



# COMMUNITY. ADVOCACY. TRAILS.

3-Year Strategic Plan | 2025-2027



# VISION

## Mountain Biking for the Future. For Everyone.

Imagine a New England where...

- Everyone is within 30 minutes of a mountain biking destination, allowing them to enjoy the pristine outdoors on two wheels.
- Our large community represents people from all walks of life and abilities.
- Riders can exult in the most varied, dense, connected trail network in the country.
- Local and world-class programs and events foster rich friendships and attract visitors from across the United States.



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**NEMBA** is the definitive leader on all-things mountain biking in New England, a chief partner in the conservation and outdoor recreation communities, and a leading authority on trail building and mountain bike education.



# MISSION

## Community. Advocacy. Trails.

We are a volunteer-strong, non-profit organization dedicated to guiding a sustainable future for mountain biking for everyone.

# VALUE

# S

what we believe!



## VOLUNTEERISM

Volunteers are the heart of our organization and will lead us to greatness. **We thrive by embracing, supporting, celebrating, and harnessing each individual** in our 10,000-person volunteer-strong community!

## KINDNESS

To create the most welcoming organization possible, **we believe in kindness to all!** Whether making the new rider feel welcome, letting hikers pass on a tight trail, or celebrating the great work of our volunteers, we lead with kindness.

## INTEGRITY

We tackle all our projects with the utmost consistency, transparency, and fairness. **We understand and empathize with different points of view** because, well, not everybody loves mountain biking... yet. By leading with integrity, we foster healthy relationships with landowners, members, and the greater community.

## BOLD

To ensure mountain biking thrives in perpetuity, we are focused on identifying, following, and leading the next direction for this sport. **We partner with mission-aligned organizations** to maximize our impact and permanently protect land to preserve our trails.

## EQUITY

We are focused on **ensuring people of all backgrounds, races, ages, gender identities, and abilities enjoy ample opportunities to mountain bike**. The mountain biking community has a long way to go towards achieving this; we hope to lead the way.

## JOY

At the end of the day, **mountain biking should add joy, humor, and fun to all our lives**. Why else would we do it? Let's celebrate mountain biking as the wonderful gift that it is.



## WHO WE ARE

- **13,899** Mountain bike trail miles
- **10,152** Members
- **3,862** Volunteers
- **17,273** Program participants
- **35** Chapters
- **2** Regional staff
- **12** Seasonal staff
- **1** NEMBA-owned land parcel
- **\$1,000,000+** Annual revenue

## WHAT WE DO

- **5,271** Volunteer trail work hours
- **22,274** Volunteer hours
- **443** Events and rides



## HOW WE DO IT

- Trails
- Advocacy
- Community

# CHALLENGES AND OPPORTUNITIES

## DIVERSITY, EQUITY, AND INCLUSION

Mountain biking and NEMBA should represent the full spectrum of potential riders we wish to inspire and engage. Through concerted outreach to women, youth, BIPOC, adaptive riders and other underrepresented groups, NEMBA can be a North Star in leading change. More mountain bikers and members create a more vibrant community that benefits us all.

## MTB'S EVOLUTION

The sport of mountain biking is evolving, influencing who rides and how. Today's riders are drawn to connected networks, machine-built flow trails, downhill trails, and skills parks; new forms of off-road biking are taking hold: fat biking, gravel riding, bike packing, and adaptive riding; we are seeing exponential growth in youth programs, racing, and camps; and new riders are demanding ever more beginner trails. Any world-class mountain biking organization will keep pace with – and even stay ahead of – such advancements. NEMBA can be such a leader by cultivating the nimble and savvy approach and perspective needed to identify, embrace, and predict trends in real time – and even establish new ones. By developing trail networks to meet today's riders, NEMBA can enhance the experience for new and experienced cyclists alike, making New England a must-visit mountain biking destination.



# CHALLENGES AND OPPORTUNITIES

## **PRESSURE ON OPEN SPACE AND TRAILS**

As more people discover the outdoors, tensions can mount between different user groups and land managers. This issue presents a unique opportunity for NEMBA to continue to build strong partnerships with land managers and other trail, outdoor recreation, and conservation organizations. By advocating with our partners for the best policies we can successfully navigate these tensions.



## **ORGANIZATIONAL TRANSITIONS**

In just three years, NEMBA has seen major transitions: three executive directors in quick succession, along with a rapid increase and decrease in staff levels. The current Board of Directors stretched to support and, at times, oversee operations during the transition. As the organization begins to steady itself, the task at hand is to future-proof by upgrading the foundational operations infrastructure, reforming the governance structure for the next generation, and positioning staff to be force multipliers for the overall organization and each chapter.

# TOP-LINE PRIORITIES FOR NEXT 3 YEARS

## Priority 1: Trails

Build and maintain trails for the future.

## Priority 2: Advocacy

Preserve and protect places to mountain bike in perpetuity.

## Priority 3: Community

Cultivate an expansive community of enthusiasts.

## Priority 4: Organization

Establish the framework for enduring success.



# PRIORITIES

## Priority 1: Trails: Build and maintain trails for the future.

Our expansive network built over the last 35 years reflects the rich history of mountain biking. Today’s and tomorrow’s riders are seeking expanded riding experiences.

We must embrace an ever-widening definition of off-road cycling, and integrate more state-of-the-art trails into our networks while ensuring our existing trails remain well-maintained.

## STRATEGY

Action(s)	Start/Completion Date			Outcomes, by 2027
	2025	2026	2027	
1. Encourage chapters to build modern, varied trail, in addition to classic style trails: a. Reorganize NEMBA <u>grants</u> around trail goals. b. Increase grant funding to chapters.	●			Trail grant funding increased 50%; Modern trail networks funded
2. Increase urban access to mountain biking with new trails and/or bike parks in urban areas.		●	●	Construct 2-3 networks/ skill parks within 15-minute ride of urban area
3. Create and implement adaptive plan with one adaptive trail network per chapter.		●	●	1 adaptive network per chapter
4. Create a universal, optional NEMBA trail signage system to assist with wayfinding and promote NEMBA.		●	●	Signage installed
5. Expand trail building capacity by developing <u>Trail School</u> into a comprehensive program with advanced training and regional convenings.		●	●	Participation doubles to 100 per year
6. Advance efforts to create and promote large, <u>connected trail networks</u> : a. Identify and invest in promising connected networks of national significance. b. Promote existing and new large, connected networks of regional significance	●	●	●	2 high-quality networks of 60+ miles. Investment in 1-2 trail networks with potential for national significance



# PRIORITIES

## Priority 2: Advocacy: Preserve and protect places to mountain bike in perpetuity.

Advocacy is the cornerstone of a successful mountain bike program and trail network. With a tremendous record of successful local advocacy, it is time to professionalize our advocacy efforts, coordinate at a statewide level, work with partners on relevant national issues, and provide training to our chapters to enhance their capabilities.

### STRATEGY

Action(s)	Start/Completion Date			Outcomes, by 2027
	2025	2026	2027	
7. Coordinate statewide <u>advocacy</u> by empowering one leader per state to facilitate efforts.	●			Trackable statewide advocacy initiatives
8. Ensure NEMBA is represented on high-profile <u>outdoor recreation, trail, and conservation committees</u> with peers like the Appalachian Mountain Club, and/or Audubon.	●	●	●	2 new committee appointments
9. Coordinate training for Chapter Leaders on advocacy best practices.		●		Formal training program implemented
10. Adopt an unambiguous position supporting Class 1 eMTB's for their ability to make mountain biking more accessible, while supporting responsible use of such bikes.	●			NEMBA policy adopted
11. Partner with mission-aligned outdoor recreation and conservation organizations to support key legislation of common interest.	●	●	●	2 new major regional partners
12. Partner with stakeholders, landowners and mission-aligned organizations to protect trails and open space in perpetuity which may include acquiring land.	●	●	●	1-2 new parcels protected in perpetuity

# PRIORITIES

## Priority 3: Community: Cultivate an expansive community of enthusiasts and supporters.

Being out in nature is essential to everyone’s mental and physical well-being. By broadly sharing the experience of mountain biking, welcoming new people to the sport, and embracing a more diverse audience, we contribute to a healthier New England community. We also cultivate the next generation of leaders to ensure mountain biking thrives in perpetuity.

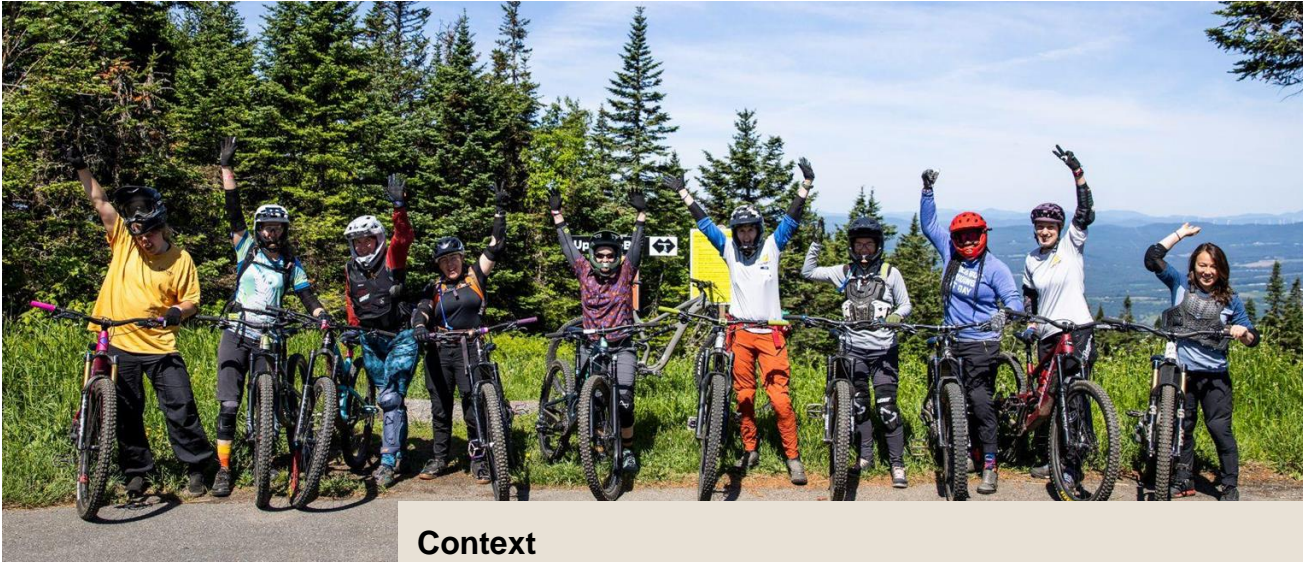
STRATEGY	Start/Completion Date			Outcomes, by 2027
	2025	2026	2027	
12. Develop, implement, and scale <u>programs</u> for groups underrepresented in mountain biking: youth, women, BIPOC, urban residents and adaptive riders.	●	●	●	Engage 1500 individuals per year; 2+ urban bike playgrounds built
13. Establish an enviable suite of member benefits to recruit and reward members and enhance NEMBA’s brand through association.	●	●	●	Grow membership 15% to 11,500
14. Lead education efforts relative to etiquette, rogue trails, on-bike clinics, trail building and train-the-trainer sessions.	●	●	●	Participants: 100 trail school 500 on-bike clinics 50 train-the-trainer
15. Enhance <u>communications</u> to appeal to broader community, refresh NEMBA’s brand, and promote NEMBA victories.	●			Grow subscribers and followers 25%
16. Amplify our impact by strengthening <u>partnerships</u> with private landowners, stakeholders, peer, and youth mtb organizations, downhill parks, and conservation and outdoor recreation groups.	●	●	●	2 new major regional partners
17. Foster <u>friendships and a sense of community</u> through welcoming, thoughtful, high-quality rides, events, and programs that are the cornerstone of community building, a primary driver for NEMBA membership, and a significant source of funding.	●	●	●	Increase members satisfaction from 87% to 92%

# PRIORITIES

## Priority 4: Organization: Establish the framework for enduring success.

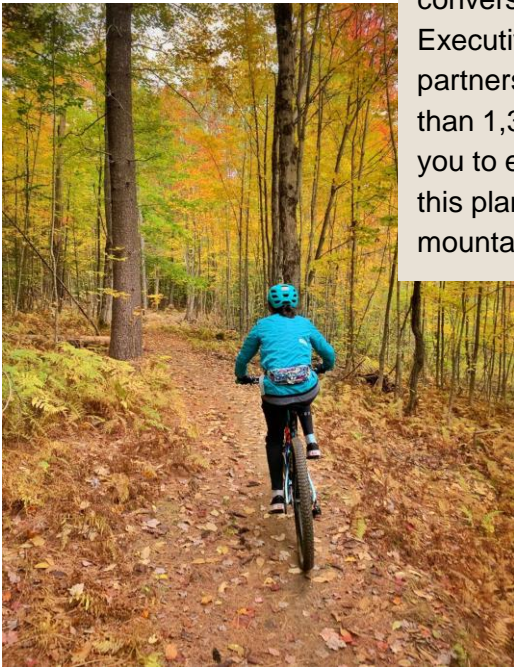
NEMBA is poised for organizational reimaging. With the right – and sound – operational infrastructure and organizational practices, we can unlock the full potential of NEMBA’s staff, chapters, and future.

STRATEGY	Start/Completion Date			Outcomes, by 2027
	2025	2026	2027	
Action(s)				
18. Restructure NEMBA leadership to ensure effective stewardship, governance, engagement, and diversity.	●			Implement restructured board with updated bylaws
19. Amplify the impact of regional staff, aligning team around strategic plan, optimizing roles, and maximizing support to chapters by acting as a force-multiplier for our volunteers.	●			Workplans and staffing organized around strategic plan
20. Introduce a modern website connected to CRM to streamline backend operations, facilitate chapter work, provide one-stop shopping for riders, support members and refresh NEMBA’s brand.	●			Website and CRM launched
21. Professionalize financial practices to follow best practices, streamline workflow and maximize utility.	●			
22. Initiate a volunteer strategy to motivate, encourage and reward volunteers.		●	●	
23. Formalize development programs with an increased focus on sponsorship, business memberships, grant writing and donor acknowledgement and management.	●	●	●	Increase non-member (individual) revenue 50%
24. Optimize rebate and grant program to most efficiently distribute funds to chapters.	●	●	●	



### Context

This Strategic Plan is the outgrowth of hundreds of hours of conversations, strategy sessions and meetings with the NEMBA Executive Committee, Chapter leaders, Board of Directors, friends, partners, peers, and funders. We also received feedback from more than 1,300 community members in our 2023 annual survey. Thank you to everyone who contributed! We look forward to implementing this plan, in concert with the Board of Directors and the entire mountain biking community.



### Board of Directors

- Belfast Area NEMBA, Chris Gardner
- Berkshire NEMBA, Alison McGee
- Blackstone Valley NEMBA, Kevin Sylvia
- Brattleboro-Keene NEMBA, Mike Davern
- Cape Cod NEMBA, Frank Merola
- Carrabassett Region NEMBA, Nick Karahalios
- Central CT NEMBA, Paul Whetmore
- Central Maine NEMBA, Chris Riley
- Central NH NEMBA, Mike Geldermann
- Fairfield County NEMBA, Mike Glantz
- Franconia NEMBA, Tim Clough
- Greater Boston NEMBA, Mary McCarthy
- Greater Portland NEMBA, Billy Czaja
- Housatonic Valley NEMBA, Brad Accettella
- Merrimack Valley NEMBA, Bryan Rule
- Midcoast Maine NEMBA, John Lemole
- North Shore MA NEMBA, Frank Lane
- Northwest CT NEMBA, Jonathan Regan
- Pemi Valley NEMBA, Slade Warner
- Penobscot Region NEMBA, Aaron Brasslet
- Piscataquis County NEMBA, Ken Pfaffmann
- Purple Valley NEMBA, Bill MacEwan
- Quiet Corner NEMBA, Jeff Doyle
- Rhode Island NEMBA, Wayne Asselin
- Seacoast NEMBA, Tim Mallard
- Six Rivers NEMBA, Reggie Lebel
- South Central NEMBA, Nate Lane
- Southcoast NEMBA, John Tomawski
- Southeast CT NEMBA, Brett Severson
- Southeast MA NEMBA, George Lester
- Southern NH NEMBA, Chris Gaudet
- Vineyard NEMBA, John Malone
- Wachusett NEMBA, Kris Munroe
- Western MA NEMBA, Phil Pless
- White Mountains NEMBA, Jeremiah Beach

### Executive Committee

- President, Adam Glick
- Vice President, Matt Schulde,
- Treasurer, Erin Faccione,
- Secretary, Mary McCarthy,
- Rhode Island, Wayne Asselin,
- Maine, Chris Riley
- New Hampshire, Matt Bowser
- At Large, Dave Hughes
- Bill Boles

### Staff

- Nicole Freedman
- Bill Boles
- Mick Ferraro



## CONTACT

New England Mountain Bike Association  
PO Box 2221  
Acton, MA 01720  
[www.nemba.org](http://www.nemba.org)  
[office@nemba.org](mailto:office@nemba.org)

## JOIN

Purchase your NEMBA membership to help maintain and build trails in your local area, support advocacy efforts to preserve and protect access to trails.

[Nemba.org](http://Nemba.org)

## DONATE

Go the extra mile to make mountain biking the best it can be in New England.

[Nemba.org](http://Nemba.org)

## VOLUNTEER

Volunteers lead the charge, spending more than 22,000 hours annually to build and maintain trails, lead rides and events, and support our chapters. Volunteer today.

[Nemba.org](http://Nemba.org)

## SHARE FEEDBACK

Let us know what is working and what you would like to see improved. Contact us at [office@nemba.org](mailto:office@nemba.org)

