDR to provide ongoing citizen generated habitat data for the UDR Wild Trout Management Plan.
- D. Provide an ongoing leadership role in the National Trout Unlimited Delaware River Work Group.
1. Ensure that PA Trout Unlimited is well represented on the Work Group and seek future leadership roles in the management of Work Group initiatives.
  2. Bring policy matters of interest on the PA side of the UDR to the attention of the Work Group and develop new and innovative advocacy approaches to secure policy victories.
- E. Harmonize the recently drafted PA and NY statewide trout plans to ensure a consistent and compatible regulatory approach is applied on the UDR border waters.
1. PA Trout Unlimited plays a leadership role in facilitating communications between the two state agencies to ensure that their respective trout plans create a congruent regulatory approach on the border waters of the UDR.

F. Work closely with the Shehawken Chapter in northeast PA on project and policy initiatives.

**Objective 2. Provide Support for the Pa Coldwater Habitat Program**

1. Provide support and volunteer assistance with the stream crossing inventory effort and the implementation of fish friendly road culvert repair and/or replacement projects.
2. Determine which watersheds in PA will become high priority watersheds where National TU resources will be focused.

**Objective 3. Working jointly with TU's citizen science staff and the PA Coldwater Habitat Program, develop and implement a statewide program to inventory obstructions to aquatic organism passage on priority trout streams in Pennsylvania.**

1. Encourage volunteer leadership and engagement to expand the stream crossing inventory and implementation of road culvert projects across PA using the NAACC Aquatic Organism Passage (AOP) Volunteer Lead Observer Training and Certification.

**SECTION 3: RESTORE**

**Objective 1: Provide greater assistance to chapters so that they are motivated and better prepared to implement stream improvement projects.**

1. By September 30, 2022, create an online library of documents that provide guidance on planning, designing, and implementing projects. In addition to technical guidance, the library shall include materials addressing forming effective partnerships, securing funding, and project management.
  - a. Maintain a list of technical assistance providers/programs that are available to chapters.
  - b. Direct chapters to CHP website (plans and projects map) to identify potential implementation projects in watersheds where conservation plans have already been completed.
2. Incorporate relative instructional materials into all regional training events, beginning in 2022, and maintain regular contact with chapters regarding project implementation.
  - a. Encourage regular communication between RVPs and chapters regarding technical assistance and grant opportunities.
  - b. Encourage chapters to work closely with conservation district staff and other regional "experts" when planning and implementing projects.
3. Develop or secure a sustainable source of funding for the Forever Wild grant program by June 30, 2023.
  - a. Utilize/prioritize annual appeal donations to provide Forever Wild grants to chapters.
  - b. Seek out alternative funding sources to supplement PATU funds.
  - c. Increase the annual budget appropriation for Forever Wild projects.
4. By the end of 2025, develop a tool/program to help link chapters in need of technical, field, or laboratory assistance with colleges and universities that can provide said services.
5. By the end of 2025, have 40% of chapters actively involved in the design or implementation of stream improvement projects.

**Objective 2: Increase funding from PATU to chapters for habitat improvement and other stream projects.**

1. By the end of 2022 secure a sustainable, external source of funding for the Forever Wild program.
2. Increase the maximum Forever Wild grant to \$10,000, beginning with the 2023 grant cycle.



3. Secure additional sources of funding for the Coldwater Heritage Partnership program such that annual funding is \$200,000 or more, beginning with the 2024 grant year.
4. Advocate for the continued funding of programs critical to the success of chapter-led conservation projects (i.e. PFBC's CHIP, Coldwater Heritage Partnership, Growing Greener, CBF/NFWF).

**Objective 3: Track project outcomes and communicate them to funders and community members.**

1. Develop a training webinar/pre-recorded video for CHP applicants to go over expectations and grant reporting requirements.
2. Create a standardized project summary form, including press release to be completed by grantees at the end of CHP projects.
3. Revamp the CHP master database and create a similar one for Forever Wild grants that can be used to track specific deliverables of interest to DCNR, FPW, and other funders (i.e. number of trees planted, length of streambank stabilized, number of instream habitat structures placed, pounds of pollutant prevented annually, etc.).
4. Collect project accomplishments into an “annual report” of sorts to be shared with funders, partners, and chapter touting the success of conservation projects.
5. Develop and implement a communications strategy to document project success through the PA Trout newsletter, My PATU Monthly emails, Facebook posts, YouTube videos, and submissions to outside publications like PA Environment Digest, PA Outdoor News, PA DCNR newsletter, etc.

**SECTION 4: SUSTAIN**

**Objective 1. Develop strategies and identify resources to cultivate leaders and grow membership.**

Chapter leadership development / capacity

1. CHP staff and PATU Volunteer outreach and education (trainings) / program development
  - a. Conduct annual leadership trainings on a regional basis.
  - b. Conduct new chapter leader trainings
    - i. Need to better educate / advertise to chapters
    - ii. Formalize an annual training (refresher)
    - iii. Virtual training post-COVID
    - iv. Incentivize participation in National trainings
    - v. Develop educational package (simplify access)
  - c. Complete succession planning
    - i. Annual retreat discussion (EXCOM and chapters)
    - ii. Annual meeting
  - d. Recruitment of leaders at state and chapter level
  - e. Conservation workshops
  - f. ½ day event to coincide with regional trainings
  - g. Increase communication and membership engagement through:
    - i. More active social media presence.
    - ii. Utilizing newsletter to advertise successes.
  - h. Review strategic plan every other year
2. Schedule regional meetings:
  - a. During down time OR tied to fun event (fishing).
  - b. To include speaker presentations.
  - c. To allow in-person AND virtual participation.

3. Review quarterly reports to assess chapter development.
  - a. Routinize communications between RVPs and chapters (feedback in both directions)
  - b. RVPs present annual evaluation to EXCOM
  - c. Conduct annual regional meetings in person or virtual
  - d. Provide opportunity for inter-chapter networking / education
  - e. Conduct shorter, more frequent virtual meetings
4. Educate Chapters on how to perform self-assessment
  - a. Assist chapters in utilizing their Chapter Effectiveness Index
  - b. Educate chapters on value of CEI
  - c. EXCOM to review National numbers – (troubleshooting)
5. 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.
    - i. Incentivize nominations
  - b. Regional VPs must promote and nominate
  - c. Certificates of appreciation – Kudos in newsletter
  - d. Facilitate online submissions
  - e. EXCOM to approve new award criteria
  - f. Videos to explain new nomination procedures (YouTube?)
6. Highlight chapters in newsletter / fall meeting.
  - a. Use website to highlight chapter accomplishments
  - b. Provide for regular recognition of volunteers
7. Request event dates from chapters.
  - a. Create interactive calendar-NEWS FEED
  - b. Create interactive Google Calendar (email alerts)
8. 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.
  - a. Make available to chapters via PATrout.org
  - b. New members only
  - c. Wean off paper
  - d. Encourage chapter-specific event information
2. Encourage chapters to identify and communicate with non-renewals through the Membership Changes report in the Leaders Only Section on National website.
  - a. Membership Committee/Membership Chair
  - b. Encourage personal contacts
  - c. Council emails/calls to expired members
3. Send welcome announcement from PATU to new members with chapter meeting information
  - a. Provide template for welcome letter available at PATrout.org
4. Promote the 5 Rivers / College Outreach program to the chapters.
5. Monitor membership numbers
  - a. Track monthly data
6. Develop plan for diversity outreach
7. R3 promotion
8. Develop mutual relationships with similarly situated groups

9. Sportsman's Policy Workgroup
10. Work with BHA to learn strategies to attract younger members
  - a. Joint Pint Nights
  - b. Family friendly events
  - c. Promote TU Family membership
11. Develop TIC events to incorporate parents (membership growth)
  - a. Release events on weekends
  - b. Family-friendly
12. Use diverse volunteers in social media outreach
  - a. Use National diversity resources
13. Grow chapter membership committees (use National resources)
14. Encourage Chapter membership surveys / evaluations

**Objective 2. Engage young people in activities that will foster in them the values to carry on the mission of TU and to secure for future generations TU's vision. To continue to Recruit, Retain, and Reactivate members.**

General, Yearly Goals:

1. National Leadership Council's Youth Education Workgroup
  - a. Participate in monthly class and webinars.
2. Trout in the Classroom
  - a. Assist PFBC staff with annual workshops and egg shipment tasks.
  - b. Support PATU existing program grants to teachers.
  - c. Continue assistance to program partners as needed.
  - d. Continue to work with PFBC staff to promote and distribute TIC information and materials. (e.g. workshops, TIC Weekly)
  - e. Coordinate TU volunteers for TIC food and egg packing/shipping.
  - f. Provide annual training for new TIC teachers as well as TU chapter leaders and support volunteers.
3. STREAM Girls & STREAM Keepers
  - a. Promote programs in newsletter articles, social media, personal contact.
4. 5 Rivers College Program
  - a. Promote program to chapter leaders/members on newsletter articles, social media, personal contact.
  - b. Support PA Collegiate Fly Fishing Championship.
  - c. Provide best practices for engagement via PA Trout website.
5. TU Teen Program/Stream Explorers
  - a. Promote discounted bulk memberships for youth.
6. PA Fish & Boat Fishing Skills Instructor and Youth & Family Programs.
  - a. Work with PFBC staff to promote programs.
7. Leadership & Awareness Training
  - a. PATU Regional VPs keep up to date and participate in trainings.
  - b. RVP's work with their chapter leaders to update/participate in trainings.
8. Youth Program Webpage
  - a. Keep webpage up to date.
9. Social Media Presence
  - a. Maintain an up-to-date media presence on current platforms.
  - b. Hire AmeriCorps staffer to enhance social media outreach.

## 10. Trout in the Classroom (TIC)

- a. Coordinate with PFBC to plan and host biennial virtual TIC Summit.
- b. Initiate/support annual TIC fundraiser.
- c. Award existing program grants and PFBC R3 grant.
- d. Regional VPs contact at least two chapter YEC/TIC chairs to review at least two ways chair can promote other TU youth programs. (Develop ideas for release day or a school visit, present TU youth programs.)
- e. Identify at least two TIC teachers that need stronger support from a TU chapter partner or other appropriate partner. Provide support.
- f. Initiate discussion on how to create a list of equipment that is good but is no longer used and could be given to another TIC classroom in need.
  - i. Establish a list of available used equipment for redistribution.
- g. Identify dedicated funding sources for TIC that will allow grants beyond necessary supplies like filters and chillers.
- h. Revise/rework annual TIC fundraiser(s).

## Long-term Goals

### 1. STREAM Girls/STREAM Keepers

- a. Identify at least three additional TU members motivated to lead a STREAM Girls program. (From the different regions of PA)
- b. Implement the PFBC R3 grant to offer STREAM Girls in all six PA regions (virtual/hybrid/in-person)
- c. Have all 6 PA regions ready to provide at least one STREAM Girls program when able to do in-person programs.
- d. Begin development of a training and retention program for STREAM Girls.
- e. Begin discussion of possible long term funding sources for STREAM Girls.
- f. Begin discussion of ways/activities to "Retain" participants in TU activities/STREAM Girls/STREAM Keepers
- g. Continue with goals established in "year one."
- h. All six regions of PA should have STREAM Girls programs up and running.
- i. Paid Youth Ed. staff person should be on board either part or full time.
- j. Determine how much assistance, if any, do the established programs need
- k. Add at least one more program.
- l. Explore possibility of a STREAM Keepers program.

### 2. 5 Rivers College Program

- a. Identify at least two people (TU members) who will familiarize themselves with the 5 Rivers program in preparation for increasing 5 Rivers clubs in PA.
- b. Update the list of all 5 Rivers clubs in PA. Include club president, faculty advisor, and TU chapter contact/advisor.
- c. Update 5 Rivers webpage on PATU website.
- d. Train and support volunteers/leaders working with 5 Rivers clubs.
- e. Continue update of 5 Rivers clubs list.
- f. Communicate with TU chapter partners of 5 Rivers clubs.
- g. Add at least one more 5 Rivers club program in PA.

### 3. Leadership and Awareness Training Opportunities

- a. Host at least one youth program training opportunity for Regional VPs.
- b. Provide the support to RVPs needed so they can provide youth program training opportunities to chapter YEC leaders.

- c. Provide one youth program training at either a regional or annual meeting.
  - d. Host at least one annual youth program training in PA.
  - e. Offer one webinar each year on some aspect of “working with children.”
  - f. PATU VP’s have attended/participated in at least 5 youth ed. and/or child safety webinars/trainings each year.
4. Social Media Presence
- a. Explore a funding source for a full or part-time education coordinator position within Council to assist the Youth Ed. Committee (AmeriCorps).

**Objective 3. Women, Diversity, and Inclusion Initiative Strategies:**

1 Year Goals –

1. Survey PATU members regarding their interest in trainings for chapter members to plan, coordinate, and implement programming/events, as well as training to assist chapters in being more welcoming for women and/or other diverse audiences.
2. Complete R3 Grant Deliverables
  - a. Host 4 virtual trainings about the Women, Diversity, and Inclusion Initiative
  - b. Locate 3 new Fishing Tackle Loaner sites/partners in underserved areas of PA and purchase rod and reel combos for each site (20 fly rod outfits and 20 bait costing combos for a total of 40 rods per site, 120 rods overall)
3. Promote PATUWDI website as a resource for PATU Women, Diversity, and Inclusion resources.
4. Coordinate and assist at least 1-2 additional TU chapters who have yet to implement a women’s program/event.
5. Coordinate, plan, and implement the annual “Women’s Leadership Retreat” whether it be in person or a virtual workshop.
6. Continue to work with the council and TU Chapters to build a library of photos showcasing women and other diverse audiences participating in TU projects, events, and banquets. These photos would then be utilized within all PATU social media, newsletters, and/or any further promotional avenues to showcase ALL who enjoy TU and the resources it protects.

3 Year Goals –

1. Create video series by women for women
  - a. Videos to introduce new/potential women to the following –
    - i. Fishing/fly fishing
    - ii. Specific fish species fishing
    - iii. Decoding a fly shop
    - iv. Decoding of fishing gear
    - v. Fly fishing/fishing and their connection to conservation of cold-water resources
2. Host 1-2 statewide hybrid programs
  - a. Programs that are offered to the public as a 2-part program.
    - i. Part 1– Virtual component
      1. Held on several dates with the idea that participants attend one of the virtual dates and then follow-up with the in-person experience.
    - ii. Part 2 – In-person component that is held on the same day statewide/regionally by several chapters.
      1. Follow virtual trainings with an invitation to statewide events hosted by local partners such as tree plantings, rain barrel workshops, composting workshops, family fishing festivals, fishing meet ups, etc.

2. Participants who attend both program components will leave the in-person portion with goodies (e.g. rain barrel, compost barrels/designs for compost bins, tree to plant)

#### 5 Year Goals –

1. Host a virtual PA women’s fishing skills, programming, and leadership event
  - a. This would be a one-day event held online, with online tickets to access the event
    - i. Participants can attend the topic/timeframe suitable to them
  - b. Topic ideas –
    - i. Women in fishing/fly fishing sharing their tips, tricks, and lessons learned
    - ii. Unique programming ideas and opportunities
    - iii. Improving casting skills, fly tying skills, equipment purchasing
    - iv. How to fit waders, layer for fall or winter fishing
    - v. Gear swap
    - vi. Showcase female fishing artists, guides, and fishing industry owners
    - vii. How to take that “great” fishing photo
    - viii. Keeping fish wet
2. Reach out to more audiences than just women
  - a. Build upon experiences in growing the women’s programming/events to create events/modules for more diverse audiences beyond women only
3. Secure additional grants to support the WDI mission
4. Continue to increase diversity in leadership roles throughout PATU council and chapters

#### **Objective 4. Maximize Synergies between National/State (One TU)**

1. Promote chapter attendance/participation at National/Regional meetings.
2. Participate in and promote on-line trainings with National.
3. Quarterly participation from Pennsylvania Coldwater Habitat program at EXCOM meetings and publish quarterly newsletter article.
4. Facilitate chapters in accessing resources available from Pennsylvania Coldwater Habitat program through website/My PATU/YouTube .
5. Annual meeting with Pennsylvania Coldwater Habitat program to coordinate grants/programs.
6. Review changes and promote National Conservation Agenda and Strategic Plan.
7. Utilize traditional and social media outlets to educate membership on National operations/NLC Workgroups/state relations.
8. Biannual call-in from national to EXCOM meetings. (Lock Haven science staff)
9. Promote National initiatives where appropriate.

#### SECTION 5: 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.
  - d. Create and use targeted email lists to distribute PATU News
    - Committee Chairs can send relevant information to targeted audiences, i.e. Legislators, TIC Teachers, etc.
  - e. Develop a diverse group of contributors/editors.
    - Utilize on social media, PA Trout and My PATU Monthly
  - f. Publish more posts on the website and utilize social and email to drive traffic.
  - g. Develop sponsorship opportunities by TU-endorsed businesses and local businesses.
  - h. Employ full-time staff (AmeriCorps) to develop social media outreach program
2. Grow advertising and readership of PA Trout magazine.
    - a. Continue to develop an advertising structure to make PA Trout sustainable.
    - b. Regularly update mailing lists to include Legislators, PFBC Commissioners and TIC Teachers as necessary for PA Trout mailings.
    - c. Establish regional reporters to cover stories/write articles on interesting topics.
      - Use VPs as contacts for appropriate information on chapter projects and highlights each quarter.
    - d. Develop a list of contributors and budget to offer compensation.
  3. Increase traffic to the PATU website.
    - a. Develop an advertising structure for the website, including cost and business partner development.
    - b. Publish content specific to PATU programming.
    - c. Utilize contributors for frequent blog posts.
  4. Expand use of social media.
    - a. Use social media channels, e.g. Facebook, Instagram, Twitter, Tik Tok, in conjunction with the newsletter/website to specifically target younger members and prospective members.
    - b. Utilize the website blog for Council leaders to communicate and discuss TU events, legislation, Marcellus news, TIC news, etc.
    - c. Establish Instagram and YouTube channels to promote PATU and its programs.
    - d. Develop, record, and distribute a PATU Podcast.
    - e. 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. Develop a mailing list for state and regional media outlets.
    - c. Share PATU news with other like-minded organizations or groups of partners.
    - d. Provide success stories to Trout Magazine and other media sources.

## SECTION 6: FUNDING

1. Find funding in the budget or through new sources for education and training initiatives:
  - a. Create training and web resources around Protection initiatives– create training to address identification and reporting of remediation issues, how to address AMD and other strategic initiatives outlined by the Energy & Resource Committee.
  - b. Advocacy Training – Creation and implementation of advocacy training including self-help resources, training classes and rapid response resources to enhance our reach and efficacy in advocacy

- c. Advancing TIC – To increase the educational effectiveness of TIC, ongoing support, training, and funding for new resources a steady funding source needs to be established with YOY growth goals assigned to the program.
- 2. Become intermediary for grant sourcing
  - b. Take burden from large national/state organizations taking applications, vetting process, and monitoring grant results.
  - c. Simplify grant process for chapters making it easier and less intimidating by changing application process and taking on vetting, monitoring process.
- 3. Establish new sources of larger NFP and corporate funding
  - a. PATU should establish a direct relationship with large Pennsylvania foundations and endowments that exist in our state (Mellon, William Penn, etc.) so that we can find long-term sources of revenue that allow us to become a distributor of grants to help local chapters and fund our endeavors.
  - b. With EITC designation for the TIC program, we can begin to put together the pitch to potential corporations of the benefits they would receive if they became a long-term donor.