



TROUT UNLIMITED 2021-2026 STRATEGIC PLAN SUMMARY

INTRODUCTION

Healthy fish rely on healthy water. We all do.

Today, 1.5 million miles of trout and salmon waters in America are degraded. These fish are imperiled species whose loss reflects the declining health of lands and waters on which we all depend. These waters are not only home to iconic native and wild fish. They are also the very same rivers and streams that supply the water we drink, irrigation for our lands, and endless opportunities to get outside and connect with nature. For anglers, they are prized places, but they matter to all of us.

Climate change poses real and immediate threats. Warming waters, drought, wildfires, and extreme flooding degrade important streams and rivers. These are systemic threats requiring equally comprehensive and integrated responses. If we are to deliver solutions that match the complexity of the challenges we face, TU and our partners must scale up our work.

We remain hopeful. There is still time to stem the losses if we work together and expand our efforts to recover and heal these waters and the places we love.

Over the next five years, we will build on our track record of success to chart new directions. TU creates common ground among diverse interests. We overcome obstacles with grassroots credibility, professional skill, nonpartisan advocacy, and scientific expertise. We build meaningful relationships with decision makers, land and resource stewards, community members, and other stakeholders to deliver meaningful change across landscapes. We are both a local, on-the-ground force and a national player.

Under this plan, we will put this hands-on experience to work, focusing our conservation efforts on priority rivers and streams while leveraging the full power of the TU community of staff, volunteers, partners, and supporters in new ways behind a unified conservation agenda. At the same time, we will invest in our people and the technology and tools they need to be successful as we scale up our work and expand the corps of dedicated people executing this shared conservation agenda.

In short, TU is building a foundation for the future of healthy waters and healthy fish on the strength of whole communities committed to their care and recovery across generations.

OUR VISION OF SUCCESS

Our vision is for communities across America to engage in the work of repairing and renewing the rivers, streams, and other waters on which we all depend.

OUR MISSION

Our mission is to bring together diverse interests to care for and recover rivers and streams so our children can experience the joy of wild and native trout and salmon.

OUR BELIEFS

We believe in ...

- The wisdom of nature. Conservation is an ethical obligation.
- Community and the power of people. We can solve our problems if we work together.
- Hard work. Problems can only be solved if we are willing to roll up our sleeves and get to work.

OUR VALUES

Resourceful: We see opportunity in challenges. Rather than simply treating symptoms, we find pragmatic, lasting solutions.

Science-based: We are innovative and base our efforts on sound science to drive conservation action.

Collaborative: We operate through non-partisan collaboration and partnership. We work across differences.

Inclusive: We listen to, value, and respect all people and communities, and seek diverse voices and perspectives.

United: We mobilize behind a shared vision.

Hopeful: We are optimists and believe in a better future.

OUR GOALS

To harness the collective power of TU more fully over the next five years, we commit to the following three organizational goals:

1. Identify a national network of shared priority waters for native and wild trout and salmon, and take strategic action to care for and recover them.
2. Inspire a diverse corps of staff, volunteers, and partners to advocate for and participate in the care and recovery of our lands and waters.
3. Invest in systems and people—staff, volunteers, and partners—so we have the tools, technology, training, and resources necessary to achieve our shared goals.

This plan offers new pathways for collective action and measurable results across the country by educating, engaging, and inspiring people and communities to care for the lands and waters that sustain us all.

OUR APPROACH: OPERATING AS ONE TU TO FIX OUR RIVERS

We believe that the most complex and seemingly insurmountable challenges can be solved when people come together and get to work. Expertise and experience are crucial to creating change, but without hard work by determined people, even best intentions become empty promises and plans remain incomplete.

Under this plan, we seek to realize the full potential of our volunteers and supporters by coalescing as One TU—one community in pursuit of a shared vision, mission, and goals.

At TU, we advocate for and repair rivers, and in the process, we strengthen the communities in which we work. We believe success comes when we can bring people together to make positive change.

And there are many successes to celebrate. TU gets results at every scale—local to national—by leveraging our grassroots credibility, nonpartisan pragmatism, and local presence with science, conservation, and advocacy programs that are unrivaled in the conservation world.

We've proven that we can get more done when we engage all our people and assets across the organization to address a need or opportunity. Greater coordination and collaboration among chapters, councils, partners, and national staff amplifies our policy influence, fundraising, and conservation impact.

Working toward this new strategic direction, we will continue to advocate for and fix rivers. We will demonstrate anew the power of bringing people together to create positive change—in the waters where trout and salmon thrive, and in the communities that depend on them.

OUR KEY STRATEGIES

Goal 1: Identify a national network of shared priority waters for native and wild trout and salmon, and take strategic action to care for and recover them.

Desired Outcomes:

- *The blueprint of priority waters is a shared conservation agenda for TU and our partners and constituents.*
- *Our corps of TU staff, volunteers, partners, and supporters are inspired and actively engaged in executing the goals of the shared agenda.*

Key Strategies:

1. Develop priority waters criteria and sites in collaboration with councils, chapters, and partners.
2. Align TU resources and investments behind the shared conservation goal and metrics.

Goal 2: Inspire a diverse corps of staff, volunteers, and partners to advocate for and participate in the care and recovery of our lands and waters.

Desired Outcomes:

- *TU's community represents a larger, more diverse constituency of staff, volunteers, partners, and supporters taking action to advance the conservation goal.*
- *TU's culture and approach are viewed as inclusive, equitable, and respectful of the diverse voices and interests of our staff, board, volunteers, partners, and the communities in which we work.*

Key Strategies:

- Develop a new engagement model that expands the corps of volunteers, partners, supporters, and advocates taking action to care for and recover our lands and waters.
- Renew TU's brand strategy and message and establish a multi-year marketing communications plan to advance TU's goals.

Goal 3: Invest in systems and people – staff, volunteers, and partners –so we have the tools, technology, training, and resources necessary to achieve our shared goals.

Desired Outcomes:

- *TU is the employer of choice in the conservation community.*
- *TU has the necessary resources to execute our five-year strategic plan.*
- *Technology fosters collaboration across all levels of the organization.*

Key Strategies:

- Improve and implement the necessary systems and processes, supported by the appropriate, integrated technology.
- Design and launch a comprehensive capital campaign to fund our organizational strategy.
- Operationalize our DEI strategy, ensuring training and integration at all levels of the organization and our work.