

**MINNESOTA TROUT UNLIMITED**  
**2021-25 STRATEGIC PLAN**  
**September 22, 2021**

**INTRODUCTION**

Minnesota Trout Unlimited (MNTU) has grown exponentially since the adoption of its first strategic plan in March 2009. The 2009-13 Strategic Plan served as a roadmap for MNTU's future, the benefits of which TU members and the general public have experienced ever since, whether they be fishing one of Minnesota's many trout waters, learning about the natural world as part of our education program, or even drinking a glass of clean water from their own faucet. Actions taken under the 2009-13 Strategic Plan created our award-winning newsletter and highly successful education program, led to the completion of over 90 miles of habitat work across the state, and initiated the hiring of our dedicated Executive Director, John Lenczewski, whose advocacy for coldwater fisheries at the capitol and across the state has immeasurably advanced the cause of MNTU.

**DEVELOPMENT OF THE 2021-25 STRATEGIC PLAN**

Clearly, MNTU has flourished over the past dozen-plus years; however, this unparalleled success has caused us to outgrow our current organizational capacity. The 2021-25 Strategic Plan was initiated in June 2020 by the Executive Committee of the MNTU Board of Directors after numerous meetings, both formally and informally, about the future of MNTU. These discussions identified several key themes that the new strategic plan must address to ensure the growth and success of MNTU: including the expansion of staff and fundraising to more effectively fulfill our mission, the development of infrastructure that taps the talents and ideas of members from across the state, the recruitment of the next generation of MNTU leaders, and the improvement of resource sharing and communication between individual chapters and the Board of Directors.

The Executive Committee agreed to serve as the new strategic plan's steering committee and produced a questionnaire that was disseminated to chapter leaders at the Board of Directors meeting in September 2020. Each chapter then provided feedback to the Executive Committee during the fall of 2020, which served as the foundation for authoring the first draft of the new plan. That initial draft included revised mission and vision statements, along with a list of goals and objectives, and was presented at the January 2021 Board meeting. Feedback from that meeting and additional conversations with MNTU members led to an updated draft that included action items being shared at the April 2021 Board meeting. With input from that meeting, a full draft of the plan that included timeframes and identified leads for each action item was completed and presented at the July 2021 meeting of the Board of Directors. Board members and chapter leaders were given until September 1, 2021 to provide a final round of feedback on the penultimate draft. Minimal feedback was received, with only a few relatively minor changes made to this final draft for consideration by the MNTU Board of Directors at its September 22, 2021 meeting.

There is little doubt as to the ambitious nature of both this timeline and the plan itself, which is why it should be considered a “living document” that will guide the strategic actions of MNTU over the next four years. Adjustments and revisions may be necessary as we implement the plan. An annual review process for evaluating the progress of the plan is outlined at the end of this document. We may not accomplish all of the actions in the 2021-25 Strategic Plan, but we will aspire to do so and thereby further establish MNTU as an essential voice of conservation in Minnesota.

## **MISSION STATEMENT**

Old:

The mission of the Minnesota Council of Trout Unlimited is to conserve, protect, restore, and sustain Minnesota’s trout and salmon fisheries and their watersheds.

New:

The mission of Minnesota Trout Unlimited is to conserve, protect, restore, and sustain Minnesota’s coldwater fisheries, their watersheds and groundwater sources.

## **VISION STATEMENT**

Old:

The Minnesota Council of Trout Unlimited seeks a future where robust populations of native and wild trout and salmon thrive in Minnesota’s coldwater lakes and streams, so that present and future generations can enjoy healthy fisheries in their home waters.

New:

Guided by science and data, Minnesota Trout Unlimited envisions a future when all can enjoy the benefits of robust populations of native and wild coldwater fish in Minnesota’s exceptional home waters.

## **BRIEF HISTORY OF MINNESOTA TROUT UNLIMITED**

Minnesota Trout Unlimited, or the Minnesota Council of Trout Unlimited, is a nonprofit conservation organization of approximately 4,000 volunteers in five TU chapters across the State of Minnesota who share a common goal: the conservation and enhancement of Minnesota’s trout, steelhead, and salmon fisheries and the watersheds that sustain them. Minnesota Trout Unlimited’s Board of Directors strives to unite and support the chapters and members of TU in the state and speak with a unified voice to advocate for coldwater fisheries in the Minnesota Legislature, state agencies, and other venues around the state.

In March 2009, Minnesota Trout Unlimited (MNTU) adopted its first strategic plan. At that time, MNTU had no executive director, habitat project funding, newsletter, or education program. While diligently pursuing our mission to protect, restore, and sustain Minnesota’s

coldwater fisheries, we have experienced great growth and change since then. The most significant changes include:

- Securing Outdoor Heritage Fund grants for trout habitat projects each year beginning in July 2009
- Incorporating the Council as a Minnesota nonprofit corporation with a Board of Directors to facilitate habitat work and other programs
- Hiring an Executive Director in October 2009, and transitioning this position from a contractor to an employee of MNTU in April 2020
- Establishing an effective presence on environmental issues at the State Capitol
- Publishing a high-quality statewide newsletter beginning February 2013
- Taking over operation of the Great Waters Fly Fishing Expo in 2016 as a vehicle for fundraising and a means of sharing our conservation message
- Operating a watershed education program in MN schools beginning July 2015 that now reaches nearly 70 schools
- Successfully managing a habitat improvement program that has completed nearly 100 separate projects, improving habitat in more than 90 miles of trout streams and six trout lakes
- Nearly doubling statewide membership since March 2009

## **STRUCTURE AND ROLE OF MINNESOTA TROUT UNLIMITED**

Minnesota Trout Unlimited is the Minnesota Council of Trout Unlimited. As a state council of TU our role is to help the local chapters achieve our mission and serve as the unified, statewide voice of chapters and members on issues affecting coldwater fisheries anywhere in the state. In June 2009, we incorporated the council as a Minnesota nonprofit corporation to facilitate management of state grants for habitat work and other programs. For ease of communicating with the public and to stress our Minnesota grassroots focus, we dropped “council of” from our corporate name. Our Board of Directors continues to be comprised of representatives from each chapter, elected officers, and additional at-large members. The Board’s role is both to assist local chapters and to advocate for all members and chapters on issues of statewide importance.

## **TERMINOLOGY**

Coldwater fisheries - trout, char, steelhead, and salmon all belong to the family of fishes known as salmonids and they remain the focal point of our mission and work. Scientists and state agencies such as the MNDNR frequently refer to these species as “coldwater” fishes, as does Trout Unlimited. This designation stresses the vital importance of maintaining cold water temperatures to the health and persistence of salmonids.

Groundwater – The cold spring water which flows or seeps from underground aquifers is the lifeblood of our trout streams. Trout depend upon a steady supply of cold groundwater to keep streams cool enough in summer and warm enough in winter. As Minnesota’s climate warms,

cold groundwater inputs to streams and lakes will become even more important. Because people typically think of watersheds in terms of surface water runoff only, we added the reference to groundwater to our mission to affirm its central role in keeping coldwater streams cold.

## **TIMELINESS AND IMPORTANCE OF MNTU’S MISSION TO CITIZENS OF MINNESOTA**

The feature that distinguishes trout, steelhead, and salmon from other fish species is their need for cold, clean water and healthy ecosystems to survive. Trout, steelhead, and salmon species are frequently viewed as indicators of overall environmental health. The presence of wild, naturally reproducing trout, steelhead, or salmon populations generally indicates a healthy ecosystem not only for them but also for other wildlife populations. The loss of wild salmonids indicates damage to the ecosystem and the likelihood that other life will suffer as well. The presence of coldwater fish species sets the standard for overall ecosystem health – a standard that indicates a healthy environment for all living things that share it, including humans.

MNTU’s mission is more important than at any time in its history because of the varied threats to coldwater resources, especially the increasing impacts of a warming climate. Human expansion into watersheds, poor land use practices (including poorly sited or improper methods of timber harvesting, farming, road building, and stormwater management), loss of wetlands, extensive groundwater appropriations, and invasive species continue to degrade our lakes and streams and create myriad challenges. MNTU must take the lead in protecting, conserving, restoring, and sustaining Minnesota’s coldwater fisheries, their watersheds and groundwater sources for future generations.

## **GOALS AND OBJECTIVES**

The goals and objectives presented in this strategic plan are a framework designed to facilitate MNTU to more effectively accomplish its mission. They are not intended to be a prioritization of specific initiatives and resource threats. How to address specific resource threats, such as climate change, and other challenges will be developed as part of comprehensive individual plans (examples: Advocacy Plan, Communication Plan, etc.) initiated in the 2021-25 Strategic Plan itself.

**Goal #1: Advocate for legislation, policies, regulations, funding, and judicial outcomes that protect and conserve Minnesota’s coldwater ecosystems and their surrounding environment.**

**Objective 1A.** Advocate for good policies, legislation, and rules at the local, state, and federal levels of government.

**Objective 1B.** Advocate for sensible fishing regulations that ensure healthy fisheries.

**Objective 1C.** Advocate for maintaining and increasing public access by supporting existing public land ownership and increasing fishing easements and fee title acquisitions.

**Objective 1D.** Coordinate with and provide support to other environmental and conservation organizations on issues that align with MNTU's goals and objectives.

**Goal #2: Work with government entities and conservation partners to restore, reconnect, and sustain Minnesota's coldwater lakes, streams, and watersheds.**

**Objective 2A.** Identify, undertake, and fund coldwater habitat projects across the state of Minnesota.

**Objective 2B.** Foster, build, and maintain relationships with both public and private partners on habitat projects and other watershed conservation initiatives.

**Goal #3: Effectively communicate with and engage the public and members to foster support for the mission and work of MNTU.**

**Objective 3A.** Produce high-quality, consistent, and timely media content for dissemination to the public across multimedia platforms that communicates the mission, goals, objectives, and accomplishments of MNTU.

**Objective 3B.** Update, expand, and maintain the MNTU website as a depository for information and a directory of resources.

**Objective 3C.** Maintain a quality newsletter and expand its outreach capacity.

**Objective 3D.** Maintain and grow the Great Waters Fly Fishing Expo as a fundraising, conservation programming, and outreach entity for MNTU.

**Goal #4: Foster public support for Minnesota's coldwater fisheries and their watersheds through the education of youth, families, and the public.**

**Objective 4A.** Maintain and grow K-12 education programming, including Trout in the Classroom (TIC).

**Objective 4B.** Maintain and grow fishing skills and other youth and public engagement opportunities.

**Objective 4C.** Develop fundraising and improve organizational capacity to make MNTU education programming self-sustaining.

**Goal #5: Improve and expand the organizational capacity and sustainability of MNTU so that it can better fulfill its mission, accomplish its goals, and support its chapters.**

**Objective 5A.** Increase the capacity, effectiveness, and long-term sustainability of MNTU's operations and work.

**Objective 5B.** Activate stronger participation by members in the work of MNTU.

**Objective 5C.** Review, improve, and clarify policies and procedures and create a depository for them.

**Objective 5D.** Support chapters with recruitment and retention of members, especially from underrepresented groups.

## **ACTION PLANS**

Terms and Abbreviations:

Chair = Chair of the Board of Directors

EC = Executive Committee of the Board of Directors

ED = Executive Director

Board or BoD = Full Board of Directors

Charge = Formal charge document to guide the leads responsible for action

Call = Service call sent out to MNTU members to solicit volunteers

TBD = To Be Determined

**Goal #1: Advocate for legislation, policies, regulations, funding, and judicial outcomes that protect and conserve Minnesota's coldwater ecosystems and their surrounding environment.**

**Objective 1A.** Advocate for good policies, legislation, and rules at the local, state, and federal levels of government.

**Action 1A1.** Form a working group and charge with creating a comprehensive Advocacy Plan that identifies key policy issues, objectives, obstacles, and measures for success; creates policy priority categories and criteria for each; establishes criteria and a process for vetting "sign on" requests; establishes criteria and a process for lawsuit involvement; identifies the tools, resources, and personnel needed to execute the Advocacy Plan.

Timeframe: Initiate November 2021, plan due April 2022

Leads: Chair/EC (charge and call), ED/Working Group (plan)

Deliverables: Advocacy Plan

Resources: Time (volunteer and budgeted ED)

**Action 1A2.** Create and populate a standing Advocacy Advisory Committee with a designated member from each chapter to advise the Executive Director and to foster chapter involvement on policy and legislative issues.  
Timeframe: Initiate May 2022, after the creation of Advocacy Plan  
Leads: Chair/EC (charge and call), ED/Advocacy Advisory Committee  
Deliverables: Advocacy Advisory Committee that provides ongoing input  
Resources: Time (volunteer and budgeted ED)

**Action 1A3.** Hire personnel and develop strategic communication infrastructure for effective and timely advocacy work.  
Timeframe: TBD by Organizational Roadmap Report  
Leads: TBD by Organizational Roadmap Report  
Deliverables: TBD by Organizational Roadmap Report  
Resources: TBD by Organizational Roadmap Report

**Action 1A4.** Form a network of volunteers willing to work on advocacy issues and implement portions of the Advocacy Plan.  
Timeframe: Initiate May 2022, after the creation of Advocacy Plan  
Leads: ED/Advocacy Advisory Committee  
Deliverables: Contact list for network of advocacy volunteers  
Resources: Time (volunteer and budgeted ED)

**Action 1A5.** Identify and recruit a network of lawyers to help review potential lawsuits and provide pro bono assistance when needed.  
Timeframe: Initiate May 2022, after the creation of Advocacy Plan  
Leads: ED/Advocacy Advisory Committee  
Deliverables: Contact list for network of lawyers  
Resources: Time (volunteer and budgeted ED)

**Objective 1B.** Advocate for sensible fishing regulations that ensure healthy fisheries.

**Action 1B1.** Develop a process for periodic review of Minnesota fishing regulations to identify needed changes and the strategies to achieve them.  
Timeframe: Initiate January 2024, plan due September 2024  
Leads: Chair/EC (charge), ED/Advocacy Advisory Committee (plan)  
Deliverables: Regulations Review Process and Strategies  
Resources: Time (volunteer and budgeted ED)

**Action 1B2.** Provide members with the information, tools, and resources to advocate for better fishing regulations that promote healthy and sustainable fisheries.

Timeframe: Initiate September 2024, after the creation of Regs Process

Leads: ED/Advocacy Advisory Committee

Deliverables: Distribution of Regs Review Process to Chapters

Resources: Time (volunteer and budgeted ED)

**Objective 1C.** Advocate for maintaining and increasing public access by supporting existing public land ownership and increasing fishing easements and fee title acquisitions.

**Action 1C1.** Form a working group and charge with developing a strategic Public Access Plan designed to advocate for the maintenance and expansion of public access and increase the number of permanent fishing easements and fee title acquisitions.

Timeframe: Initiate September 2022, plan due April 2023

Leads: Chair/EC (charge and call), ED/Working Group (plan)

Deliverables: Public Access Plan

Resources: Time (volunteer and budgeted ED)

**Action 1C2.** Expand member awareness of access issues by holding an annual forum that shares best practices for angler usage on public and private lakes, rivers, and streams.

Timeframe: Initiate May 2023, after the creation of Public Access Plan

Leads: ED/Chair/EC

Deliverables: Annual forums presented via Zoom, actual dates TBD

Resources: Time (volunteer and budgeted ED)

**Action 1C3.** Create and distribute new easement signs that clarify access rules and improve landowner relations.

Timeframe: Initiate May 2023, after the creation of Public Access Plan

Leads: ED/Chair/EC

Deliverables: Work with DNR and others to create and deliver signs

Resources: Time (volunteer and budgeted ED), sign costs TBD

**Objective 1D.** Coordinate with and provide support to other environmental and conservation organizations on issues that align with MNTU's goals and objectives.



**Action 1D1.** Identify and create a contact list of advocacy partner organizations.  
Timeframe: Compile by July 2022, after the creation of Advocacy Plan  
Leads: ED  
Deliverables: Advocacy Partner List  
Resources: Time (budgeted ED)

**Action 1D2.** Develop a process for partnering with other organizations on advocacy issues.  
Timeframe: Initiate November 2021, plan due April 2022  
Leads: Chair/EC (charge), ED/Working Group (plan)  
Deliverables: Include Partnering Process as part of Advocacy Plan  
Resources: Time (volunteer and budgeted ED)

**Action 1D3.** Propose select Advocacy Plan initiatives to be integrated annually with the Minnesota Environmental Partnership (MEP) agenda each fall.  
Timeframe: Initiate September 2022, after the creation of Advocacy Plan  
Leads: ED with input from BoD  
Deliverables: Identified initiatives to be shared with MEP annually  
Resources: Time (budgeted ED)

**Action 1D4.** Recruit active participants to Minnesota state agency advisory boards, particularly the DNR's Game and Fish Fund Budgetary Oversight Committee, and provide notification to members when openings become available.  
Timeframe: Initiate January 2025, plan due April 2025  
Leads: Chair/EC (charge), ED/Advocacy Advisory Committee (plan)  
Deliverables: Recruitment Strategy and Communication Plan  
Resources: Time (volunteer and budgeted ED)

**Goal #2: Work with government entities and conservation partners to restore, reconnect, and sustain Minnesota's coldwater lakes, streams, and watersheds.**

**Objective 2A.** Identify, undertake, and fund coldwater habitat projects across the state of Minnesota.

**Action 2A1.** Continue to secure funding from the Outdoor Heritage Fund and other sources for habitat work.  
Timeframe: Ongoing  
Leads: ED with input from Habitat Advisory Committee  
Deliverables: Habitat work  
Resources: Time (budgeted ED), grant funding for habitat projects

**Action 2A2.** Create and populate a standing Habitat Advisory Committee with a designated member from each chapter to advise the Executive Director and to foster chapter involvement with habitat projects.

Timeframe: Initiate November 2023

Leads: Chair/EC (charge and call), ED/Habitat Advisory Committee

Deliverables: Habitat Advisory Committee that provides ongoing input

Resources: Time (volunteer and budgeted ED)

**Action 2A3.** Create marketing and communication materials to improve funding possibilities by showing the benefits of habitat projects.

Timeframe: TBD by Organizational Roadmap Report

Leads: TBD by Organizational Roadmap Report

Deliverables: TBD by Organizational Roadmap Report

Resources: TBD by Organizational Roadmap Report

**Action 2A4.** Clarify membership qualifications and duties for the Grant Oversight Committee that analyzes contractor bids with the Executive Director.

Timeframe: Initiate January 2023, with bylaws review

Leads: Chair/EC/ED

Deliverables: Include Grant Oversight Committee in bylaws

Resources: Time (volunteer and budgeted ED)

**Action 2A5.** Develop a process for chapters to undertake small scale habitat work such as tree planting.

Timeframe: Initiate January 2024, process due September 2024

Leads: Chair/EC (charge), ED/Habitat Advisory Committee

Deliverables: Small Scale Habitat Project Process

Resources: Time (volunteer and budgeted ED)

**Action 2A6.** Recruit and hire a Habitat Program Director to manage the habitat program and projects across the state and supervise the habitat project manager(s).

Timeframe: TBD by Organizational Roadmap Report

Leads: TBD by Organizational Roadmap Report

Deliverables: TBD by Organizational Roadmap Report

Resources: TBD by Organizational Roadmap Report

**Objective 2B.** Foster, build, and maintain relationships with both public and private partners on habitat projects and other watershed conservation initiatives.

**Action 2B1.** Develop guidelines and training opportunities to improve chapter involvement on habitat issues with their local agencies, such as DNR Area Fisheries Offices, Soil and Water Conservation Districts (SWCDs), and the Minnesota Pollution Control Agency (MPCA).

Timeframe: Initiate January 2024, guidelines due September 2024

Leads: Chair/EC (charge), ED/Habitat Advisory Committee

Deliverables: Guidelines and training opportunities

Resources: Time (volunteer and budgeted ED)

**Action 2B2.** Support data gathering and stream monitoring efforts by public and private agencies by notifying members of volunteer opportunities.

Timeframe: Initiate January 2024

Leads: ED/Habitat Advisory Committee

Deliverables: Ongoing support for data gathering and monitoring

Resources: Time (volunteer and budgeted ED)

**Goal #3: Effectively communicate with and engage the public and members to foster support for the mission and work of MNTU.**

**Objective 3A.** Produce high-quality, consistent, and timely media content for dissemination to the public across multimedia platforms that communicates the mission, goals, objectives, and accomplishments of MNTU.

**Action 3A1.** Charge the Communication Committee to develop a comprehensive Communication Plan that incorporates the communication needs of Actions 1A3 and 2A3; maintains a viable presence on social media platforms, such as Facebook, Instagram, and other forms of social media to better communicate with the public; develops a strategy to target underrepresented groups for recruitment purposes; and identifies the tools, resources, and personnel needed to execute the Communication Plan.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge and call), Communication Committee (plan)

Deliverables: Communication Plan

Resources: Time (volunteer), budget for Comm Plan implementation TBD

**Action 3A2.** Enhance internal communication infrastructure to improve coordination and communication between chapters and the Board of Directors.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge), Communication Committee (plan)

Deliverables: Include as part of the Communication Plan

Resources: Time (volunteer)

**Objective 3B.** Update, expand, and maintain the MNTU website as a depository for information and a directory of resources.

**Action 3B1.** Develop an advocacy component of the website to be utilized by members for communication with legislators, regulators, and other public policy decisionmakers.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge), Communication Committee (plan)

Deliverables: Include as part of the Communication Plan

Resources: Time (volunteer), Budget TBD

**Action 3B2.** Establish capacity and access protocols for documents, policies, and other resources for MNTU leaders.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge), Communication Committee (plan)

Deliverables: Include as part of the Communication Plan

Resources: Time (volunteer), Budget TBD

**Action 3B3.** Develop a web-based direct fundraising component on the website.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge), Communication/Fundraising Committees (plan)

Deliverables: Include as part of the Communication Plan

Resources: Time (volunteer), Budget TBD

**Action 3B4.** Develop a web-based volunteer call to action mechanism.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge), Communication Committee (plan)

Deliverables: Include as part of the Communication Plan

Resources: Time (volunteer), Budget TBD

**Objective 3C.** Maintain a quality newsletter and expand its outreach capacity.

**Action 3C1.** Create an editorial calendar that establishes regular content for each edition, including: habitat projects, policy updates, and member and landowner profiles.

Timeframe: Implement by January 2022

Leads: Newsletter Editor/Communication Committee

Deliverables: Newsletter Editorial Calendar

Resources: Time (volunteer)

**Action 3C2.** Create an online edition of the newsletter that incorporates multimedia stories and enables cross platform sharing of newsletter content.  
Timeframe: Online content available for first edition of 2024  
Leads: Newsletter Editor/Communication Committee  
Deliverables: Online newsletter content  
Resources: Time (volunteer), Budget TBD

**Action 3C3.** Increase advertising numbers and revenue for the newsletter.  
Timeframe: Initiate November 2022, plan due April 2023  
Leads: Chair/EC (charge), Newsletter Editor/Comm Committee (plan)  
Deliverables: Include revenue projections in the Communication Plan  
Resources: Time (volunteer), Budget TBD

**Action 3C4.** Increase newsletter usage by chapters.  
Timeframe: Initiate November 2022, plan due April 2023  
Leads: Chair/EC (charge), Newsletter Editor/Comm Committee (plan)  
Deliverables: Include usage projections in the Communication Plan  
Resources: Time (volunteer), Budget TBD

**Objective 3D.** Maintain and grow the Great Waters Fly Fishing Expo as a fundraising, conservation programming, and outreach entity for MNTU.

**Action 3D1.** Rebuild revenue, attendance, and exhibitor measurables to pre-pandemic cancellation numbers.  
Timeframe: By 2024 Expo  
Leads: Expo Managers  
Deliverables: Rebuild Expo revenue and attendance  
Resources: Budgeted Expo contract

**Action 3D2.** Increase use of the Expo to reach and serve our advocacy goals and objectives.  
Timeframe: Starting with 2023 Expo  
Leads: Expo Managers/ED/Advocacy Advisory Committee  
Deliverables: TBD  
Resources: Budgeted Expo contract, Time (volunteer and budgeted ED)

**Action 3D3.** Increase youth and education programming by integrating the Expo into the Education Program calendar.  
Timeframe: Starting with 2022 Expo  
Leads: Expo Managers/Education Coordinator/Education Committee  
Deliverables: TBD  
Resources: Budgeted Expo contract, Time (volunteer)

**Action 3D4.** Rebuild the MNTU Fly Fishing Film and Video Showcase to pre-pandemic cancellation numbers and explore other ways the program can be used for fundraising.

Timeframe: By 2024 Expo for numbers

Leads: Expo Managers/Showcase Director

Deliverables: TBD

Resources: Budgeted Expo contract, Time (volunteer)

**Action 3D5.** Renegotiate the Expo management contract.

Timeframe: After the 2024 Expo

Leads: Chair/EC/ED/BoD and Expo Managers

Deliverables: New Expo management contract

Resources: Time (volunteer and budgeted ED)

**Goal #4. Foster public support for Minnesota's coldwater fisheries and their watersheds through the education of youth, families, and the public.**

**Objective 4A.** Maintain and grow K-12 education programming, including Trout in the Classroom (TIC).

**Action 4A1.** Expand TIC to more schools with diverse populations of students.

Timeframe: August 2022, to June 2025

Leads: Education Coordinator/Education Committee

Deliverables: Projections and progress to be reported to BoD

Resources: Time (volunteer and budgeted Education Coordinator)

**Action 4A2.** Implement an adult volunteer position for each TIC school to assist teachers and MNTU education staff.

Timeframe: Initiate October 2021, volunteers in place by January 2022

Leads: Education Coordinator/Education Committee

Deliverables: Adult volunteers recruited for each TIC school

Resources: Time (volunteer and budgeted Education Coordinator)

**Action 4A3.** Integrate the mentorship program partnership with Big Brothers and Big Sisters into MNTU educational programming.

Timeframe: Initiate January 2023, and complete by May 2023

Leads: Education Committee

Deliverables: Mentorship program integration

Resources: Time (volunteer and budgeted Education Coordinator)

**Action 4A4.** Support other outdoor youth education partners that share MNTU's values, including The Ultimate Nature Experience (TUNE) camp.  
Timeframe: Ongoing  
Leads: Education Committee  
Deliverables: Report progress to BoD  
Resources: Time (volunteer and budgeted Education Coordinator)

**Objective 4B.** Maintain and grow fishing skills and other youth and public engagement opportunities.

**Action 4B1.** Assist chapters' education and fishing skills programming efforts by providing equipment and established lesson plans.  
Timeframe: Initiate in October 2021, and complete by January 2022  
Leads: Education Coordinator/Education Committee/Chapters  
Deliverables: Provide equipment and lesson plans to interested chapters  
Resources: Time (volunteer and budgeted Education Coordinator)

**Action 4B2.** Encourage chapters to recruit and identify an Education Liaison to serve on the Education Committee and coordinate chapter-level education opportunities.  
Timeframe: Initiate November 2021  
Leads: Chair/EC (charge and call), Education Committee  
Deliverables: Expanded Education Committee membership  
Resources: Time (volunteer)

**Action 4B3.** Partner with the Costa 5 Rivers Program to develop a MNTU presence on more college campuses in Minnesota.  
Timeframe: Initiate January 2022  
Leads: Chair/EC (charge and call), Education Committee (work)  
Deliverables: Report progress to BoD  
Resources: Time (volunteer)

**Action 4B4.** Expand partnerships with city, area, and state parks to conduct fishing skills programming.  
Timeframe: Initiate January 2022  
Leads: Chair/EC (charge and call), Education Committee (work)  
Deliverables: Report progress to BoD  
Resources: Time (volunteer)

**Objective 4C.** Develop fundraising and improve organizational capacity to make MNTU education programming self-sustaining.

**Action 4C1.** Charge the Education Committee with developing a long-term funding and management plan for MNTU education programming, including an annual budget for available education funding.

Timeframe: TBD by current funding efforts, plan no later than May 2022

Leads: Chair/EC (charge and call), Education Committee (plan)

Deliverables: Education Program Management Plan and Budget

Resources: Time (volunteer)

**Goal #5: Improve and expand the organizational capacity and sustainability of MNTU so that it can better fulfill its mission, accomplish its goals, and support its chapters.**

**Objective 5A.** Increase the capacity, effectiveness, and long-term sustainability of MNTU's operations and work.

**Action 5A1.** Form an Organizational Roadmap Working Group and charge with developing recommendations to the Board of Directors that identify the professional fundraising and communications staff to be hired; including the order and timeframe for hiring new positions; the appropriate compensation needed for each position; and a 3-year spending plan based upon new staffing.

Timeframe: Initiated April 2021, report due September 2021

Leads: Organizational Roadmap Working Group/ED

Deliverables: Organizational Roadmap Report

Resources: Time (volunteer and budgeted ED)

**Action 5A2.** Based upon the recommendations of the Organizational Roadmap Working Group and with approval by the Board of Directors, recruit, hire, and retain professional staff.

Timeframe: TBD by Organizational Roadmap Report

Leads: TBD by Organizational Roadmap Report

Deliverables: TBD by Organizational Roadmap Report

Resources: TBD by Organizational Roadmap Wo Report

**Action 5A3.** Charge the Fundraising Committee with developing a fundraising plan that will cover all current and new professional staffing (employees and/or contractors) along with general operating expenses.

Timeframe: TBD by Organizational Roadmap Report

Leads: TBD by Organizational Roadmap Report

Deliverables: TBD by Organizational Roadmap Report

Resources: TBD by Organizational Roadmap Report



**Action 5A4.** Establish and implement a formal review policy for employees that includes appropriate performance milestones and pay plans.

Timeframe: Initiate January 2022, policy in place by April 2022

Leads: Chair/EC/ED

Deliverables: Review policy

Resources: Time (volunteer and budgeted ED)

**Action 5A5.** Create and develop an investment policy for financial reserves.

Timeframe: Initiated April 2021, policy to BoD by January 2022

Leads: Investment Policy Working Group

Deliverables: Investment policy

Resources: Time (volunteer)

**Action 5A6.** Establish and maintain a physical office space for MNTU.

Timeframe: By September 2025

Leads: Chair/EC/ED

Deliverables: Physical office space

Resources: Time (volunteer and budgeted ED)

**Action 5A7.** Develop a succession plan for the current Executive Director.

Timeframe: Initiate September 2024, plan due April 2025

Leads: Chair/EC/ED

Deliverables: Executive Director Succession Plan

Resources: Time (volunteer and budgeted ED)

**Objective 5B.** Activate stronger participation by members in the work of MNTU.

**Action 5B1.** Create a regular “call to service” communication for openings on standing committees and working groups, along with processes and criteria for appointments.

Timeframe: In place November 2021, after ratification of strategic plan

Leads: Chair/EC/ED

Deliverables: “Call to service” communication template

Resources: Time (volunteer and budgeted ED)

**Action 5B2.** Form and populate the working groups and committees outlined in this plan with clearly defined objectives, roles, and terms.

Timeframe: September 2021, to September 2025

Leads: Chair/EC/ED/BoD

Deliverables: Appropriate service calls and charges

Resources: Time (volunteer and budgeted ED)

**Action 5B3.** Develop qualifications for Board of Director membership and a nomination process.

Timeframe: Initiate January 2022, in place April 2022, for elections

Leads: Chair/EC/ED/BoD

Deliverables: BoD qualifications and nominations process

Resources: Time (volunteer and budgeted ED)

**Action 5B4.** Rename the Women and Diversity Committee as the Inclusivity and Diversity Committee and charge with developing and implementing strategies that promote inclusivity and diversity among MNTU members and leaders, including the Board of Directors.

Timeframe: Initiate November 2022, plan due April 2023

Leads: Chair/EC (charge and call), Inclusivity and Diversity Comm (plan)

Deliverables: Improved inclusivity and diversity in MNTU

Resources: Time (volunteer)

**Action 5B5.** Conduct an annual leader's forum open to all MNTU members on select topics.

Timeframe: Initiate February 2022

Leads: Chair/EC/ED/BoD

Deliverables: Forums that foster better communication on select topics

Resources: Time (volunteer and budgeted ED)

**Objective 5C.** Review, improve, and clarify policies and procedures and create a depository for them.

**Action 5C1.** Revise bylaws to reflect organizational changes.

Timeframe: Initiate January 2023, bylaws due September 2023

Leads: Chair/EC/ED/BoD

Deliverables: Revised bylaws

Resources: Time (volunteer and budgeted ED)

**Action 5C2.** Compile and review all existing MNTU policies and revise, as needed, to reflect current practices.

Timeframe: Initiate January 2023, in place by September 2023

Leads: Chair/EC/ED/BoD

Deliverables: Ensure policies reflect practice

Resources: Time (volunteer and budgeted ED)

**Action 5C3.** Create a secure depository database of all documents, policies, and other materials to be accessed by MNTU leaders.

Timeframe: Initiate January 2023, in place by September 2023

Leads: Chair/EC/ED/BoD

Deliverables: Access of documents for leaders

Resources: Time (volunteer and budgeted ED). Budget TBD

**Objective 5D.** Support chapters with recruitment and retention of members, especially from underrepresented groups.

**Action 5D1.** Leverage MNTU communications and activities, such as the newsletter, social media, and the Expo, as vehicles for chapter recruitment and retention.

Timeframe: Initiate September 2023, plan due January 2024

Leads: Chair/EC (charge), ED/Communication Committee (plan)

Deliverables: Foster chapter recruitment and retention

Resources: Time (volunteer and budgeted ED)

**Action 5D2.** Create statewide service awards to recognize and celebrate the work of MNTU members.

Timeframe: Initiate January 2022, in place September 2022

Leads: Chair/EC/ED/BoD

Deliverables: Service awards

Resources: Time (volunteer and budgeted ED)

## **PROCESS FOR REVIEW AND UPDATE**

As the designated steering committee, the Executive Committee will monitor progress of the plan's actions and conduct a full annual review each fall to identify any potential revisions to actions, timelines, etc., with input from action leads and other stakeholders. The Executive Committee will then draft recommendations for potential revisions to the 2021-25 Strategic Plan and present them to the full Board of the Directors each January for their consideration.

The 2021-25 MNTU Strategic Plan is scheduled to officially launch October 1, 2021 and end September 30, 2025. In October of 2024, as the final year of the plan begins, the Executive Committee will propose an approach for the development of the next strategic plan. If events make the 2021-25 Strategic Plan obsolete before September 30, 2025, a majority vote of the MNTU Board of Directors can start a new planning initiative.

## **CONCLUSION**

The 2021-25 MNTU Strategic Plan is the result of much hard work by TU members and leaders from across the great state of Minnesota. Thank you to all who participated in the strategic planning process and provided ideas, input, expertise, and feedback!