



NORTH AMERICAN  
LINEN  
ASSOCIATION

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2025 ANNUAL REPORT

# NORTH AMERICAN LINEN ASSOCIATION

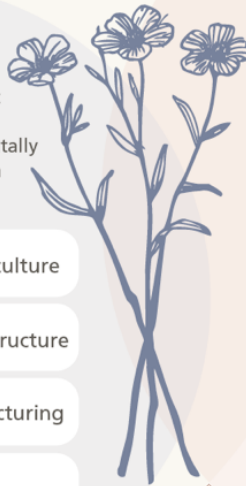
## OUR VISION

Bring together interest groups from all stages of the supply chain to revive the North American flax fiber industry including linen, non-wovens, composites and co-products.

## OUR MISSION

Lead the transition toward a resilient and sustainable flax fiber industry in North America rooted in environmentally responsible practices and focusing on the development of:

- 1 Commercial Flax Fiber Agriculture
- 2 Flax Fiber Processing Infrastructure
- 3 Textile & Industrial Manufacturing
- 4 Flax Fiber Co-Products



## OUR VALUES

### GROWTH

Committed to growing the flax fiber industry to commercial scale by supporting environmentally responsible agricultural practices resulting in a sustainable fiber, textile and co-products industry.

### STEWARDSHIP

Encourage a stewardship economy through growing a natural fiber industry that values the environment and its people, supporting environmentally responsible practices, and livable wages.

### RECIPROCITY

NALA is a trade organization built to lift up and facilitate multiple interest groups, and is representative, responsive, and beneficial to all members. Additionally, through the development and promotion of environmentally responsible agriculture and products, NALA's activities intend to provide mutual benefit to the environment and its people.

### RESILIENCE

Build resilient flax fiber production in North America, supporting collaborative and strategic responses to challenges, and diversifying the global marketplace.

### EDUCATION

Provide awareness, education, and networking opportunities regarding environmentally responsible flax fiber agriculture, processing, and manufacturing.

## Acknowledgement

The North American Linen Association (NALA) honors the Indigenous Peoples who have stewarded the lands across North America for generations. NALA recognizes their enduring presence and contributions, and we commit to respecting their rights and the natural world they have long protected.

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# Letter from the Board of Directors

Dear Members, Collaborators, and Flax Enthusiasts,

2025 marks the third year of the North American Linen Association (NALA) as an industry trade organization. NALA's board of directors and Executive Director approached the year with bold ambitions, enthusiasm, and action. We are proud of what we have produced as a team, inspired by a shared purpose.

This 2025 Annual Report outlines how we strategically approached 2025, our accomplishments, and what we have yet to undertake:

**Seeded:** We successfully piloted the 1% for North American Linen program with two brands: Eliza Faulkner and Terrapin Fibers. We hope to add more brands in 2026 and beyond.

**Nurtured:** We continued programs that have proved successful and valuable to our members: "NALA Connect" monthly member events, the NALA newsletter, and additions to the Member Resource Library. We saw healthy growth in our membership and expanded partnerships with complementary organizations.

**Grew:** We launched a survey in the summer of 2025 to support the "Status of Flax Fiber in North America" report released in 2026. The research expanded our network, increased our knowledge, introduced new members and supporters, and created a baseline of information we will build on.

NALA is not possible without countless volunteer hours, engagement, and contributions by many people. We extend sincere thanks to the individuals who have served on NALA's board of directors with dedication, generosity, and creativity.

We are fortunate to have had Shannon Welsh as NALA's Executive Director, leading the advocacy and expansion of NALA from the very start. Shannon has ensured that NALA focuses on delivering priorities, NALA maintains a presence in posts and events; and that membership and partnerships are managed with a thoughtful, expert hand. The Board extends our sincere appreciation for Shannon's commitment and contributions as she moves to a board position.

With much gratitude, we extend sincere thanks to our members and supporters who provide the motivation and resources to keep us moving forward. We are optimistic and enthusiastic about the future of flax in North America. We hope that as you explore this Annual Report, you will share in our excitement.

With warm regards,



**Annette Herboth, President, NALA Board of Directors**

On behalf of the North American Linen Association  
Board of Directors

# Letter from the Executive Director

Dear Members, Supporters and Partners,

When I reflect on where NALA began and where we stand today, I am filled with immense pride and optimism. This past year has been one of meaningful progress, not only in the growth of our membership and industry reach, but in the very structure that will carry our association forward. It is with great excitement that I share one of the most significant milestones in NALA's history: our transition to a board-led organization.

This shift to a board-led model reflects the maturity and strength of the foundation we have built together. It positions NALA for long-term stability, deeper industry impact, and a governance structure that will allow us to serve our members and mission with even greater focus and accountability. This is precisely the kind of growth I had always hoped to see for this association.

As part of this evolution, I have transitioned from my role as Executive Director into a seat on NALA's board of directors. I am honored to continue serving the mission I have been so deeply committed to — in a new capacity that allows me to help shape NALA's strategic direction alongside an extraordinary group of leaders. This is not a goodbye; it is a new way of showing up for an industry and community I believe in wholeheartedly.

I thank the continuing board members for their continued commitment: Alvin Ulrich, Annette Herboth, Sandra Marquardt, and Spencer Marchand. I am also proud to welcome four remarkable individuals to the NALA Board of Directors: Eric Singular, Patrick Flaherty, Sage Shelton, and Pamela Weiler. Together, they bring a powerful combination of strategic vision, leadership, and an authentic commitment to advancing NALA's mission.

None of what we have built would have been possible without you, the members, partners, supporters, and advocates who have invested in this vision from the beginning. I am deeply grateful for your trust and your commitment to the flax-to-linen industry in North America. I enter this next chapter with the same passion that launched NALA, and with tremendous confidence in all that lies ahead. It is a privilege to be on this journey with you.

With gratitude and optimism,

Sincerely,



**Shannon Welsh, Founding Executive Director  
North American Linen Association**

# Board of Directors

2025

## Executive Committee



**Annette Herboth, President**  
Founder, Twill Design & Consulting



**Fiona Barrett, Vice President**  
Researcher at Regentextiles



**Meara Butler, Treasurer**  
General Manager of Fairsing Vineyard



**Sandra Marquardt, Secretary**  
President of On the Mark Consulting



**Shannon Welsh, NALA Executive Director**  
Co-Founder of Coast Fibers

2025

## Board Members



**Alvin Ulrich**  
Owner of Biolin Research Inc.



**Arin Gintowt, Partner and President at Eliza Faulkner Designs and Founder and President of Canflax**



**Carol Hyland**  
Principal Consultant of CS Creative Inc.



**Kristina Foley**  
Founder of Food Shelter Clothing



**Spencer L. Marchand,**  
Vice President Founder and Chairman of Dakota Linen Company



**Zoica Miesen**  
Founder and CEO of Stitch Lightly

# Operations of the Board

The board of directors is pivotal in managing the affairs of NALA. Charged with fiduciary responsibility, the board ensures that NALA aligns with its mission while maintaining transparency, accountability, and excellence.

Essential duties of the board of directors include:

- ✓ **Budget Oversight** Adopting the NALA budget and regularly reviewing financial performance against it.
- ✓ **Policy Governance** Establishing and maintaining policies, procedures, rules, and regulations to guide the organization.
- ✓ **Professional Guidance** Retaining legal and other professional services as needed.
- ✓ **Leadership Selection** Selecting and, if necessary, removing the directors of NALA.

In addition to these governance responsibilities, the board also fulfills broader expectations to ensure the organization's success:

- » Actively contributing to NALA's strategic direction, goal-setting, and operational planning.
- » Preparing for, attending, and engaging in board meetings.
- » Sharing expertise by participating in working groups or committees.
- » Acting as advocates and ambassadors to enhance NALA's visibility and public image.
- » Leveraging personal and professional networks to support membership growth and fundraising initiatives.
- » Creating an inclusive environment that values diverse experiences and perspectives within the boardroom and organization.
- » Adhering to NALA's bylaws, policies, and board resolutions.

The collective dedication of the NALA board of directors ensures the organization remains a leader in the industry, advancing initiatives that benefit our members and the broader community. Their commitment to governance, advocacy, and collaboration strengthens NALA's ability to achieve its mission and goals.

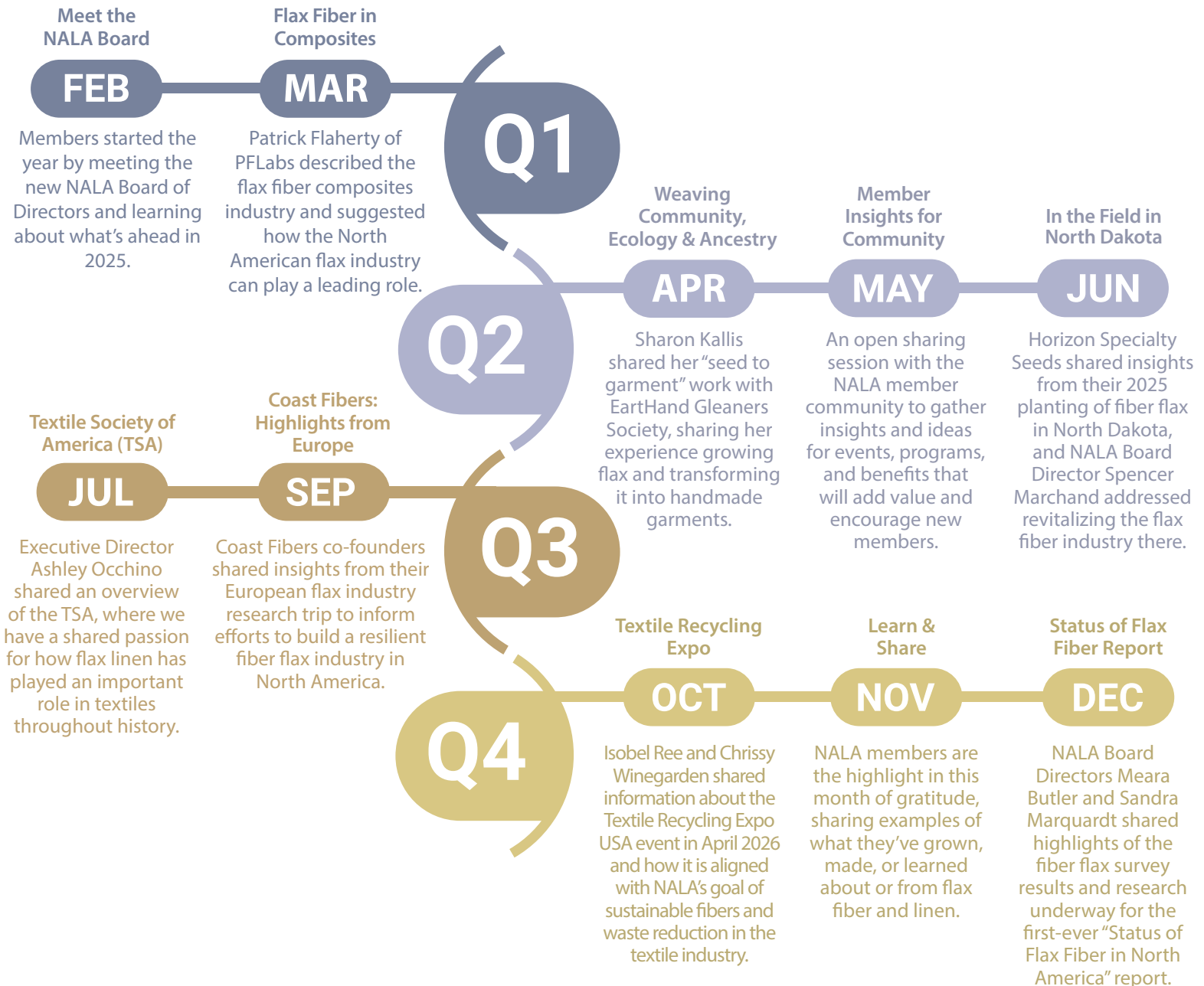


Photo Credit: Kristina Foley

# 2025 NALA Activities at a Glance

Priorities	Q1	Q2	Q3	Q4
<b>Member Resources</b>	Two <b>NALA Connects</b> : Meet the Board and Composites Overview	Three <b>NALA Connects</b> : Seed-to-Garment, Member Insights, and North Dakota Field Day Report	Two <b>NALA Connects</b> : Textile Society of America and Highlights from European flax tour	Three <b>NALA Connects</b> : Textile Recycling Expo, Learn & Share, and Status of Flax Fiber in North America report update
	<ul style="list-style-type: none"> <li>- Promoted regional &amp; flax related events</li> <li>- Bi-monthly member newsletters</li> <li>- Monthly <b>NALA Connect</b> member events</li> </ul>			
<b>Membership Development And Fundraising</b>	Hosted spring membership campaign	Launched 1% for North American Linen donation program	Undertook Giving Tuesday donation drive	Membership exchanges with Organic Trade Association (OTA) & AmeriFlax
<b>Events and Activities</b>	Attended Functional Fabric Fair Sustainability "Day Zero"	Kicked off Policy Working Group	Participated in Organic Trade Association & North Dakota Flax conferences	Attended AATCC / SEAMS conference as part of Alphabet Soup Collective Presented NALA to the Portland Handweavers Guild
<b>Content and Outreach</b>	Expanded LinkedIn & Instagram activity	Launched Facebook account	Continued social media posts Initiated North America Flax Fiber Survey	Finalized draft Status of Flax Fiber in North America report Updated organoleptic flax straw testing methodologies
<b>2026 Goals</b>	Define 2026 priorities Release Status of Flax Fiber in North America report	Release 2025 Annual Report Expand 1% for North American Linen participation	Host Flax Fiber Summit Develop FAQ sheets & educational materials to promote flax fiber	Conduct 2026 Flax Season Survey Prepare 2027 priorities Host board elections

# 2025 NALA CONNECTS: BRINGING MEMBERS TOGETHER



# Events and Accomplishments

**Expanded NALA Resource Library:** NALA's Member Resource Library contains a wealth of research and resources related to flax fiber and linen. All members have access to the library and are invited to contribute to the growing collection of resources.

**Published industry newsletter:** NALA issued 29 newsletters in 2025, 19 to members and 10 to non-member subscribers, sharing research, events, and updates across the growing NALA community.

**Coordinated NALA Flax Survey:** NALA undertook its first survey of fiber flax production in North America, reaching out to members and others in the US and Canada for information on their production acreage, processing techniques, and markets. The results were incorporated into the NALA Status of Flax Fiber in North America report (released March 2026).



**Established 1% for North American Linen,** a bold new campaign rallying designers, retailers, and flax fiber leaders to pledge 1% of North American linen sales to NALA. Pledges by participating companies support the development of an environmentally responsible, domestic flax fiber system.

Founding 1% for North American Linen companies are **Eliza Faulkner** the beloved Canadian designer known for modern femininity and commitment to sustainability, and **Terrapin Fiberworks**, an Annapolis, MD-based indie yarn dyer/retailer specializing entirely in earth-friendly plant-based yarns.

**Participated in North Dakota Flax Conference:** NALA Board Member Spencer Marchand and North Dakota State University Extension hosted a fiber flax roundtable in Carrington, ND, also attended by NALA Vice President Fiona Barrett. The event highlighted advancements in bast fiber crop production and processing, with a special focus on flax varieties suited to the Upper Midwest. Fiber flax variety trials had been planted alongside oilseed flax trials, and farmers and other stakeholders were able to learn about the similarities and differences, as well as the flax-to-linen process and what flax potentially means for North Dakota agriculture.

As part of the field tour, attendees visited Horizon Specialty Seeds' 55-acre certified seed field showcasing the Linore variety. This field marks a significant milestone in the revival of domestic bast fiber production. North Dakota is already the leading producer of oilseed flax in the United States.



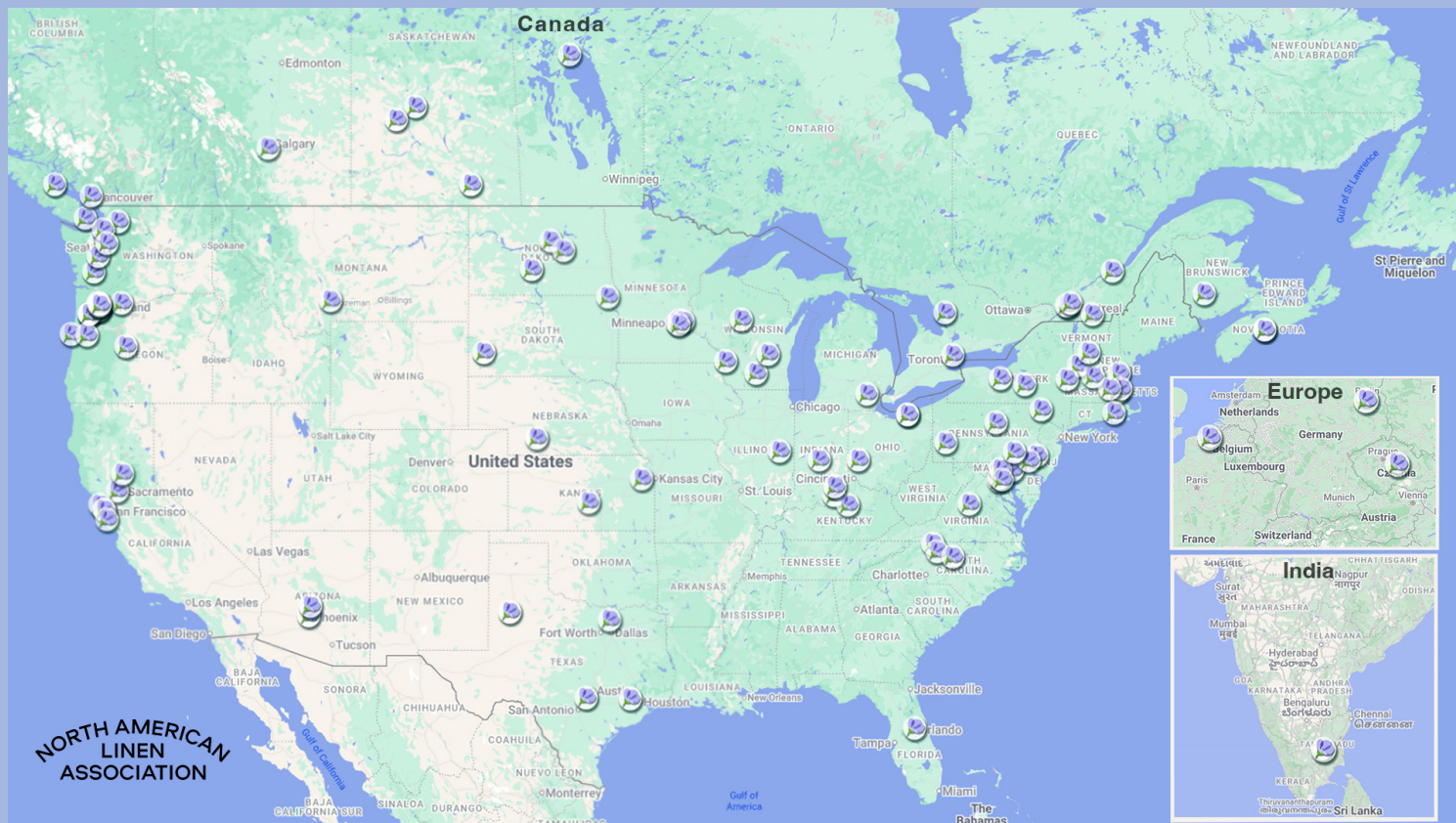
**Educated at Organic Trade Association "Organic Week in DC" Conference:** NALA Secretary Sandra Marquardt led a meeting with OTA Fiber Council members about organic fiber production and processing, incorporating fiber flax information for the first time. She also educated members of Congress and staff about NALA's efforts to revitalize North American flax fiber production.

**Portland Handweavers Guild Meeting:** NALA Executive Director Shannon Welsh and Board President Annette Herboth attended and gave a presentation, sharing NALA's goals for revitalizing flax fiber and linen in North America. The Guild has a linen study group underway that took great interest in learning about Oregon's flax history and NALA's efforts to revive the industry.

Took part in the **"Alphabet Soup Collective,"** a collaboration of 11 global associations from the textile, apparel, sewn products, and non-wovens industries. The name reflects the group's numerous acronyms. This initiative aims to foster collaboration on industry-wide events and initiatives for mutual benefit.

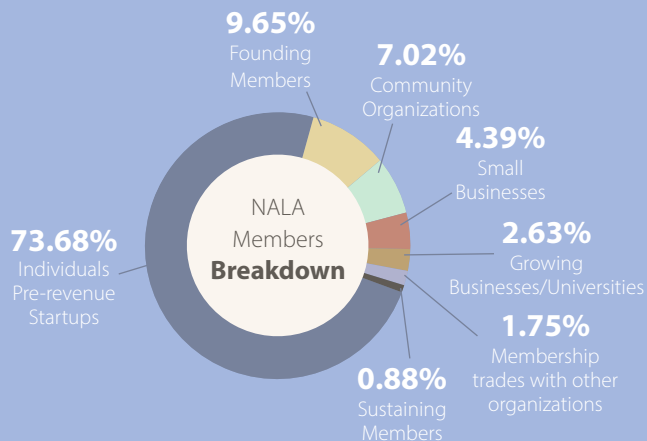


# NALA MEMBERSHIPS AND PARTNERSHIPS

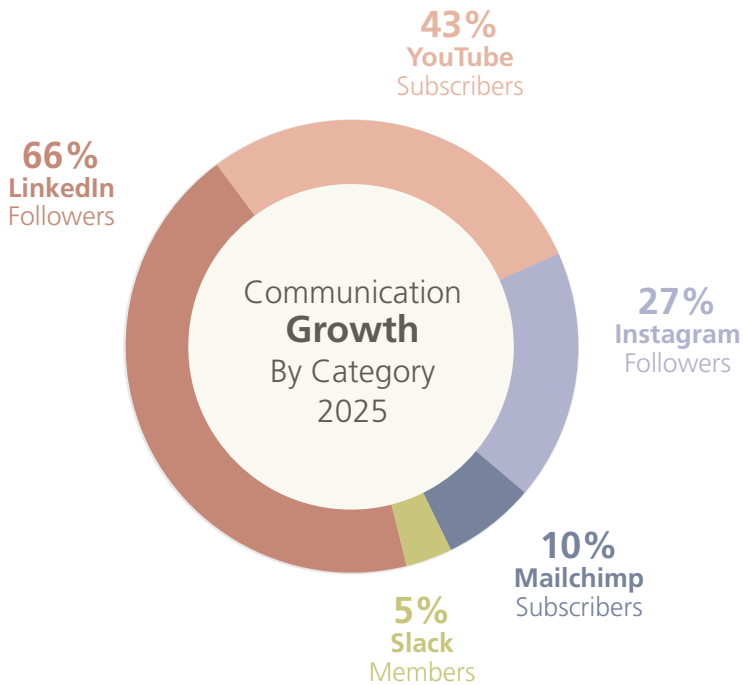


Between our launch in 2022 through 2025, NALA grew to 114 members, including 25 new members in 2025 alone, and we're proud of a 94% membership retention rate! Our membership today includes individual to commercial fiber flax and oilseed flax growers, processors, spinners, weavers, and trade associations across North America, Europe and India.

We also developed membership exchanges with two leading organizations in 2025: the **Organic Trade Association (OTA)** - the leading business association representing the US organic sector in general, and **AmeriFlax** - the trade organization that represents North Dakota flax producers.



# MEMBER TOUCHPOINTS / KPI



NALA has amped up its communications using multiple channels to reach both the general public and the flax-to-linen professional audience.

**Instagram** continues to be a standout performer, achieving 27% growth over 2024, reaching 1,115 followers by year's end. This consistent upward trajectory highlights the platform's ability to strongly engage and resonate with our audience.

In 2025, **LinkedIn** approached Instagram as a workhorse for distributing NALA information and announcements, with a 66% increase over 2024, reaching almost 900 followers in the professional demographic.

**Mailchimp** is an important tool, enabling NALA to efficiently provide targeted email marketing and communications for our monthly newsletters, reports, NALA Connect, sponsorship announcements, and more. Mailchimp subscriptions increased 10% in 2025.

**YouTube** had a 43% increase in 2025. We believe that with more resources and its unique ability to captivate through video, YouTube represents a promising avenue for creative storytelling in the future.

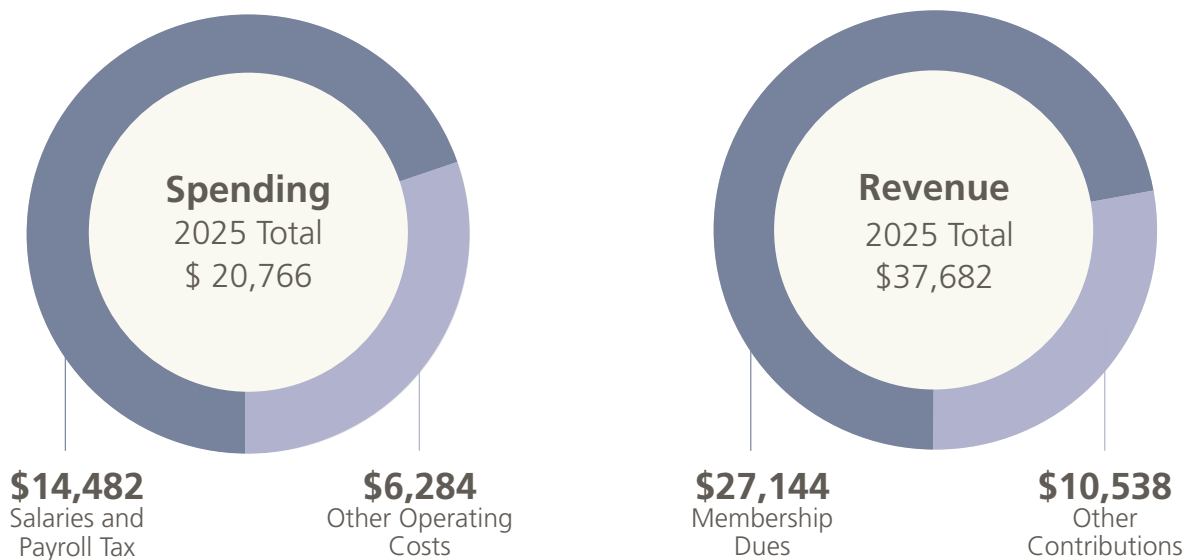
Our **Slack** channel has made steady strides, increasing 5% and passing the involvement of 100 members by year's end. This signals great potential for cultivating a close-knit and interactive community, adding a personalized dimension to NALA's social engagement.

We introduced our **Facebook** presence in 2025, and plan to grow that considerably in 2026.

# Financial Overview

NALA was founded in September 2022 as a volunteer-led organization. The first three years have been focused on establishing the organization, executing a grant, recruiting members and donations, supporting research into the status of the flax fiber sector in North America, facilitating networking among members, and discussion of best practices.

NALA is seeking to develop a stable and sustainable financial foundation based on membership, sustaining sponsorship, and grants as well as developing additional sources of revenue. Establishing a secure and sustainable revenue stream is our top priority and will allow NALA to meet financial commitments, secure resources, and advance programming.



**NOTES:**

- "Other Operating Costs" include insurance, software and applications, interest payments, and professional fees.
- "Other Contributions" include one-time donations, such as those received through donations and "Status of Fiber Flax in North America" report sponsorships.

# Thank You

As we reflect on this transformative year for the North American Linen Association, we are deeply grateful for you—our dedicated community of flaxperts, farmers, artisans, and industry champions. Together, we are not merely supporting an industry; we are driving the revival of fiber flax in North America.

From planting fields of flax to spinning its fibers into beautiful, durable products, your efforts lie at the heart of this movement. You honor a rich agricultural heritage while embracing a vision for the future with renewed passion and purpose. Every step forward—expanding acreage, refining production techniques, and educating others about the value of flax—brings us closer to re-establishing a vibrant and thriving fiber flax industry in North America.

Looking ahead, we are excited to build on the momentum we've created together. With your continued dedication, we will nurture this revival, strengthen our community, and shape a sustainable, innovative, and impactful future for North American fiber flax.

If the first 3 years were about establishing the foundation of a unified organization, the next three years are about action and meaningful progress. We will stay focused on supporting flax fiber infrastructure development; creating educational materials to inform and influence; advancing standards and policies for a competitive industry; and sharing inspirational stories of success and growth.

Thank you for being an integral part of this inspiring journey. Your contributions fuel this vital movement, and NALA relies on your unwavering support to continue making progress.



Together, the future of fiber flax is bright.  
Board of Directors, North American Linen Association

# NORTH AMERICAN LINEN ASSOCIATION

NALA provides **educational, networking,** and **research** initiatives and promotes the North American flax fiber and linen industry in the US and Canada.

**Members** - Thank you for joining NALA and being the backbone of all we do. We look forward to shaping both NALA and the flax fiber sector together!

**Not-yet-members** - If you are not yet a member, we invite you to join us in advancing the revival of the flax-to-linen industry across North America. Membership offers many benefits, including access to numerous networking events, an extensive resource library, and bi-weekly newsletters - plus you are the first to receive our reports and other announcements! You will also receive a digital membership badge to proudly display in your promotional materials showcasing your commitment to the North American linen industry.

Join NALA **here!**

Members and non-members alike can also contribute to our work through contributions that help fund research, education, and industry-building initiatives. Your support today helps strengthen a resilient, North American linen supply chain for the future. Make a **donation** today!

Please contact us at **hello@northamericanlinen.org** for more information.

**We look forward to “growing” fiber flax production in North America together!**

