



"Creating a Positive Future for Off-Highway Vehicle Recreation"

National Off-Highway Vehicle Conservation Council (NOHVCC)

Strategic Plan

2024 – 2027

TABLE OF CONTENTS

<u>Topic</u>	<u>Page</u>
Executive Summary	3
General Description of the Organization	4
NOHVCC Mission and Principal Areas of Support	4
Overarching Interest to Increase Opportunities	5
Vision	5
Values	5
Goals and Objectives Listed By Area of Support:	6
-Clubs and Associations	6
-State Partner Program	7
-Great Trails Program	7
-Annual Conference	8
-Partnership and Coordination	9
-Education	10
-Safe and Responsible Recreation and Image	11
Goals and Objectives – Funding	11
Governance	12
Remarks about Capacity to Fully Implement	12
Performance Indicators and Tracking	12
Approval and Periodic Review	13

Executive Summary

NOHVCC is a 501(c)(3) non-profit public benefit organization that is principally funded by the OHV industry. It consists of a network of State Partners that are positioned geographically to support local OHV related initiatives. It has a fifteen-member working board drawn from state partners and ex officio members and is supported by a staff of 2-4 full-time employees.

The general purpose of the organization is to create and sustain opportunities that ensure a bright future for OHV recreation.

NOHVCC concentrates on seven principal areas of support to those involved with OHV recreation. These areas include developing and supporting clubs and associations; developing highly effective state partners; providing the most authoritative documents, reference material, and training for motorized trail projects; providing high quality conferences; developing advanced partnerships and coordination; providing educational materials and support; and contributing to broadly practiced positive norms of safe and responsible OHV recreation that sustains a positive image.

The vision for NOHVCC includes being the most effective and authoritative source of support in their primary interests that contribute to a positive outcome for OHV recreation.

NOHVCC's values include respect for everyone's interests that relate to OHV recreation and a commitment to developing opportunities for all that wish to participate.

This strategic plan lists goals and objectives for principal areas of support and the organization intends to fulfill those during the span of this plan. In addition, the organization set goals and objectives for adequate, stable, and predictable funding to sustain their efforts as they continue to expand their effectiveness.

Apart from tracking the progress of this plan, governance issues related to the organization will be addressed in a separate parallel plan.

The capacity of the organization to fully implement the goals and objectives listed in this plan has been carefully considered. The organization has a small staff, a working board of part-time volunteers, and limited funds. We intend to make significant progress in the near term, but it will likely take the full term of this plan to satisfactorily meet our current goals.

Not everything that we identified in our strategic planning process is included in this plan. Some nearer term goals must be accomplished before we can realistically pursue some of what has been set aside for future action. We will preserve what we identified in our planning process that is not specifically included in this plan and address it in a future revision as appropriate and as we are positioned to do so.

Tracking our progress achieving our goals and objectives will be done using an internal tool we currently use to track organizational projects. This is reviewed monthly. We will also formally review the complete plan twice each year to consider our overall progress and to make necessary adjustments or to take advantage of newly developed positive opportunities.

NOHVCC General Description

NOHVCC is a 501(c)(3) non-profit public benefit organization first started in 1991. It is not a membership organization. It is primarily funded by the Motorcycle Industry Council, Specialty Vehicle Institute of America, and the Recreational Off-Highway Vehicle Association.

The mission of NOHVCC is to serve as a national body of OHV recreation enthusiasts to develop and provide a wide spectrum of programs, materials, information, and other “tools”, to individuals, clubs, associations, and agencies to further a positive future for responsible OHV recreation.

NOHVCC is comprised of a combination of volunteer part-time State Partners, some of which are board members and officers of the organization, and some full-time staff. Typically, multiple partners can represent a single state but not all states may have a State Partner assigned. Board members are elected from the State Partner group while officers (President, Secretary, and Treasurer) are drawn from members of the board and are also elected by State Partners. Three board members that represent OHV related organizations in Canada serve as ex officio and non-voting members of the board. The immediate past president can be included as a non-voting board member. Our officers and board can include up to 15 personnel which is necessary as we have a working board of part-time volunteers to help support our organization. Our full-time staffing typically ranges from 2-4 employees.

NOHVCC concentrates on these principal areas of support (not listed in priority order).

- Help to **establish and sustain clubs** and state/regional associations that can provide the necessary local support to OHV recreation. Sustainment involves providing information, training, and services that will enhance the effectiveness of these organizations.

- Provide a **State Partner Program** to establish designated volunteer liaison personnel in states to provide information and support to local organizations while also providing information to NOHVCC about local issues of interest. The two-way communication that is part of this program is intended to ensure that information and resources are brought to bear to ensure the best outcomes for OHV recreation.

- Provide information and support to OHV enthusiasts, land managers, and agencies as part of our **Great Trails Program**. NOHVCC is a primary leader in developing best practices and reference material that supports sound motorized trail design and management. This promotes the preferred recreation experience for enthusiasts while contributing to sustainable trail design that land managers require to address ongoing maintenance and environmental concerns.

- Develop and host an **annual conference** that addresses important OHV related issues and concerns of enthusiasts, land managers, agencies, and the OHV industry. This involves developing input from these groups to tailor the content of the conference to best meet needs and priorities.

- Provide an opportunity for **partnership and coordination** among enthusiasts, land managers, recreation planners, OHV related agencies, OHV industry representatives, policy makers, and others that have an impact on the OHV recreation environment. Much of this involves promoting best management practices that will contribute to a favorable outcome for OHV recreation.

- Provide **education materials and opportunities** that contribute to the knowledge and wisdom of those involved with OHV recreation. This also involves improving communication channels to expand our reach in providing this and other services in support of our mission.

-Promote **safe and responsible OHV recreation and the positive image** required for our recreational interests to thrive. Contribute to developing understanding and acceptance of OHV recreation as part of a positive and responsible lifestyle. Some elements that contribute to long term success in this realm involve youth education and education for all that addresses topics like safety, ethics, and environmental concerns.

Apart from these principal areas of concern, there are sometimes opportunities for NOHVCC to take other actions that contribute to a positive outcome for OHV recreation. Opportunities are evaluated to ensure the best use of our resources.

Overarching Interest to Increase Opportunities

Much of the work we do contributes to the basic tenet of **increasing opportunities for OHV enthusiasts**. This goes beyond just trying to address unmet demand for places to enjoy OHV recreation. It is about preserving existing opportunities and the continuing cycle where new opportunities create additional demand as more enthusiasts participate in OHV recreation. Additional demand leads to developing even more opportunities and the cycle continues. As the cycle continues, more OHV riders are doing more OHV riding. We recognize the positive economic impact OHV recreation has in our economy and often in the more rural areas where many trails are located. It extends well beyond the very significant impact of even more OHVs being sold along with the aftermarket equipment and accessories that are part of OHV recreation.

VISION FOR NOHVCC

NOHVCC provides support to OHV recreation with their unique role in developing and supporting many of the important components that underly actions that are required for OHV recreation to thrive. The vision for NOHVCC is to continue to develop and expand their contributions in this realm. This involves **expanding the reach and effectiveness of our actions** that develop and support clubs and associations; highly effective state partners; the most authoritative documents, references, and training for motorized trail projects; high quality conferences; advanced partnerships and coordination; educational materials and support; and broadly practiced positive norms for safe and responsible OHV recreation that sustains a positive image. To ensure the long-term continuity of these efforts, NOHVCC must have consistent, adequate, diverse, and secure funding streams to support the organization's efforts.

NOHVCC VALUES

We recognize that OHV recreation is a quality recreation experience. It provides opportunities for family activities, social experiences with other enthusiasts, and opportunities to explore the outdoors.

We respect the interests of all that are involved with or impacted by OHV recreation. We strive to contribute to appropriate outcomes and balanced actions that provide a reasonable result for everyone affected.

We recognize that OHV recreation is an opportunity for all that choose to participate. We must strive to help overcome barriers related to accessibility and other potentially adverse societal issues.

We recognize and value the commitment of NOHVCC members, staff, and other contributors to our interests. We recognize that being affiliated with NOHVCC requires significant volunteer effort, particularly with the structure of our working board and state partners, and we deeply appreciate the contributions of our volunteers and paid staff that contribute to our success.

Goals and Objectives Listed By Area of Support

Clubs and Associations

Goal: To have relevant overarching state or regional associations where they are required to support and promote positive outcomes for OHV recreation.

Discussion: State or regional associations may represent multiple types of OHV recreation in a single organization, or they may be specific to a single type like OHM, ATV/UTV, or 4WD. Not every state may require a state level organization. Sometimes regional associations can address interests that go beyond state lines and are more aligned with lands of interest. Realistic span of control issues dictate that we concentrate on associations and not try to address the largely unmanageable potential lists of riding clubs and social groups that may be present in a state (except as noted below). We recognize that local clubs often produce local projects, and we continue to actively encourage and support club and project development. We also recognize that state associations can be the best asset in nurturing newly formed clubs and assisting them with project development as associations are deeply familiar with systems, procedures, regulations, and key personnel in the OHV environment in that state.

Objectives:

1. Update our current list of state and regional associations to determine where they are in place, what OHV interests they represent, and whether they are active and effective. Some states may not have an association but may have a riding club that is active and effective in dealing with OHV issues and may be acting in the role of an association to some extent.
2. Once an updated list is verified and in place, analyze the situation to determine where associations may be needed. This will likely involve a careful evaluation of needs, active issues in the area, potential for OHV initiatives, priorities, and the lack of clubs that might be contributing in a broader OHV management role.
3. Bring the content and presentations we use for forming associations up to date. Determine practical methods to conduct an association development workshop that includes both in-person presentations and alternatives that might be required in an environment of constrained resources.
4. Get State Partners involved in contributing to the effort to develop state associations. Although not authoritative in this effort, they must be equipped to encourage the necessary coordination with NOHVCC to initiate actions to work with people in the state or region to form an association.
5. Review existing materials for clubs to provide products most appropriate to the scale of what they are trying to achieve in forming their club (e.g. sample fill in the blank bylaws).

State Partner Program

Goal: To have knowledgeable, active, and effective State Partners that practice initiative and active communication related to NOHVCC interests in OHV recreation in each state that has OHV recreation.

Discussion: The key is that partners are active and involved in OHV recreation, that they possess sufficient knowledge and wisdom about OHV related issues to be effective, that they have the necessary contacts and relationships to communicate in all directions about OHV issues, and that they display sufficient initiative to take positive actions in their state. Ideally, partners would already be deeply involved in OHV related activities as part of other advocacy roles they may have in associations. We need to recognize that some partners can go through a cycle where they initially may be more active and involved but eventually start to drift away from being active in the role due to life changes. It is important to keep regular contact with partners to ensure they are active and effective. Contact is a two-way effort. In cooperation with State Partners, we need to identify and mentor new partners to ensure effective continuity as existing partners move on.

Objectives:

1. Update our current list of State Partners to determine who is actively and sufficiently participating in support of our program.
2. Identify where new state partners are required.
3. Develop/revise a position description for State Partners that clearly describes participation expectations, duties, and responsibilities of partners. As described in our volunteer workshops, account for the interests and abilities of partners to create a good fit for all involved.
4. Develop a plan for regular communication with partners.
5. Identify quality mentors for new state partners. Existing co-partner(s) in a state may not always be an effective choice. Strive to create mentoring relationships with the people that will do the best job in developing new partners for the benefit of the overall organization.
6. Ensure that partners understand that they must display appropriate values in their practices with OHV recreation so as not to detract from the positive image we foster.
7. Review our application process to ensure it meets our needs and desired outcomes.
8. Recruit additional partners where required.

Great Trails Program

Goal: Position NOHVCC to be recognized as the center of expertise for OHV trail development and management.

Discussion: Actions along this line can involve in-person workshops but we must recognize that there are many more projects being worked on than we can ever address with workshops. With that in mind, we need to ensure that our outstanding reference material for motorized trails is widely known and easily available for people to obtain. We must be active in keeping our content current so that we continue to be recognized as having the best practices for motorized trails. We need to expand our reach in providing instruction and content to people in the field by way of a variety of methods. Some of these may include exportable training that may include video, web-based instruction and seminars, bite-sized articles, and other delivery options that can highlight key concepts of our program. We should consider

partnerships with other organizations that lead people to our expertise as the authority on best practices for motorized trails.

1. Make our trail instruction products more visible while highlighting that we have the most current and best practices for motorized trails.
2. Reconsider our delivery system for existing reference material to ensure it can be accessed by anyone at any time.
3. Update our reference material to ensure we are presenting the most current best practices.
4. Develop methods that allow us to provide instruction apart from completely in-person workshops.
5. Generate bite-sized content to instruct on certain aspects of Great Trails. An example might be a three-minute video that explains the concept of climbing turns or rolling dips. Prioritize this effort to highlight the concepts that are most important to sustainable trails and the desired user experience.
6. Find ways to share some of our content on social media or other similar outlets to create greater awareness of our program, expertise, and available resources. Marketing.
7. Develop a program of training to refresh and sustain the skills of those that previously completed Great Trails instruction.

Annual Conference

Goal: Host a conference that proactively serves the needs of our audience with meaningful content in a fashion that establishes us as the leader in contributing to a positive outcome for OHV recreation.

Discussion: The annual conference is a major component of our organization's contributions to OHV recreation. It requires deliberate planning that thoughtfully accounts for the needs of those we serve. This requires significant advance planning to not only identify a location and facility, but to also ensure we are addressing the issues that are important to those we support. It should be a blend of continuing to enhance understanding and mastery of some basic issues and skills while also exploring innovations relevant to our interests. Our conference should help people evolve in the OHV areas of interest. We also need to recognize that there is a "wow factor" to conferences as well. Good content and a well-organized event can synergistically add to the perceived value of our organization. We need to be sure to plan and execute in a manner that makes the most of that opportunity – even if there are additional costs involved to provide sufficient support for the event.

Objectives:

1. Identify locations that provide the necessary opportunities and facilities that allow us to create a high-quality event.
2. Conduct early planning that identifies the needs that we are trying to address. This can involve topics and themes that we want to incorporate into the conference.
3. Conduct early planning that identifies the most appropriate and best presenters available for a topic.
4. Include a significant amount of meaningful interactive discussion components instead of the more common exclusive lecture format.

5. Ensure that mobile workshop topics and presentations are meaningful, make the most of the location involved, and that they provide sufficient value as related to the extra expense to participants.
6. Ensure that people that attend the conference understand the need to actively share information from the conference to expand the reach of the material presented there. Develop a program to encourage and ensure that sharing is taking place. Very important.
7. Ensure that conference presentations are immediately available after the conference so that people can go to work sharing before they are overtaken by life's events back home. This will require that much of the presentation information be submitted to NOHVCC prior to the conference or before the end of the conference.
8. Develop a system of rewards for presenters including those that present material in NOHVCC forums apart from the conference. This could be a small token like a NOHVCC coin, certificate, discount, or some other tangible reward that acknowledges their effort, makes people feel appreciated, and encourages others to contribute.
9. Incorporate deliberate opportunities for side conversations (communication) and networking.
10. Create a system to receive information about topics people would like more information about.

Participation and Coordination

Goal: Have operating channels of communication that contribute to an active exchange of information among stakeholders related to OHV recreation.

Discussion: One of the best ways to promote participation and coordination among enthusiasts, land managers, recreation planners, OHV related agencies, OHV industry representatives, policy makers, and others that have an impact on the OHV recreation environment is to have multiple and effective channels of communication by which we can exchange information. For external communications, it is important to "enroll" people in our communications channels (i.e. mailing list). It is also important to make best use of other communication channels that our stakeholders might use. This could include things like social media sites, Instagram, a YouTube channel, and other popular methods. It is also important for us to have adequate internal communications that best address our needs. Careful consideration must be given to the methods of communication to ensure we address needs and preferences with a variety of methods.

Objectives:

1. With the need to track multiple initiatives and objectives relating to our strategic plan, we will need a method of internal communication that allows us to organize and update information contributed by multiple sources over time. We should develop an internal private forum where we can start and contribute to threads relating to a particular topic. This puts all the information we are developing in one location for easy access. It can be added to at any time and eliminates the need to awkwardly try to sort through and manage information via e-mail. This should be a high priority item.
2. We need to devise a method to expand our mailing list.
3. We need to expand our presence on social media and on other platforms that are popular with sharing information. If we employ videos, we should create a YouTube channel.

4. Over time, consider creating a public forum that allows regulated access to appropriate subscribers that could be people from stakeholder groups. As an example, there could be a land managers sub-forum that promotes the exchange of ideas and information and collaboration that is not otherwise available to all participants that we want to reach. There could be a more public component for registered users as well. This could be a tremendously valuable opportunity for communication and opportunities to engage. There could be an exclusive state partner sub-forum as well. It could allow internal discussions and cross-coordination among partners.
5. Provide convenient and adequate resources that prevent stakeholders from going elsewhere.
6. Find ways to better use our website.

Education

Goal: Provide education materials and opportunities that contribute to the knowledge and wisdom of those involved with OHV recreation while being recognized as a respected and authoritative source.

Discussion: We must be regarded as a “go to” organization for information on topics related to our mission. Some of this has to do with providing meaningful content through a series of regular articles, webinars, and the like while also providing convenient access to materials made available through our online library. All this contributes to enhancing our role as a subject matter expert organization. We must actively explore and identify content to distribute that is relevant to our interests as an organization. This could include guest articles from state partners or other stakeholders or sources in the field.

Objectives:

1. Develop a more structured system of developing content to share.
2. Develop a longer-term schedule for publishing content in our broadcasts (proactive not reactive).
3. Restore and refine our library to allow easy access for information, categories of information, and previously published articles, webinars, and other content.
4. Employ more methods of delivery (digital, videos, short videos, webinars, articles, information papers, social media, etc.).
5. Find ways to better use our website.
6. Identify and use external resources for developing and sharing content (stakeholders, partners, agency officials, etc.).
7. Establish priorities for types of education and training to allow us to best focus our efforts and resources.
8. Satisfy inquiries to prevent people from going elsewhere.
9. Engage with other organizations that are involved with OHV related education and content to build ways to expand education opportunities and content.
10. Create a system to receive information about topics people would like more information about.
11. Recognize expertise that certain stakeholders possess about certain topics and encourage them to present educational information in the form of articles, videos, webinars, information papers, conference presentations, and the like.

Safe and Responsible OHV Recreation and Image

Goal: Create an environment where the norm is safe and responsible OHV recreation combined with a positive image of same.

Discussion: We must create a culture that promotes safe and responsible OHV recreation. We must achieve a generally positive image of enthusiasts and their recreational interest. Promoting this requires that all that are associated with our organization practice this norm. One can't be associated with this organization if they publicly display values contrary to our goals. This can include posts on social media that are contrary to our goals and image.

Objectives:

1. Ensure that people formally associated with our organization understand and are committed to the desired image, safe behavior, and responsible operation that are part of our goals for OHV recreation. This involves initial screening and a clear statement of expectations in this regard.
2. Add information about the desired commitment to safe and responsible operation and the desired image for OHV recreation to the sample bylaws we provide in the club start up kits.
3. Actively discourage behavior that detracts from the desired outcome.
4. Encourage a community that shares the desired values in this regard. If you don't embrace our goals, you are an outlier.
5. Recognize industry concerns about unnecessary on-road use of OHVs.

Funding

Goal: Establish a stable, predictable, and adequate level of funding to provide sufficient resources and security that allows for new initiatives and growth that will contribute to an even greater impact contributing to a positive future for OHV recreation.

Discussion: Funding is principally derived from a grant provided via a single source and funds are provided on an annual basis. The source has reduced levels of funding over the years and even withdrew some previously awarded funding this year. They also indicated their desire for us to obtain additional sources of funding to reduce the amount they are asked to provide. We have routinely obtained funds from other sponsors to assist us with specific events (conferences, workshops, etc.). Some external support we provide generates funds to support the organization but often this is a break-even situation. There is competition for available funding related to our interests. This is one of the reasons we need to maintain a position where we are recognized as relevant, effective, and provide resources that have a significant positive impact on OHV recreation.

1. Find ways to overcome a chicken and egg situation where more funding is required to enable us to secure more funding. Some of this relates to having sufficient staff which need to be funded.
2. Explore a wide variety of potential funding sources. These could include publicly funded government grants, other sponsorships, additional manufacturer and aftermarket industry funding, trail development that generates funding, other donations, and other opportunities. Multiple small sources may become a more significant component as opposed to a principal single large grant.

3. Examine successful methods used by other organizations.
4. Examine the potential success of equipment raffles.
5. Determine if we can become an option as part of larger charity fund drives (United Way, etc.).
6. Determine if we can encourage matching funds from sources that might wish to encourage and add to our return from other fundraising activities.
7. Determine what publicity or other value we can offer sponsors as part of their donation.

Governance

Apart from issues related to tracking performance indicators related to this strategic plan, governance issues will be addressed as part of a separate effort and plan. We are already addressing some of the governance issues brought forward during our strategic planning process. A follow on to this plan will be our assessment and plan to improve governance within our organization.

Remarks About Capacity to Fully Implement

We recognize that we have constraints in our capacity to fully implement the required objectives. We have limited funding, a small staff, and a volunteer working board as our principal resources. One way to overcome some lack of capacity is to extend the time available to fully implement some of the objectives included in this plan. The plan requires significant effort and progress in the near term with additional accomplishments over time. Even so, some goals will require much of the next 3-4 years to accomplish which is the time scope of the plan. During our strategic planning, we identified additional goals but found that many were not within reach or realistic in the span of this plan. Many of the objectives contributing to our goals are enabling steps that will allow us to adopt some of the objectives not yet listed that may be currently out of reach. As we progress, we can revisit our initial strategic planning. Once some enabling steps are in place, we can adjust our plans to develop additional initiatives that align with our overall progress.

Performance Indicators and Tracking

Even though we sorted our primary interests into different categories in this plan, much of the work overlaps between categories. With this in mind, we are likely to build projects and programs that include or rely on multiple objectives from multiple categories at the same time. Goals often correlate or overlap in completing the work of an organization.

The best way for us to track our progress is to put together projects and initiatives that we can track on the tracking spreadsheet we are currently using and reviewing each month. This keeps our efforts visible, active, and allows for routine updates and review of our progress. As projects are completed, we can relate what we've done to the objectives we've included in our strategic plan to ensure we are accomplishing what we set out to do. In the end, we'll have complete visibility and tracking of our progress as we do essential work in support of the organization and our goals.

The strategic plan is a working document that can be revised as we work through it. A typical need for revision might be that we achieved enough objectives to enable us to take on new objectives that we were not previously positioned to be able to address.

Even as we track our progress with achieving specific objectives each month, we should comprehensively review this strategic planning document and discuss our overall progress and potential revisions during the mid-year in-person board meeting and during the annual conference board meeting each year.

Approval and Periodic Review



Approved by the Board of Directors: _____ Date: January 11, 2024

Bryan Much
President

Dates reviewed by the board:

2024: _____

2024: _____

2025: _____

2025: _____

2026: _____

2026: _____

2027: _____

2027: _____