

BOARD MEETING Brussels, 3-4 February, 2017

European Cyclists' Federation

[Draft Minutes 3_0](#)

Present: Manfred Neun (President; chair of the meeting), Barry Flood (Treasurer) and the Vice-Presidents William Nederpelt, Damien O'Tuama, Raluca Fiser, Ksenia Semenova, Lars Strömngren and from ECF Staff Bernhard Ensink (Secretary General), Wini van Wonterghem (Administration Director), Adam Bodor (Advocay and EuroVelo Director), Kevin Mayne (Development Director).

ADOPTED AGENDA

Topic No	Topics	Document names of the attachments are underlined.
		Friday 3 February
0	Opening	a. Welcome by Secretary General Bernhard Ensink, hosting the meeting b. Welcome by President Manfred Neun, chair for the Meeting
1	Agenda; topics for AOB (Any Other Business); Minutes of the last meetings	a. Decision on the Draft Agenda and AOB topics b. Adoption of the <u>#1b Minutes of the Board Meeting 7 October 2016 final</u> c. Adoption of the <u>#1c Minutes of the WebEx Board Meeting 7 December 2016 draft</u>
2	State of ECF Organization	a. Report from the HRM Committee Meeting 170207 (Performance review with the Secretary General) b. Proposal: The Board takes note of the report

		<p>c. Presentation by Bernhard Ensink on the state of the ECF Organization; and Document <u>#2 List of Abbreviations used by ECF</u></p> <p>d. Proposal: The Board takes note of the presentation and the document list of abbreviations.</p>
3	EU Project proposals monitoring tool	<p>a. Proposal: The Board takes note of the document <u>#3a EU Project proposals monitoring tool</u></p>
4	ECF Networks	<p>a. <u>#4a Minutes CIC Meeting 23 January 2017</u></p> <p>b. <u>#4b Minutes S4C Meeting 19 November 2016</u></p> <p>c. <u>#4c Minutes EuroVelo Council Meeting 8 September 2016</u></p> <p>d. <u>#4d Minutes of Expert Group Cities for Cyclists Meeting 24 November 2016</u></p> <p>e. Proposal: The Board takes note of the above listed minutes.</p> <p>f. <u>#4f Proposal for CfC Advisory Board</u> – [PS. World Cycling Alliance is a separate topic – see below – topic 6]</p>
5	Membership Matters	<p>a. Report from the Meeting with ADFC (21 January, Brussels) by Bernhard Ensink</p> <p>b. Proposal: To take note of the <u>#5b Correspondence with CyclingUK</u> and a report at the meeting on ECF Memberships in UK; <u>#5b Attachment Letter to CyclingUk</u></p> <p>c. To take note of the <u>#5c Letter from ECF’s CEO Group</u> and to decide on a reply to the CEO Group.</p> <p>d. To decide on the applications from Latvian Cyclists’ Union (full member) and Cycling Scotland (associated member) <u>#5d Membership Applications</u></p>

6	Financial state of the play 2016; Budget 2017 and Work Plan 2017	a. <u>#6a Proposal on Financial state of the play 2016 and Budget & Work Plan 2017; #6a Attachment Work Plan 2017</u>
7 To discuss after Topic 11	Vision 2030 Process (part 1)	a. Workshop/Discussion on key topics for the Vision 2030
8	The Future of the World Cycling Alliance (WCA)	<p>a. Presentation by Bernhard Ensink; document <u>#8a Minutes WCA Board Meeting 14 January 2017</u>, Washington DC.</p> <p>b. Proposal: The Board ...</p> <p>· takes note of the draft minutes of the WCA Meeting and the presentation</p> <p>· decides on what to convey on ECF's Board position to the WCA Steering Board</p>
9 To discuss after topic 7 and 11	Velo-city Series	<p>a. Velo-city 2017 Arnhem-Nijmegen; Proposal: The Board decides on which board members participate in Velo-city 2017 Arnhem-Nijmegen</p> <p>b. To take note of the latest news about the Velo-city 2017 Arnhem-Nijmegen and the Series.</p>
10	One hour for the Board	Board meets without staff
To combine with Topic 7	Vision 2030 Process (part 2)	<p>a. Wrap up of the discussion/workshop results</p> <p>b. A proposal for a decision on the 'Vision 2030 Process' will be presented at the meeting.</p>

11	Governance	a. Report from the Governance Committee. The Governance Committee will present proposals to decide on at the meeting, based on their WebEx committee meetings and the live meeting Thursday 2 February, Brussels.
12	Any Other Business	a. Logistics regarding Board Meeting 28 – 29 April 2017 (Italy) [BE] b. Do we have the Strategy documents of Member Organizations? [DO] c. Do we have good examples for development of new logo's? [DO] d. Finalizing decision on message to WCA Board [BE]
13	Closing	a. Evaluation of the meeting b. Closing remarks by Manfred Neun

TOPIC 0: OPENING

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| a. Welcome by Secretary General Bernhard Ensink, hosting the meeting
b. Welcome by President Manfred Neun, chair for the Meeting |
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Bernhard and Manfred welcome the board and management team members. Manfred reports that he got by mail on 30th of January the message from Vice-President Jaki Lowe that she stands down as ECF Board Member with immediate effect.

TOPIC 1: AGENDA; TOPICS FOR AOB (ANY OTHER BUSINESS); MINUTES OF THE LAST MEETINGS

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| a. Decision on the Draft Agenda and AOB topics
b. Adoption of the <u>#1b Minutes of the Board Meeting 7 October 2016 final</u>
c. Adoption of the <u>#1c Minutes of the WebEx Board Meeting 7 December 2016 draft</u> |
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a. **Decision:** The board agrees on Manfred's proposal to change the order of the topics as noted above in the adopted agenda and to add at AOB two topics Damien would like to discuss shortly.

b. Damien proposes one change: to add at topic 7 (Velo-city Series): "The board suggests that ECF should consider to do a 2nd evaluation of a Velo-city after about 5 years to explore what impact the event had on the city and city's policies."

Manfred proposes to create more extended minutes, minutes that give more information about the discussions in the board meetings for the members and for everybody who wants or has to go back to the minutes of the meetings.

Decision: Minutes adopted, including the change Damien proposed. A proposal on a policy regarding the minutes and on how board discussions and decisions should be communicated to the member organizations will be tabled by Bernhard for the Board meeting in April.

c. Decision: Minutes adopted.

TOPIC 2: STATE OF ECF ORGANIZATION

- a. Report from the HRM Committee Meeting 170203 (Performance review with the Secretary General)
- b. Proposal: The Board takes note of the report
- c. Presentation by Bernhard Ensink on the state of the ECF Organization; and Document #2 List of Abbreviations used by ECF
- d. Proposal: The Board takes note of the presentation and the document list of abbreviations.

a. and b. Manfred and Barry report that they met with Bernhard to start the annual Performance Review with Bernhard, but that the three decided to postpone the formal meeting to April, to do the Performance review and to discuss a formal tax & social insurance matter, due to the vacancy now in the HRM Committee. As Jaki was a member of ECF's HRM Committee the board will decide on that vacancy at topic 10, where the board also will discuss the state of the play of the 'linking pin'

policy, the policy of having always a board member on all advisory boards (EuroVelo Council, CIC Advisory Board, S4C Advisory Board and (future) CfC Advisory Board).

Decision: The board takes note of this interim report (and see below topic 10).

c. Bernhard presents shortly on the state of the organization. The process of reviewing all job descriptions is upgraded to an organizational development process that is running now. The Feasibility study on future office space will be done during 2017. Based on former board decisions more information about the links between the budget and the different activities & projects is now available and integrated in the draft work plan 2017. The management team works with quarterly updates of forecasts. The last forecast for the financial results of 2016 and the draft Budget & Work Plan 2017 were ready before 1st of January, were discussed shortly in a skype with Manfred and Barry and are tabled now (topic 6). The management team will table for the April board meeting some provisional decisions to be taken into account for the budget 2018+ and works on the 'Vision 2030 Process' (see topic 7). The presented document on 'Abbreviations used by ECF' is a living document and will be frequently updated and shared with the board members.

Decision: The board takes note of the presentation and the list of abbreviations.

TOPIC 3: EU PROJECT PROPOSALS MONITORING TOOL

- a. Proposal: The Board takes note of the document #3a EU Project proposals monitoring tool

a. The presented document shows a tool the management team uses for monitoring EU Project funding opportunities, prioritizing and monitoring of where ECF has been successful. Addressing different questions from board members Kevin clarifies: he and Adam and different project managers are in charge of monitoring deadlines for applications; the management team will consider an annual report to have insight in what was filtered out and where we have been successful and where not; the current policy regarding identifying opportunities for member organizations is still valid, based on the knowledge ECF staff has and receives about the ambitions of member organization to work on EU-co-funded

projects; there is delegation from the Secretary General to staff about signing contracts and applications.

Decision: The Board takes note of the document “EU Project proposals monitoring tool” and the above noted explanations.

TOPIC 4: ECF NETWORKS

- a. #4a Minutes CIC Meeting 23 January 2017
- b. #4b Minutes S4C Meeting 19 November 2016
- c. #4c Minutes EuroVelo Council Meeting 8 September 2016
- d. #4d Minutes of Expert Group Cities for Cyclists Meeting 24 November 2016
- e. Proposal: The Board takes note of the above listed minutes.
- f. #4f Proposal for CfC Advisory Board –
[PS. World Cycling Alliance is a separate topic – see below – topic 6]

Manfred invites especially the board members that are on one of the Advisory Boards to take the floor about the listed networks.

a. CIC: Kevin mentions that there are 4 key marketing opportunities for ECF’s CIC: The two top ones are the Taipei Cycle Show in Taiwan, the Eurobike in Germany, and there are middle tier opportunities in Italy and Germany. The recently held meeting in Brussels of an ECF delegation with an ADFC delegation on ‘Industry collaborations’ was very constructive (see topic 5). Manfred adds that the European Cycling Strategy (ECS) is an important issue at the CIC Advisory Board, and that the ECF Board should take more time to discuss the ECS in the April Meeting.

b. S4C: Manfred mentions, additionally to what is reported in the minutes the ICC 2017 (International Cycling Conference 19 – 21 September 2017), a scientific focused conference in Mannheim with involvement of ECF’s S4C network, e.g. S4C Advisory board members Jason Chang and Manfred and WCA board members Ze Lobo, Lake Sagaris and Amanda Ngabirano as speakers

c. EuroVelo: William refers to the minutes of the September Meeting and stresses that EuroVelo is not only a recreational matter, but also a transport matter. Regarding the last years EuroVelo/Greenways Conference in Vienna he regrets that

he could not go due to internal ECF budget reasons. On director level it was decided not to overspend the budget for attending that conference. Addressing a question from Ksenia William expressed that it would have been in his opinion an excellent opportunity for him to network and to learn more about the EuroVelo world. Manfred and the management team confirm the current policy: directors / budget holders decide on the participation of board members in this kind of conferences. Bernhard stresses that the board can steer by specific budget decisions if the board would want to do this. Adam reports that he is satisfied with a more sustainable financial situation for the EuroVelo project, partly based on an own income stream from EuroVelo co-ordination centers and that the plan is to have in the future more incomes from private companies. Referring to questions from Raluca and Barry about indicators regarding e.g. the growth of EuroVelo Adam announces that he and his team are eager to show the progress as EuroVelo works with hard indicators and will show EuroVelo indicators for success at the board meeting in April. Raluca and Manfred stress the great asset EuroVelo is for ECF and ECF members. Manfred mentions also the meeting on EuroVelo an ECF delegation will have with an ADFC delegation in Berlin the next months.

d. CfC: Adam explains that this network got with Madrid recently another new member. The network is in a kind of re-start phase, as the strategy is in review (e.g. measurable objectives; lack of Eastern Europe Members) and that an Advisory Board for this network is now under construction, with the help of the existing expert work group. There will be a network event in Arnhem-Nijmegen on 12th of June in the Velo-city 2017 week. Manfred underlines the importance of CfC by referring to the importance of the EU Urban Agenda and the UN New Urban Agenda ECF and the cities can use for advocacy. Addressing a question from Ksenia about the tasks of an ECF Board Member on the CfC Advisory Board Adam mentions as the two main tasks: contributions for the review of the strategy and acquisition of potential member cities.

e. Decision: The board takes note of the above listed minutes.

f. Decision: (regarding a board member on the future CfC Advisory Board): see below topic 10.

TOPIC 5: MEMBERSHIP MATTERS

- a. Report from the Meeting with ADFC (21 January, Brussels) by Bernhard Ensink
- b. Proposal: To take note of the #5b Correspondence with CyclingUK and a report at the meeting on ECF Memberships in UK; #5b Attachment Letter to CyclingUk
- c. To take note of the #5c Letter from ECF's CEO Group and to decide on a reply to the CEO Group.
- d. To decide on the applications from Latvian Cyclists' Union (full member) and Cycling Scotland (associated member) #5d Membership Applications

a. Manfred, Raluca, William, Kevin, Adam and Bernhard met on 21st of January with a delegation from ADFC, President Ulrich Syberg, CEO Burkhard Stork and Marketing Staff Member Sabine Richarz to discuss the topic 'Industry'. Manfred reports that it was a professional meeting and that some gaps in communications and collaborations were identified, and both sides are committed to good collaboration. William adds that the meeting absolutely strengthened the relationship ADFC–ECF.

b. Bernhard reports that he worked with the CEO of CyclingUK on clarification of the situation after the AGM 2016. A meeting ECF–CyclingUK (ECF: Bernhard and William; CyclingUK: Paul Tuohy and vice–chair Dan Howard) and the correspondence led to clarifications and finally to the agreement that CyclingUK resigned officially 1 of July 2016, because of the financial priorities they put based on their strategy. In the discussion on this topic Bernhard explains that ECF staff is committed to the best service they can give to members when members ask questions or do requests to ECF, of course within always limited resources. Staff is requested to prioritize questions and requests from members and other tasks they have to do above questions and requests from organizations that decided not to join ECF if this would distract them from their core business and work.

c. Manfred reports on the letter ECF's CEO group sent 27 October 2016 with the core–message "We find it inappropriate having two British members on the ECF board, from a country whose largest everyday cycling organization is not a member of ECF. We encourage the ECF board to ask the two British members to step down

as soon as possible.” Manfred sent a letter to the group in October announcing that he will table the letter at the next board meeting in February 2017. The board concludes that a letter to the group should comprise the information that Jaki Lowe, who is recently appointed as vice-chair of CyclingUK, sent her resignation from the ECF Board with immediate effect and that the board tables for the next AGM a package of proposals regarding governance. The package will include also proposals regarding the right mix of board members. Manfred will include in the letter that the right mix includes of course a treasurer. The board is happy that Barry, whose term ends at the AGM 2017, is ready to fulfil the position of treasurer and his duties till the end of his term and not stands down now, as this would not be in the interest of the ECF.

Decision: Manfred sends a letter to ECF’s CEO group in line with the above mentioned content.

d. Kevin explains that the application from Latvian Cyclists’ Union should be adopted as this is business as usual. After having given an overview on the memberships of British organizations he proposes to adopt Cycling Scotland as an associated member after the final negotiations about the membership fee.

Decision: To adopt Latvian Cyclists’ Union as full member and to be ready to adopt Cycling Scotland by email round as associated member after the membership fee has been agreed with them.

TOPIC 6: FINANCIAL STATE OF THE PLAY 2016; BUDGET 2017 AND WORK PLAN 2017

<p>a. <u>#6a Proposal on Financial state of the play 2016 and Budget & Work Plan 2017; #6a Attachment Work Plan 2017</u></p>
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a. 2016: After a short discussion on the level of reserves ECF should have in the opinion of Barry (600,000, 400,000 more than the 200,000 the current reserve policy mentions as a minimum, which he based on accepted financial norms as either a percentage of gross turnover and/or a period of business continuity in the event of major income disruption and the opportunity ECF should have to invest in

2017 the board concludes that a final decision on a surplus in 2016 will be part of the next board meeting when the annual accounts 2016 will be tabled.

2017: Bernhard explains that the management team works with the presented budget and work plan since 1st of January. The work plan shows now for every activity and project the personnel and other costs, what does meet now the request from the board to present more details to the board and finally to the AGM. Some lay-out work and work on grouping of activities and the slogans for parts of the work plan still to be done. Regarding the question where and how the work and the fee of the current president are in the budget and the work plan the proposal from Barry and Manfred is: 1. To put under the (partly by the EU co-funded) activity “Board and AGM” from the 84,000 President’s Fee 24,000 for “President’s work related to Board Meetings and AGMs” and in a special Budget and Work Plan box 60,000 for: Objective: Asset and project development, ECF networks and alliances improvement, as for the activities: 1. Vision 2030 development, 2. WCA activities (presidency, transition to own legal entity), 3. ECF global (UN SDGs, urban agenda, Worldbank, TRB etc.), 4. S4C steering (Advisory Board, HO etc.), 5. S4C colloquia (VC Nijmegen + ICC Mannheim), 6. CIC; Meeting Cycling Industry Leaders, 7 Advocacy and communications support, 8. Velo-city Series. The direct costs (travel etc.) for this package are provisionally calculated as 7,625. Bernhard will table Raluca’s suggestion to create an overview or summary of the impact or results of all the work plan parts and the check of financial documents regarding Barry’s request to have them all fully in English for the management team, and to discuss with our accountants the possible production of a limited number of “glossy” accounts in a format suitable for production to major funders and similar

Decision: The board takes note of the state of play of the provisional 2016 result and adopts the 2017 budget and work plan, including the commitment of the management team to present a solution of the provisional deficit of about 20,000 at the board meeting in April. The board agrees on the proposed change to handle the president’s fee due to the given reasons, and will be prepared to support the position in possible AGM discussions and similar.

[note: for topic 7 see below]

TOPIC 8: THE FUTURE OF THE WORLD CYCLING ALLIANCE (WCA)

- a. Presentation by Bernhard Ensink; document #8a Minutes WCA Board Meeting 14 January 2017, Washington DC.
- b. Proposal: The Board ...
 - iii. takes note of the draft minutes of the WCA Meeting and the presentation
 - iv. decides on what to convey on ECF's Board position to the WCA Steering Board

a. The separate part of the minutes on the “Future of WCA” of the WCA Steering Board meeting 14 January 2017 Manfred (WCA President), Bernhard (WCA Secretary General), ECF's Global Policies Director Marcio Deslandes and Klaus Bondam (DCF CEO and WCA Board Member) joined are handed out in print by Bernhard before he starts his presentation on the main results of the meeting. The main topics that lead to a discussion in the board are ‘What kind of organizations will have voting rights at the General Meeting of the WCA?’, and ‘What exactly are the borders between the 7 regions North– America, South–America, Europe, Africa, South–Asia, East Asia and Australasia?’. Manfred and Bernhard explain that the basic of the proposals is: The long term vision that the WCA is a Federation of International Federations. As a legal entity WCA should be an international association (so called AISBL) under Belgium Law, registered in Belgium. The voting rights should be based on the principle that all the 7 regions should appoint 3 delegates that have 1 vote. As there is only ONE International Federation now (ECF) it was agreed in the meeting in Washington that the WCA is open for non–profit NGOs and CSOs that:

- a. strive to build a national or continental federation; or
- b. commit to collaborate with other sub–national, national and international federations working on cycling;
- c. where there is already an international association in place, the member of WCA should be the national or international federation (ECF case); in any case the membership of national members should go via the International Federation. In the proposals WCA does not make a difference in full and associated members (as ECF in the ECF statutes does). The proposals are based on the idea of a global association of non–profit NGOs and CSOs with a clear unified interest in promoting

cycling.” [note: Regarding the definition of NGOs and CSOs Bernhard distributes a handout on Saturday for the workshop on Vision 2030]. The board concludes after the discussion that the final board decision should be made at the end of the meeting to give the board members the opportunity to read the documents closely before taking a decision. (see below topic 12.d.)

[For topic 9 see below]

TOPIC 10: ONE HOUR FOR THE BOARD

Board meets without staff

On Saturday the board meets one hour without Staff.

After that part of the meeting Manfred presents the results of what was decided: Decision: The following board members are members of the advisory boards: Manfred (CIC and S4C), William (EuroVelo), Ksenia (future advisory board CfC). The board notes that the following board members are especially interested in a field of work of the advisory boards: Raluca (CIC), Lars and Raluca (CfC), Damien (S4C), Barry (EuroVelo); Raluca, Damien and Manfred (PEBBS). Raluca is the new member of the HRM Committee. One hour for the Board” will become a regular and permanent topic for future Board meetings.

TOPIC 11: GOVERNANCE

a. Report from the Governance Committee. The Governance Committee will present proposals to decide on at the meeting, based on their WebEx committee meetings and the live meeting Thursday 2 February, Brussels.

a. The Governance Committee (William, Raluca, Lars) reports by a presentation from Raluca the proposals to the board on the future governance of ECF. She addresses in the presentation the board responsibilities, statistics about ECF member organizations, board profile regarding competences and the aspects of geography, gender and size of organization, the presidents responsibilities and profile, the

vice-presidents responsibilities, the treasurers responsibilities and profile, and the proposal to have a nomination committee. The governance committee met in December and January by video conference and live last Thursday and Friday morning. The discussion led to the adoption of the following principles: which will be used now by the Secretary General in collaboration with a new governance committee to draft documents for the AGM, to be adopted by the board in the April meeting:

The Board:

1. Gives Input on strategic level
2. Takes strategic decisions, e.g. on budget and work plans, to steer ECF's business
3. to advise on demand to MT in their field of expertise
4. Supervises the organization
 - by steering and advising the SG, clear decisions and documents
 - leaving all operational affairs and (almost all*) external representation to the SG and his staff via the SG authority document
5. Has enough support from
 - AGM
 - different ECF's stakeholders
 - ECF networks
6. Has the right mix of board members
7. The Board is in power to practice proper recruitment for board elections based on the board mix criteria.

All Board Members:

1. Giving input
2. Making Decisions
3. Supervising
4. Being ambassadors of ECF in their networks and environments
5. (Some) being a member of an ECF Advisory Board
6. Evaluates min 1 /year the quality and quantity of its own work/activity

Nomination Committee:

1. AGM decides to install a Nomination Committee

2. Approached by a Nomination Committee (tbd; see below)
3. Candidates should be supported by a supporting letter of their/an organization in their country.

Profiles Board Member – Competences:

- Business/HRM/Organizational management
- Communication, Marketing, Income Development, PR, Information Management, Social Media
- Advocacy/Lobbying/Politics
- Finance
- Cycling Policies

Profiles Board Member – Geographical aspects:

Region	Number of ECF Board members (minimum)	Number of ECF Board members (maximum)
Northern Europe	1	2
Western Europe	1	4
Southern Europe	1	2
Eastern Europe (*)	1	2



[* Due to ECF's history ECF includes whole Turkey and Israel]

Profiles Board Member – Gender:

Gender	Number of Board Members (minimum!)	Number of Board Members (maximum!)
Female	3	5
Male	3	5

Profiles of Board Members: Size of organization

Kind of organization	Number of Board Members (minimum!)	Number of Board Members (maximum!)
Full Members: > or = 4 votes	1	4
Full Members < = 3 votes	1	3
Associated Members	1	2
Not a representative	0	0

The President:

1. Supervises ECF's business as a whole
2. First contact point to/for the SG
3. First representative of the board at the AGM
4. Chairs the board meetings
5. Represents the ECF externally where the protocols do require this or where it is more effective
6. Invests cca 20–40 days annually, on voluntary basis + presidency fee
7. The profile and the fee policy regarding the future president should be based on the future "Vision 2030"

The Vice–Presidents:

1. Do not represent any special interest
2. Come only from member organizations

3. There shall be an order of vice-presidents for replacement of the president
– to be decided internally by the board
4. Invest minimum 15 days annually on voluntary basis

The Treasurer:

1. Supervises the financial policies and strategies of the SG
2. Shall have the professional experience, expertise and skills in large organizations to oversee ECF's financial affairs and to lead the board discussions and decisions
3. Presents and explains the results to the AGM

Nomination Committee (NC):

- We need a committee for AGM 2017 from the board
 - New governance committee: Ksenia, Raluca, Damien; to lobby & communicate to the members the governance policies; Chair and contact person: Raluca
 - To give feedback to people that consider to be candidate
- We need proposal for a policy at AGM 2017 regarding nomination policy (with: who appoints and profiles of NC members – to table at Board Meeting in April).
- Minimum a board member should be part of the NC

The main matters in the discussion were:

1. The committee emphasizes that the profile and the fee policy regarding the future president should be based on the future “Vision 2030” and can't be decided now.
2. The options for a Nomination Committee that is in charge of the recruitment of candidates for the elections of Board members are
 - i. a committee with only board members;
 - ii. with board members appointed by the board and members appointed by the AGM;

iii. with a board member and members, all appointed by the AGM. Ksenia stresses that the members of the nomination committee should be appointed by the AGM. Manfred suggests that former board members could serve on the committee. Barry is of the opinion that the nomination committee delivers recommendations to the board, not directly to the AGM.

3. The competence clusters: The competences of candidates come first – then the question should be asked what candidates would improve the mix of board members based on the ideal right mix regarding

i. geographical regions;

ii. size and kind of organizations;

iii. gender. The board finally decides NOT to list specific cycling policy fields, but to stick to just ‘Cycling Policies’.

4. The profile of the treasurer: the profile element “Level CEO or CFO” is deleted. 5. Regarding the elections at AGM 2017: As the AGM has to adopt the new governance principles before they can be applied the question is what to do to ensure that there will be enough good candidates for the elections at the AGM 2017. The discussion leads to the preferred option that a new Governance Committee will be in charge of communicating about the board’s vision on the new governance and the profiles for board members to the members and to lobby for this vision. William and Lars were member of the current governance committee, but as they both can be a candidate in the next election for board members they did not want to be a member of the new governance committee.

Decision: The new governance principles as listed above are adopted as input for documents to table at the April meeting, to be created by the management team in collaboration with the new governance committee. The new governance committee should do a proposal to the board (April meeting) for a policy regarding a Nomination Committee, addressing the matters of who appoints the members and what are the profiles of members of the Nomination Committee. Raluca (chair-person and contact point), Ksenia and Damien are the new governance committee. The governance committee is in charge of communication and lobbying to the members and starts working immediately.

TOPIC 7: VISION 2030 PROCESS (PART 2)

- a. Workshop/Discussion on key topics for the Vision 2030
- b. Wrap up of the discussion/workshop results
- c. A proposal for a decision on the 'Vision 2030 Process' will be presented at the meeting.

a. Bernhard presents shortly on the results of the discussion and decisions in the last board meeting (October 2017): The 'Vision 2030' should be based on broad support, clear and motivating ECF's community. Regarding the timeline: to be adopted at AGM June 2017, at least a good draft discussed at AGM 2017. Regarding the content: Topics in any case: What is ECF in 2030? Overarching Goal? 'Why cycling or more cycling is good ...?' Main Goals? Main approach and strategies?

Bernhard adds a few personal remarks about what he thinks now the "Vision 2030" is about and should describe: what ECF wants to achieve by 2030, what ECF wants to be by 2030, the strategic direction (main approach and strategies); and what the Vision 2030 document should be: concise (able to be easily remembered and repeated), clear (defines a prime goal), future-oriented (describes where ECF is going rather than the current state), stable (offers a 10 years perspective), challenging (not something that can be easily met and discarded), abstract (general enough to encompass all of ECF's interests and strategic direction), inspiring (motivates ECF's Members, Board, Employees and Supporters).

Prepared by Bernhard and Manfred the board works an hour in two groups on three Vision 2030 topics

- i. What is ECF in 2030: a) European Cyclists' Federation or European Cycling Federation?
- ii. What is the Slogan for Vision 2030?
- iii. The Relationship WCA–ECF?

The presented results of the short discussions are:

On i.: ECF = Cycling Federation of NGOs and CSOs (civil society organizations); growing; with a General Meeting where all these members have voting rights, voting on who is on the board, the budget and visions.

On ii: Put in not only 'quantity' (more people cycling), but also 'quality', keep key word 'people' in, and what cycling delivers for society.

On iii: Group 1: ECF will and should be in 2030 still the leading member of WCA and has to do investments, as other continents do not have yet international federations; group 2: Constitutionally WCA will have equalitarian ground, but ECF will be one of the leading members. Raluca adds that the "Vision 2030" should comprise ECF's core values.

Manfred thanks the board and management team members for their input and asks them to keep on thinking about all these issues. In a short presentation Manfred refers to the discussions and presentations at Velo-city 2016 Taipei. He promotes that the "Vision 2030" should reflect the recent and current developments in the world of integrated transport solutions, the car industry, new technologies and the priority active mobility should have: "Priority for Active Mobility and People Cycling Everywhere".

The discussion on what kind of document should be tabled for the AGM 2013, taking in account the tight time-line, leads to the conclusion: focus for AGM 2017 on a very short vision (a few slides), addressing the overarching goal and what ECF should be in 2030 (Cyclists' or Cycling Federation); to be developed in an interactive process with ECF's stakeholders in March, to be tabled for the April board meeting and to be sent to all members asap after the board meeting for remarks members could and should send in advance to the board before the AGM 2017. A complete Vision 2030 Document, including specific main goals, main approaches and strategies, has to be developed then for adoption at AGM 2018.

Decision: The Secretary General should develop now, based on the discussion and conclusions at the meeting, the key-questions and issues to be used by Manfred and the management team members for the collection of input and the interactive process in March with stakeholders. The board will discuss and adopt the wording in week #8 (week of 20 February) by email round. The focus for the document to table at the AGM 2017 is a very short vision (a few slides), addressing the overarching goal and what ECF should be in 2030 (Cyclists' or Cycling Federation).

TOPIC 9: VELO-CITY SERIES

- a. Velo-city 2017 Arnhem–Nijmegen; Proposal: The Board decides on which board members participate in Velo-city 2017 Arnhem–Nijmegen
- b. To take note of the latest news about the Velo-city 2017 Arnhem–Nijmegen and the Series.

a. Bernhard reports that based on what the management team has in mind regarding tasks to be carried out by board members at Velo-city 2017 Arnhem–Nijmegen the proposal is that – beside the President – the vice-presidents William, Damien, Ksenia, Raluca and Lars will be ECF participants.

Decision. The vice-presidents William, Damien, Ksenia, Raluca and Lars will be ECF delegates.

b. As there is lack of time for this topic Bernhard limits his remarks to: For ECF's advocacy and the handover of the blue print of the EU Cycling Strategy to EU Transport Commissioner Bulc at the conference is a main tool to have the right impact on EU policies.

TOPIC 12: ANY OTHER BUSINESS

- a. Logistics regarding Board Meeting 28 – 29 April 2017 (Italy) [BE]
- b. Do we have the Strategy documents of Member Organizations? [DO]
- c. Do we have good examples for development of new logos? [DO]
- d. Finalizing decision on message to WCA Board [BE]

a. The 28–29 April (Friday 2pm – Saturday 6pm) board meeting will be hosted by former vice-president Doretta and FIAB in Varese (Italy).

b. and c. Damien asks if ECF does have strategy documents from ECF's members and good practice examples for new-logo-processes and if they could be shared. Bernhard replies that he will table this question at management team meeting and will come back about it to Damien.

d. Decision on topic 8 (WCA): The board asks Bernhard to convey the following message to the WCA Steering Board: ECF's board does not have objections against the main directions for founding the legal entity WCA (AISBL on Belgian Law) but stresses that the ECF AGM, meeting on 11 June 2017 in Arnhem–Nijmegen, is the highest decision making body. The board asks for attention to the exact definitions of the borders of the 7 regions.

TOPIC 13: CLOSING

a. Main remarks in the evaluation of the meeting were that it was a dynamic, inspiring meeting and that the discussion on Governance should have been much shorter to have more time left for the discussion on "Vision 2030".

b. In his closing remarks Manfred thanks the board members, especially the governance committee, and the staff for the preparations of and the contributions to the meeting. He recalls the discussion on "Vision 2030" and emphasizes that it is good to learn about ECF's challenges and that ECF has to invest in clarifications of the priorities and in the vision as it is for the long term.