



EUROPEAN CYCLISTS' FEDERATION

ANNUAL REPORT 2016

European Cyclists' Federation



ECF gratefully acknowledges financial support from the European Commission. Nevertheless the sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein.



Introduction by ECF President	3
1. Board Report	4
1.1. Our mission	4
1.2. Governance and Decision-making	4
1.2.1. Annual General Meeting	4
1.2.2. The Board	5
1.2.3. Board Members	5
1.2.4. The Delegation of Authority to the Secretary General	5
1.2.5. Advisory boards supporting the work of the ECF Board	6
1.3. Funding and Grants	7
1.3.1. European Commission	7
1.3.2. Cycling Industry Club	8
1.4. Activities, achievements and performance	8
1.4.1. Policy: International and European advocacy	8
1.4.2. Research: Building knowledge based advocacy	12
1.4.3. Networks: Connecting and strengthening the cycling community	14
1.4.4. Projects: Delivering the change	17
1.5. Members	19
1.5.1. ECF members	19
1.5.2. Leadership programme	20
2. Financial Review	22
2.1. Overview and Strategy	22
2.2. Reserves and Balance Sheet	22
Sources of Income	22
2.3. Expenditure	24
2.4. Auditor's Report	25
3. Administrative Details	27
3.1. Information	27
3.2. Staff	28
3.3. Consultants	28
3.4. List of Members	29
4. Glossary	32



Introduction by ECF President

Thanks to your dedication, commitment and support, in 2016 ECF has successfully expanded its networks, published prominent reports and recorded remarkable achievements in our advocacy work on both European and international levels.

Following the Declaration of Luxembourg, endorsed by the Transport, Telecommunications and Energy Council in 2015, and calling for an adoption of an EU-wide cycling strategy and an EU Cycling Focal Point, in September we launched the EU Cycling Strategy Campaign. In only few months, we received a support from numerous European governmental and non-governmental organisations, academia and business; we gathered a group of renowned European cycling experts who are preparing their recommendations for a Blueprint Document; and we received a firm support from the Committee of the Regions (as "An EU Roadmap for Cycling" was adopted). The European Commission has already created the Cycling Focal Point within the Transport directorate. Therefore, I am impatiently looking forward to Velo-city 2017 where the Blueprint document of an EU Cycling Strategy will be handed over to Commissioner Bulc.

On the international level, a milestone achievement has been ECF and World Cycling Alliance (WCA) participation in Habitat III, which culminated in an adoption of the New Urban Agenda. Our advocacy and networking activities were not left unnoticed – clear references to cycling have been made multiple times in the outcome document.

I was delighted to contribute to some of ECF research that has been carried out in 2016. Reports on economic benefits of cycling and fiscal incentives for e-cycling, research for a new cycling data map, recommendations on cycle logistics in cities have all been warmly welcomed among the cycling community, as well as widely reflected in cycling media.

As every year, Velo-city 2016 has seen a great success. It was organized in Taipei that became the first Asian city to host it. Bringing together almost one thousand participants, it was the biggest Velo-city event ever held outside Europe. After series of impressive events and conferences, it was concluded with a message that cycling industry is ready to strengthen the ties with advocates and cities. Now I am getting more and more excited to experience the freedom of cycling in Arnhem-Nijmegen.

Despite all these great achievements and the achievements of ECF's members all together, I strongly believe we can go even further – doubling of cycling IS possible but it requires our continuous motivation and efforts. Therefore, I THANK YOU ALL, members, boards and staff, partners and friends, for being part of our community, and I encourage everyone to continue our work at the same pace. Together we will make more people to cycle more often!



Manfred Neun
ECF President



1. Board Report

1.1. Our mission

We want more people cycling, more often. We bring together all the stakeholders of the cycling world to make the case for cycling. Our target is the **doubling of cycling** in order to make our citizens more healthy, our cities – more liveable, our economies – more sustainable.

ECF is the global umbrella organisation of both transportation and leisure cycling. On behalf of our members, we pledge to ensure that bicycle use achieves its fullest potential so as to bring about sustainable mobility and public well-being. To achieve these aims, ECF seeks to change attitudes, policies and budget allocations at the international level. ECF stimulates and organises the work of the cyclists' movement, it also encourages and coordinates the exchange of information and expertise on bicycle related policies and strategies.

1.2. Governance and Decision-making

1.2.1. Annual General Meeting

The Annual General Meeting (AGM) is the **highest decision-making body of ECF** where the Full Members of the Federation agree to its statutes, agree on new members, appoint the Board and approve accounts, work plans and budgets. It is a democratic process with voting rights assigned by the size of each organization.

As well as the formal business of governance, the AGM is a significant event for exchange of knowledge and team building among the world's cycling advocacy communities. The 2016 AGM was held in **Stockholm** hosted by the Swedish Cycling Organisation **Cykelfrämjandet**. More than 70 participants representing 32 organisations from over 30 countries took part in this AGM. In Stockholm ECF warmly welcomed three new Full Members:

- Center for Environment (Bosnia and Herzegovina);
- Cycling Escape of Pieria (Greece);
- Municipal Association of Bicycle Tourism Circle Relaxation (Poland).

ECF now represents 82 member associations from 46 countries.

During this edition there have been two workshops: the first one "Investments in cycling and Cost-benefit analysis" provided the participants with a general overview over the previous highlights and the current state of the cycling related investments, along with an update regarding the new developments in process in the field, and the second one was about the new developments in the e-bike fields including speed pedelecs.

ECF would like to thank Cykelfrämjandet for the organization and for hosting 2016's AGM.



1.2.2. The ECF Board

The statutes empower the members to elect a Board which is responsible for the activities and policies of the Federation. The Board members are elected by a majority vote at the AGM. The term of office of a Board member is two years (renewable), and half the board is up for election at each AGM, thus securing a one year overlap. The Board is responsible to the AGM for its actions and it must report annually to the AGM with a written Annual Report and Accounts. The Board also publishes its minutes for members in the Intranet group (<https://ecf.com/groups/ecf-members>).

The Board meets several times a year both in person and by telephone/video conferences. ECF is delighted that there is annual competition for Board places from a wide variety of locations and backgrounds. This enables members to choose people with the most appropriate balance of skills to guide the organization.

1.2.3. ECF Board Members

The following people served as Board Members in 2016:

Manfred Neun	President	ADFC, Germany	All 2016
Barry Flood	Treasurer	CTC, United Kingdom	All 2016
Jaki Lowe	Vice President	CTC, United Kingdom	All 2016
William Nederpelt	Vice President	Fietsersbond, The Netherlands	All 2016
Lars Strömgren	Vice President	Cykelfrämjandet, Sweden	All 2016
Raluca Fiser	Vice President	Green Revolution, Romania	Since 28/05/2016
Ksenia Semenova	Vice President	Kyiv Cyclists' Association, Ukraine	Since 28/05/2016
Damien Ó Tuama	Vice President	Cyclist.ie, Ireland	Since 28/05/2016
Piotr Kuropatwinski	Vice President	PSWE, Poland	Until 28/05/2016
Doretta Vicini	Vice President	FIAB, Italy	Until 28/05/2016
Morten Kerr	Vice President	Syklistenes Landsforening, Norway	Until 28/05/2016

1.2.4. The Delegation of Authority to the Secretary General

The Secretary General assumes the overall responsibility for all the day to day aspects of the work of ECF's staff team, except where items have been specifically reserved to the Board. It is the responsibility of the Board to appoint the Secretary General and then to monitor the delivery of goals, targets and plans by the Secretary General and the staff team.



The Board has not delegated its overall responsibility and liability for the effective and legal operation of the Federation. Therefore it is essential that the Board gives clear guidance to the Secretary General through its reporting procedures.

1.2.5. Advisory boards supporting the work of the ECF Board

The Board is extremely grateful to four groups of advisors who give their time voluntarily to support the mission of ECF in specialist areas.

World Cycling Alliance Steering Board

The World Cycling Alliance (WCA) was officially founded in May in 2014 in Adelaide. The Terms of Reference of WCA called for the establishment of a Steering Board that will oversee the development and governance of the Alliance.

Being a worldwide network, its governance must also come from all four corners of the planet. It is required that one steering member per continent is member of the Steering Board. WCA's Terms of Reference specify a maximum of 12 members.

The Steering Board currently comprises of 10 members:

- **Manfred Neun**, Germany - President
- **Christian Haag**, Australia
- **D V Manohar**, India
- **Thongchai Panswad**, Thailand
- **Tim Blumenthal**, USA
- **Jean Francois Pronovost**, Canada
- **Klaus Bondam**, Denmark
- **Amanda Ngabirano**, Uganda
- **Lake Sagaris**, Chile
- **Ze Lobo**, Brazil

Cycling Industry Club Advisory Board

The Cycling Industry Club (CIC), the biggest cycling advocacy supporter in Europe, is working with ECF to extend the influence of bike industries. The companies with a seat on the Advisory Board are:

- Cycleurope (Chair)
- PON Bicycle Group (Vice-Chair)
- ACCELL GROUP
- SRAM
- WTB
- Bosch
- Shimano



EuroVelo Council

In 2007, the ECF Board created the ECF EuroVelo Council to act as an advisory body for the ECF in the implementation and operation of EuroVelo. The ECF EuroVelo Council currently meets twice a year and has seven members who are appointed for terms of three years.

- **Käthi Diethelm** (Chair) (Switzerland, ProVelo)
- **Camille Thomé** (France, Départements & Régions Cyclables)
- **Jens Erik Larsen** (Denmark, Foreningen Frie Fugle)
- **Philip Insall** (United Kingdom, Insall & Coe)
- **Lukas Stadtherr** (Switzerland, Velobüro Schweiz)
- **William Nederpelt** (The Netherlands, Fietserbond)
- **Daniel Mourek** (Czech Republik, Nadace Partnerství)

Scientists for Cycling Advisory Board

Launched at the Velo-city Global 2010 conference in Copenhagen, the Scientists for Cycling Advisory Board brings together experts from both natural and social sciences that are able and ready to contribute to ECF's mission. The Advisory Board currently comprises eight members:

- **Manfred Neun** (Chair), Germany, ECF
- **Prof. Jason Chang**, Taiwan, National Taiwan University
- **Dr. Peter Cox**, United Kingdom, University of Chester
- **Prof. Bas De Geus**, Belgium, Free University of Brussels
- **Prof. Regine Gerike**, Germany, Technical University Dresden
- **Dr. Martin Held**, Germany, Protestant Academy Tutzing
- **Prof. John Parkin**, United Kingdom, London South Bank University
- **Francesca Racioppi**, Italy, World Health Organization

1.3. Funding and Grants

1.3.1. European Commission

ECF gratefully acknowledges financial support from the European Commission which supported part of its work in 2016.

Funding came from the following programmes:

- Horizon 2020
- Intelligent Energy Europe
- Erasmus+ (Sport)
- Interreg IVc
- Life15 NGO Program
- COSME (Competitiveness of Enterprises and SMEs)



1.3.2. Cycling Industry Club

The Cycling Industry Club is a mechanism for companies involved in cycling and allied industries to support ECF's advocacy work.

Through a voluntary donation the Club's members provide support for a range of ECF activities including contributions to its advocacy, co-funding for EU projects, grants for developing national advocacy and running the Club itself.

1.4. Activities, achievements and performance

In order to achieve ECF mission to double cycling, ECF focuses its efforts on the following key topics:

- Policy: International and European advocacy
- Research: Building knowledge based advocacy
- Networks: Connecting and strengthening the cycling community
- Projects: Delivering the change

1.4.1. Policy: International and European advocacy

European Cycling Strategy

The campaign for a EU Cycling strategy (EUCS) is a joint project of ECF and its partner organisations aiming at putting cycling policy higher on the Brussels political agenda. The EU Member States, the European Parliament as well as the European Committee of the Regions have already called upon the European Commission to step up.

Such a common strategy encompassing an EU-wide policy framework for cycling would enable the creation of an **EU-wide policy framework combining all cycling-related domains** (climate, health, infrastructure, vehicle regulation, passenger rights, industrial policy etc.) and send a strong political signal to **recognize cycling as a transport mode in its own right**. It would help to coordinate the efforts of **boosting cycling**, overcome associated challenges, and additionally serve as a tool for the Member States as it would clearly define common policy objectives and recommendations.

The EU Cycling Strategy Campaign was launched in September 2016. After consultations and analysis of the EU Cycling Strategy survey's results showing a strong support for the key policy recommendations, the team of 25 experts representing different governmental and non-governmental organisations, academia as well as business representatives, was constituted under the leadership of ECF to prepare a blueprint document for an EU Cycling Strategy. The blueprint will be presented at the Velo-city conference in Arnhem-Nijmegen on 13-16 June 2017 and handed over to Violeta Bulc, the European Commissioner for Transport. The ECF's objective is to see the EU Cycling Strategy included into the European Commission's Work Programme 2018.

More information is available on www.cyclingstrategy.eu



#CYFO – Cycling Forum Europe

Founded by **Members of the European Parliament** from across the political parties and parliamentary committees in 2014, 'Cycling Forum Europe' is an active network that aims at bringing together EU decision-makers, cycling advocates and all those stakeholders interested in **sustainable urban mobility and the future of our cities**. It is a great step to enhance the status of cycling in the European Parliament and other EU institutions. 10 MEPs are a member.

Cycling Forum Europe came together 3 times in 2016 to **set cycling on the agenda of the Brussels political scene**, with the main topic being the EU Cycling Strategy Campaign. A breakfast meeting in June served for a brainstorming about the upcoming EU Cycling Strategy; the September event, in cooperation with the Slovak EU Presidency, saw the official launch of the campaign with an expert discussion on infrastructure (cycle highways). At the 3rd and last 2016 event focused on the economic benefits of cycling, with ECF publishing a detailed report "The EU cycling economy". The three events together saw more than 200 participants.

Velo-city Taipei

Velo-city 2016 was the first time the event was held in **Asia** and not in any city, but in Taipei. Under a theme "**The Evolution of Cycling**" the conference gathered 995 delegates from 52 different countries, making it the highest attended non-European hosted Velo-city conference to date. Taipei is aiming at an impressive goal of 70% green transport by 2020. Growth of biking is highly involved in achieving this goal and we believe that the conference contributed to this aim.



VELO-CITY
GLOBAL 2016
 EVOLUTION OF CYCLING
 FEB 27-MAR 1 TAIPEI, TAIWAN
www.velo-city2016.com

During Velo-city 2016 cycling was presented as a key part of sustainable urban development and modern, moving lifestyles. **Cycle Highways** were in the spotlight, with the great example of RijnWaalpad, connecting over 15 km's the Dutch cities Arnhem and Nijmegen, next Velo-city conference hosts. The managers of the greatest **Public Bike Sharing (PBS)** systems in the world shared their recommendations and experiences about the key steps to take for the development and implementation of a successful PBS.

As Taiwan is a host to a large part of the world's **bicycle industry**, with well-known companies such as Giant based there, and the Taipei Cycle Show, the world's largest bicycle trade fair, the Cycling Industry was represented in high numbers and many of the most influential global voices in our industry discussed the development of cycling markets worldwide. The Industry Days at Velo-city offered an unprecedented look into the trends markets of tomorrow and connected the industry with decision-makers. The quality of industry speakers at Velo-city Global 2016 was so good that Taipei Cycle Show invited ECF to hold a special edition of our influential **Advocacy Summit** on the first day of the show.

However, cycling is also about fun and indisputably, a favorite social event of the conference was the **Bike Parade**. About **5,000 cyclists from all corners of the world** got on their bikes to enjoy an exclusive bike ride through Taipei. With the bicycle share program (YouBike) and 314 km of urban bicycle paths and 111 km of riverside bicycle paths, it doesn't come as a surprise this happened in Taipei!



Thanks to the excellent work of the host City of Taipei and the conference organizer - GIS Group, as well as ECF team and all other collaborators, Velo-city 2016 Taipei ended with a strong message: The industry is ready and has to strengthen the ties with advocates and cities to promote cycling around the world..

Global Policy

This year ECF took part in **Habitat III, the United Nations Conference on Housing and Sustainable Urban Development** that took place in Quito, Ecuador. On October 20, 2016 the Habitat III process closed in celebration. 170 member states signed the New Urban Agenda - a non-binding agreement that serves as guidelines for the development of sustainable and equitable cities. ECF and World Cycling Alliance (WCA) were present throughout the Preparatory Committee meetings and gained a lot of visibility through the Habitat III conference through their booth, networking event, and active participation. Cycling - through ECF and WCA- was promoted throughout the process and the New Urban Agenda, the outcome document of this conference, makes clear reference to cycling multiple times.

In the beginning of November, Bernhard Ensink, ECF Secretary General, participated in **COP 22 – the annual United Nations Climate Change Conference** in Marrakesh, Morocco. These conferences serve as a meeting place for the signatories of the United Nations Framework Convention on Climate Change and all the interested stakeholders aiming to combat the climate change. At COP22, Bernhard Ensink spread ECF's and WCA's message that Cycling delivers – it contributes to all the Sustainable Development Goals, and especially to the fight against climate change as it helps to reduce Green House Gas emissions, 25% of which come from transport (mostly road transport). The main outcome of this year's conference was a one page Marrakech Action Proclamation which re-confirms the Paris Agreement of COP21.

The PEP Pan-European Master Plan on the Promotion of Cycling

THE PEP stands for "Transport, Health, Environment Pan-European Programme" and is jointly managed by the World Health Organisation and the United Nations Economic Commission for Europe. It has 56 signatory states from Europe, Central Asia, the Caucus and Northern America.

THE PEP Partnership for Cycling met 3 times in 2016 (Bratislava, Cologne, Brussels) to discuss the further development of the pan-European Master Plan for Cycling Promotion that is due to be politically adopted in 2019. The Master Plan will give specific **recommendations to national authorities** of the 56 member states on how they can promote cycling. ECF participated in all 3 meetings and actively contributes to the content development as chapter leader on funding, fiscal, infrastructure and tourism issues.

Sustainable Urban Mobility indicators

Since 2014, ECF has contributed to DG MOVE's (European Commission Directorate-General for mobility and transport) initiative to collect **better data on urban mobility** through an "Urban Mobility Scoreboard". However, this initiative was abandoned in April 2016, when the Commission endorsed indicators on Sustainable Urban Mobility developed by the World Business Council for Sustainable Development (WBCSD). WBCSD took 3 years to develop the Indicator set, with academia (OECD, University of Gent) , 30 people from companies (BP, Shell, BMW, Daimler, Renault Nissan, Toyota,



Volkswagen, Deutsche Bahn, Ford, Honda, Michelin, Pirelli, Fujitsu, Bridgestone, Brisa), 5 experts as reviewers, and test in 6 cities (Hamburg, Lisbon, Indore, Campinas, Bangkok, Chengdu).

ECF and the cycling industry teamed up with 5 other organisations (Walk 21, Polis, Eurocities, ICLEI, ETSC and ECF) to propose improvement of these indicators..

In September 2016, after long negotiations in which ECF was now supported by DG MOVE, WBCSD agreed to work with ECF for a 'minimal **update of the indicators and the online tool**'. This update should be finalised early 2017.

Bike and train

During 2016, the ECF submitted a detailed response to the European Commission's consultation on its **Impact Assessment of the Review of the Passenger Rights Regulation**. The main point made was that the possibility of cycle carriage should be available on all trains in Europe. The ECF also organised with the Community of European Railway and Infrastructure Companies (CER) a workshop for rail operators on **improving connections between bikes and trains**, particularly focusing on first and last mile journeys. The ECF invited the EU-funded project BiTiBi (Bike-Train-Bike) to present the main findings of their project to inspire the participants. Towards the end of the year the ECF prepared an updated best practice guide on bikes and long distance and international rail services.

EU Funds for Cycling

As reported in 2016, thanks to the work of the ECF and its members and partners, DG REGIO (European Commission Directorate-General for regional policy) confirmed that there will be **€1.5 billion EU Funds** available to be invested in cycling between 2014 and 2020. Consequently during 2016 the ECF has continued to provide support and advice to its Members and other key stakeholders on the increased opportunities that exist for using EU funds for cycling-related projects. For example, a special paper was prepared to publicise the new opportunities for cycling included under the 2016 CEF Call. This reflected the advice and comments of the relevant staff within DG MOVE following a bilateral meeting.

The popular series of **webinar training sessions** was continued to help introduce how EU funds work, publicise the current status with the programming documents and explain how to prepare successful applications. Over 100 participants registered to the four webinars held during 2016. Participants of the webinars were offered direct guidance and feedback with regard to project ideas they were developing.

During 2016 the ECF also launched the **EU Funds Observatory for Cycling**, a tool that make it easier for everyone to find opportunities to fund their projects using EU funds in their area. The searchable database contains summaries of over 100 different funding programming documents with examples of best practices from around Europe.

The EU Funds Observatory for Cycling can be viewed here:

<https://ecf.com/what-we-do/european-funding/eu-funds-observatory-cycling>

European Mobility Week

Running from 16 to 22 September, the European Mobility Week 2016 (EMW) aimed at encouraging local politicians and the public to look at smart and sustainable mobility as an investment for Europe. This



year's moto was: '**Smart mobility. Strong economy.**' 2016 had the highest participation rate ever witnessed by the campaign, with 2,427 participating towns and cities.

ECF Secretary General, Bernhard Ensink, was invited to the official launch event of the EMW, together with the Secretary General of UITP and EUROCITIES and Brussels Minister of Mobility Pascal Smet.

In the framework of the European Mobility Week, ECF organised a **social media contest** to promote cycling and put ECF members in the spotlights. The participants had to submit a description of their cycling activity during EMW, and the winner with the most votes won a Velo-city 2017 ticket. With over 20 entries and 2939 total votes, the contest was a success, and its winner was announced Gijón Bus & Ride – a street game to promote the intermodal use of bus system and shared bike system in Gijón.

ECF participated in the EMW workshops with an inspiring presentation on Shopping by bicycle and Cyclelogistics and was a member of the EMW award jury.

EuroVelo and Cycling tourism

The ECF continues to play a leading role in the **EU Tourism Manifesto** Group with Adam Bodor; ECF Advocacy Director acting as Vice-Chair for the group. ECF helped to found the group in 2015 to address the lack of political support for tourism policy within the European Commission, which in the past has supported the EuroVelo network by awarding grants to several transnational projects. The Manifesto now has over 39 signatory organisations and is already achieving concrete results: most notably with an increase in the European Commission's budget for tourism in 2017.

The ECF has also been able to establish some useful contacts with the other organisations in the group. For example the ECF was invited to speak at events organised by the European Spa Association (ESPA) and European Cultural Tourism Network (ECTN) during 2016.

ECF had a booth at the **TEN-T Days** event in the Netherlands to promote the possibility of including EuroVelo and cycling measures in TEN-T projects. During the event, the ECF invited Gudrun Schulze, Team Leader in the TEN-T Unit, to attend the EuroVelo Council meeting in September, which led to a good exchange of views. Partly as a result of this connection, more positive wording relating cycling under the Urban Nodes Priority was included in the next Connecting Europe Facility Call, which was published towards the end of the year.

1.4.2. Research: Building knowledge based advocacy

Economic Benefits of Cycling

This report "The EU Cycling Economy" was ECF's second calculation of the **internal and external benefits of cycling** linked to the current level of cycling in the EU-28. It is an extended and updated version of the first report published in 2013. The calculations have been updated with the latest available figures; in some cases, the methodologies for calculating the benefits have been refined taking into account the feedback received; and more benefits have been added in a systematic way, following the development of the active mobility agenda during the last years. Taking this systematic approach, which we have already followed to identify the contributions of cycling to the **United Nations Sustainable Development Goals**, we see that cycling has positive impacts in many more fields than previously considered.



The report clearly demonstrated that the benefits of cycling occur not only in specific, isolated fields like transport or environmental policy, but in many other areas where the EU has competences as well, like industrial policy, employment, health and social policy. An **integrated EU cycling strategy** that includes these fields and considers cycling in all relevant policy areas will therefore enable the whole EU to reap these benefits in the future. Therefore, the aim of this report was not only to calculate the benefits of cycling, use these findings for advocacy activities, but also to encourage further research on the subject in order to draw a more precise picture of the economic benefits of cycling.

The whole report can be found here:

<https://ecf.com/groups/eu-cycling-economy>

Fiscal Incentives for e-bikes

With this report "Electromobility for all" ECF presents the first **overview of financial incentives for e-cycling in Europe**. It shows that numerous countries, regions and local authorities in Europe have already realised that promoting electric bikes through grants is a very cost-effective way to achieve the decarbonisation of the transport system: E-bikes open up cycling to new groups of the population and have a high potential to replace car trips. They also come with a small price tag: On average, they cost less than 8% of the price of an electric car.

Therefore, ECF calls for a comprehensive and balanced **electromobility policy** that takes into account all modes of transport and is not only focused on improving emission values of one mode, without taking into account problems like congestion or the use of public space in our city. We are convinced that this approach will help us to make the mobility system as a whole more sustainable and to make our cities and regions more livable.

The report was written in 2016 and published at the beginning of 2017:

<https://ecf.com/groups/report-electromobility-all-financial-incentives-e-cycling>

Cycling Data Map

There is a clear need for better data on cycling at the European, national, regional and local level. Besides its advocacy work for better cycling statistics at all levels of governance, ECF has therefore started to develop a cycling data map, which is going to be a repository for **statistics on modal share, cyclist safety, bike sales, cycling tourism, cycling advocacy**, and other fields. The map was developed in 2016 and will be populated and published on the ECF website in 2017.

Recommendations on Cyclelogistics for Cities

ECF participated in the stakeholder consultation on Non-Binding Guidance Documents (NBGD) on urban logistics, organized by DG MOVE. The final guidance documents will be published beginning of 2017, but ECF has indications that **cyclelogistics will be included in the recommendations of the Commission** and it is likely that there will be a reference to ECF's "Recommendations on Cyclelogistics for Cities". The content of this report, disseminated in February 2016, is a compilation of the ECF works and the outcomes of the Cyclelogistics Roundtables ECF organized with key stakeholders from the industry, cities, EU MEPs & representatives of the European Commission.

Recommendations can be found here:

<https://ecf.com/groups/recommendations-cyclelogistics-cities>



1.4.3. Networks: Connecting and strengthening the cycling community

One of the main reasons ECF was founded in 1983 was to provide a forum for cycling and cyclists' organisations and to create a place to network in order to promote cycling. In the past decades, ECF has been expanding its networks to reach out to a wide audience in order to reflect the diversity of cycling stakeholders.

Throughout the years ECF has been working to establish itself as the first contact point for many cycling related topics and issues. It aims to continue to enhance its networks' strength by knowledge and experience sharing as in order to enhance the impact of its work.

ECF currently has 9 networks spanning from industry members to scientists to cities actively involved in cycling:

World Cycling Alliance

The World Cycling Alliance (WCA) was launched at the Velo-city Global 2014 conference in Adelaide and is gearing up to become a **major cycling advocacy network of NGOs worldwide**. The WCA wishes to unite NGOs with a substantial interest in cycling and give them a strong voice on the international stage. It also aims to act as a platform for the exchange of expertise, sharing of best-practice, and cooperation between organisations with a common purpose: promoting bicycle use.



From an organizational development perspective, WCA Steering Board had a successful board meeting during Velo-city 2016 to discuss the current status and the future of WCA. From that meeting in February 2016, a vision committee was created from within the WCA Steering Board, and they met in June to discuss the further development of the network and propose a plan.

Cities for Cyclists

Cities for Cyclists (CfC) aspire to establish a global ECF **network of cities** which are working to **promote bicycle use in urban areas** and encourage the exchange of knowledge.

In 2016 the Cities for Cyclists network grew by 3 new members:

- Skopje, former Yugoslav Republic of Macedonia
- Madrid, Spain
- Spanish Cities for Cycling Network (Red de Ciudades por la Bicicleta)



This brings the total number of members on 29 cities, regions and cycling cities networks.

- ECF organised an annual network meeting in Taipei, host city of the meeting and of the Velo-city 2016 conference. The Cities for Cyclists delegation counted a large delegation from the host city Taipei, including Vice-Mayor Charles Lin, Commissioner Anne Chung, Commissioner Lee Lin, a strong European delegation including Vice-Mayor Harriet Tiemens from next year's Velo-city host cities Arnhem-Nijmegen (Groningen, Basel, Gelderland, Copenhagen) and an enthusiast Japanese delegation including Mayor Mikio Takahashi and bicycle manager of Bibai city and



Mayor Yuko Hiratani from Onomichi city. ECF Secretary General Bernhard Ensink and Cities for Cyclists network manager Benedicte Swennen also joined the participants.

- June 2016, ECF, together with the city of Gothenburg, the CIVITAS thematic working group on urban freight and the EU project Cyclelogistics Ahead, organized a successful one-day workshop for cities to learn more about cyclelogistics in cities across Europe, and also provided ground to exchange ideas and share knowledge. 24 participants from different countries in Europe participated in the workshop.
- ECF also organized two meetings with the new Expert group of staff members of local or regional administration from different CfC members (end of 2015, the expert group contained a delegate from Frederiksberg, Gothenburg and Gelderland) to strengthen the network and prepare the way for an eventual advisory board of the Cities for Cyclists network.

Cycling Industry Club

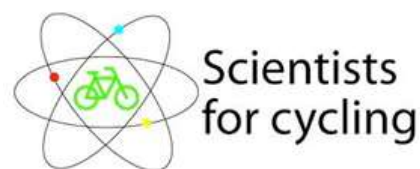
The club was founded in 2011 at EuroBike. It has since become the biggest player on Europe's cycling advocacy scene with 36 members in 2016. Funding and support from leading companies has created big changes across Europe, **unlocking millions in funding** and getting more people cycling. This year ECF published a report showing how government investments in cycling **increase the cycling market**.

In the frame of the CIC, ECF started working with companies for the recognition of **new technologies** in cycling including pedelecs, bike sharing and cargo bikes. A working group was launched with high-tech, data companies and policy makers to get the most out of connectivity and to coordinate a smooth integration of cycling within the new **Mobility-as-a-Service** ecosystem.

ECF Cycling Industry Club's "Advocacy Summit" at Eurobike on the 1st September 2016 was an important date as CIC was informed about the return of investments to advocacy. 'European bicycle market analysis 2015. Advocacy means sales' report (<https://ecf.com/groups/ecf-analysis-cone-bi-%E2%80%99Ceubicycle-market-report-2016%E2%80%9D>) proved that countries with the highest cycling modal share are also the ones with the highest average per capita expenditure on bicycles and accessories. For the first time CIC members could see exactly how **government investments in cycling flow directly into industry sales**.

Scientists for Cycling

The Scientists for Cycling (S4C) network arose from the recognition that there are many **experts in all areas of science worldwide** who are able and ready to contribute to ECF's mission: to improve and to increase cycling.



The number of subscriptions to the network's mailing list has remained steady around 220 in 2016. The network's strategy has been updated to make a better and more direct link to ECF's advocacy work and to provide input for **evidence-based cycling advocacy** and policy. The adjustments were discussed and approved by both the network's advisory board and the ECF board.

ECF communicated with the members through e-mail, a dedicated newsletter, and the online collaboration tool (ECF intranet) launched in 2015.



Several events were organised under the banner of the Scientists for Cycling network in 2016:

- The **Scientists for Cycling Colloquium** that took place in February 2016, on the day before the start of the annual Velo-City conference in Taipei, Taiwan. By bringing together researchers from several Asian countries with their counterparts from the rest of the world, the event created a unique opportunity for exchange and gave real added value to its more than 100 participants.
- ECF was invited by the Programme Committee of the **Transport Research Arena** conference in Warsaw to organise a session on cycling research, which it did in collaboration with researchers from the Scientists for Cycling network.
- After the successful edition in Taipei in February, more than 120 academics from 11 countries all over the world came to Aveiro in Portugal from 17 to 18 November to discuss the newest developments in cycling research. During two days, the **interdisciplinary colloquium** organised by the University of Aveiro and the Scientists for Cycling network focussed on two main themes: "Cycling Delivers to the UN Global Goals" and "Rapid Changes".

Also part of the network's activities were the preparation of the next Scientists for Cycling Colloquium, which will take place in the Netherlands on 12 June 2017 in collaboration with Radboud University Nijmegen, and the preparation of the International Cycling Conference, a scientific conference organised mainly by the German Federal Environmental Agency (Umweltbundesamt) in September 2017.

National Cycling Officers Network

The network's aim is to bring experts and officials that work on national cycling policies together, to exchange best practices on national cycling strategies, including objectives, instruments, institutional processes and frameworks and involvement with civil society stakeholders. THE PEP strategic planning process to achieve a European Masterplan for cycling formalised the informal network initiated by ECF and canalised the activities in order to deliver.

National EuroVelo Coordination Centres and Coordinators Network

During 2016, three new National EuroVelo Coordination Centres joined the network. Vitally important to the success of EuroVelo, the network of 19 National EuroVelo Coordination Centres and Coordinators (NECC/Cs) ensure the **implementation, operation and quality assurance of EuroVelo at a national level.** They

are responsible for communicating EuroVelo nationally, providing accurate and up-to-date information on the sections of EuroVelo routes that pass through their area and ensure the integration of EuroVelo routes into new publications.



The Annual NECC/Cs meeting was held in Vienna, Austria and was attended by over 30 participants from 20 different countries. There is lots of interest in countries without NECC/Cs at the moment to join the network, so we look forward to it continuing to grow over the coming years.



1.4.4. Projects: Delivering the change

EuroVelo projects

The ECF EuroVelo programme delivered the following high quality activities: Central basic EuroVelo coordination and promotion actions (e.g. EuroVelo.com, EuroVelo.org, newsletter, PR, answering individual requests etc.); Advanced route coordination and promotion actions (e.g. website, fairs, PR activities etc.), particularly along the Rhine route (**EV15**); Major route coordination actions (e.g. preparations for new EuroVelo Overview Map, route extension **EV1** and adding **EV17** to the network) and collecting donations from individuals (distributing maps, jerseys).

The ECF was the lead partner in the **Silver Cyclists** project, supported by the European Commission DG GROW - COSME (European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs - EU programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises) which came to an end in November 2016. The project aimed at increasing the number of seniors that undertake cycling holidays. The project included 8 partners from 7 countries and used the EuroVelo network as a backbone. Within the main activities of the project were: update the EuroVelo methodology for the creation of tourist packages tailored to the needs of seniors, implementation of pilot tourist packages for seniors, dissemination of the project results and feedback from other stakeholders at the ITB Berlin, organization of a final Conference in Vienna, publication of a Charter of Silver Cyclists and Strategy.

The ECF was also a partner in two ongoing projects: **Iron Curtain Trail Experience** and **EuroVelo 5 – Via Romea Francigena**. The Iron Curtain Trail Experience project (COSME) started in September 2015 and will last approx. 19 months. Within the main activities of the project are: the development of an experience based app for electronic portable devices and producing communication and promotional material (videos, professional photos etc.). The EuroVelo 5 – Via Romea Francigena project (COSME) started in April 2016 and will last for 18 months. The main activities of the project are: confirm the route, development of basic communication tools (website and an app) and creation of tourist packages along the route.

In addition, the ECF has been involved in the preparation of numerous applications relating to EuroVelo during 2016, two of which have already been successful: **MedCycleTour** (EuroVelo 8 – Mediterranean Route) and **Biking South Baltic** (EuroVelo 10 – Baltic Sea Cycle Route).

Pro-E-Bike

E-bikes, the new generation of clean and energy efficient vehicles, combine technological innovation with a realistic solution for everyday sustainable transport. The Pro-E-Bike project promoted E-bikes for delivery of goods and passenger transport among private and public bodies as an enticing alternative to “conventional fossil fueled” vehicles.

Running from 2013 until 2016, Pro-E-Bike was supported by the European Union’s Intelligent Energy Europe programme which provided approximately €1 million of the project’s €1.3million budget.

The main objective of the project was to contribute to cleaner and energy efficient transport in cities by replacing fossil fueled vehicles with clean and energy efficient e-bikes in delivery of goods and services. This was achieved by creation of better conditions for e-bike market uptake, sharing knowledge and



experiences and providing information and materials on e-bikes and their performance in delivery services. The partners also worked closely with public administration in pilot cities in order to promote e-bike delivery and e-bike services as a step towards sustainable urban mobility. The final goal was contribution to EU policies and priorities by demonstration of measurable effects of CO2 emission reduction and energy savings in urban transport.

ECF contributed primarily to the PRO-E consortium in the areas of expertise, communications and dissemination, all of those at the European level.

SWITCH

SWITCH is a European-funded project that ran until May 2016 involving five cities supported by health and transport experts to develop and implement targeted campaigns **promoting travel behaviour change**.

The project is encouraging **healthier travel habits** by conveying a positive message at turning points in our lives: changing school or job; moving home; retiring or receiving medical advice to increase physical activity.

SWITCH uses information and communication technologies (ICT), and personalised travel planning advice supported by strong health arguments to encourage people in a period of life change to switch from short car journeys to more walking and cycling.

ECF supports the SWITCH project consortium, the 5 SWITCH Cities and 3 follower cities (Bologna, Prague, Sofia) with technical support on cycling, developing and implementing local campaigns to reduce motorised traffic and CO2 levels.

ECF wrote the final publishable report, participated in the panel debate of the final project conference and successfully rounded up the SWITCH at the end of the project.

BIKE2WORK

BIKE2WORK is a European-funded project running until March 2017 involving 14 Partners from across Europe. The main objective of Bike2Work project is to achieve a significant energy-efficient modal shift from motorized modes to cycling. It targets both **employees'** behaviour through Bike2Work campaigns, and encourages **employers** to meet the needs of cyclists taking measures to make the job places more cycle-friendly. Bike2Work campaigns have great success in boosting cycling commuter numbers.

They are also proven to be highly effective in achieving sustained behavioural change that continues long after the action. As a result, they achieve extensive energy savings and CO2 reductions.

ECF is the project coordinator. Furthermore, the consortium shared the idea of designing and implementing a **European certification framework on Cycle Friendly Employers** (CFE): the aim is to facilitate and standardise the certification process for employers.

The overall activities of the project include:

- Extend and intensify existing nation-wide campaigns;
- Enable small scale campaigns to be successful on a bigger scale;



- Replicate campaigns in more countries, cities or regions;
- Making big companies and Small and Medium Enterprises (SMEs) more cycle-friendly.

FLOW

FLOW is a Horizon2020 project that runs from May 2015 until 2018. The mission of the FLOW project is to **put walking and cycling on an equal footing with motorised modes** by developing a user-friendly methodology to assess the effectiveness of walking and cycling measures in addressing urban road congestion.

FLOW targets three main stakeholder groups: **cities, businesses** and **decision-makers** - with the aim of shifting the way these groups think about and act on the potential for the active mobility modes walking and cycling to reduce congestion. ECF is a partner in the project and takes a leading role in advocating the results of FLOW to decision-makers. ECF also gives technical support to improve the traffic modelling tools with cycling data and assisted FLOW cities with advice on cycling measures and how to improve their transport modelling.

As a work package leader of WP5, ECF was in charge of the development of a survey for decision-makers to check the initial hypothesis of the FLOW project concerning walking & cycling and congestion. ECF and the other FLOW partners then analysed the responses and delivered a clear report that will help to develop FLOW tools adapted to decision-makers needs.

ACTIVE VOICE

The main goal of the ActiveVoice project is to lead civil society organizations to pursue **active and cross-sector advocacy** for the EU Physical Activity Guidelines. For a successful implementation of the EU Physical Activity Guidelines it's crucial to involve civil society organizations in the process. However, the current capacity of the organizations is not sufficient to play an effective role in policy making. Therefore the project aims to **build capacity of civil society organizations** working on physical activity.

1.5. Members

1.5.1. ECF members

ECF is grassroots based, and members are the heart and soul of ECF. The work done on the ground, delivered by committed cycle enthusiasts around Europe, proves that there is substantial hope for a world where more people cycle more often. ECF members carry the message of cycling on the ground and they help nations move into an environmentally-friendly, competitive and sustainable future.

ECF's members are among the largest and most influential cycling NGOs in the world and major organisations in the fields of transport and tourism.

The group of CEOs of ECF, ADFC (Germany), Fietsersbond (Netherlands), DCF (Denmark), SLF (Norway), FIAB (Italy), ProVelo (Switzerland), Fietsersbond (Belgium), meet twice a year to exchange knowledge and best practice in running bicycle user associations. In 2016 they met in Nantes and in Copenhagen.



ECF's members reach out to many individuals in the cycling community - it is together through this network of members that ECF can continue to have an impact. Members remain the most important part of achieving ECF's mission and goals.

Here are few examples of successful advocacy campaigns carried out by ECF members:

ADFC (Germany)

For the first time in history, German government has included **cycle highways** in the new **Federal Transport Infrastructure Plan**. Afterwards the legal foundation were adopted and the parliament put 25 Million € in the 2017 Budget. ADFC was working to include cycle highways in the Federal responsibility for years now and it finally pays off - it's a big step towards a better cycling future in Germany.

FIAB (Italy)

A new law was discussed at the Italian Parliament and through a strategic and intensive action of FIAB, the proposal now also includes a reduced speed limit of 30 km/h in urban areas. The **national financial law** also includes the planning and realization of three main national cycle ways - a three-year commitment for a total investment of 91 Million Euros. Friuli Venezia Giulia, Emilia Romagna and Abruzzo regions are investing in urban and leisure cycling. FIAB is a proud alumni of ECF's Leadership Program, working to make organisations strong national advocates for cycling.

SLF - SYKLISTENES LANDSFORENING (Norway)

An ambitious **National Transport Plan** in the making foresees a 50% reduction of emissions by 2030 and cycling, as a CO2 friendly mode of transport, can play an important role in achieving this ambitious goal. Therefore the Plan includes the **funding and realization of new cycle highways** in and near Norway's largest cities.

1.5.2. Leadership programme

ECF'S Leadership Programme supports member organisations in structure, resources and effectiveness to become a more **influential advocacy group**. It is not a long term source of finance; it is a short-term **transformative change programme**. It recognises that at some periods in the life of an organisation there is an opportunity for change and this can be quicker, faster and more successful with an injection of support.

In 2016 organisations from Croatia, France, Slovenia, Spain, Finland and Sweden entered the programme.

Together with a grant secured by ECF's industry partners, the participant organisations of the Leadership Programme received extensive training on organizational development, political campaigning, strategic planning, fundraising and coalition building for stronger national advocacy.

Due to the Leadership Programme, 2016 was a very **successful and productive year** for the participating organisation. ECF has taken some examples to illustrate the achievements of its members.



Example 01: Sindikat Biciklista, Croatia

The biggest achievement in Croatia was the first **certified cycle-friendly faculty**. The Faculty of Electrical Engineering and Computing from the University of Zagreb has invested a lot in high-quality infrastructure for cyclists, with innovative solutions for the safety of bicycles.

Example 02: FUB, France

Thanks to the Programme's support the organisation "FUB" has seen a very productive year. Around the **French cycling barometer** project, FUB is empowering its local advocacy groups, giving them leverage to advocate for result-oriented cycling policies. New ties are being developed with the **national cycling industry** and **cycling entrepreneurs**, thus giving cycling a new importance during this year's national elections. FUB is giving cycling classes to French pupils, secured a national 200 Euro subsidy for buying e-bikes and launched a project to support cycling in low-income neighbourhoods.

Example 03: Slovenian Cyclists' Network (SCN), Slovenia

Highly responsive to the Leadership Programme, the Slovenian Cyclists' Network (SCN) improved its influence at the national level. 2016 was the year of updating the **master plan for cycling infrastructure** and the **national cycling strategy**. SCN has really proved to be an invaluable voice to Slovenian national authorities and was selected to be the representative NGO in the Interministerial Working Group for Cycling Friendly Legislation, as well as a member of SCN representing Slovenia at the PEP talks.

Example 04: ConBici, Spain

ConBici, the organisation participating in the Leadership Programme, the focus of 2016 was on boosting the **National Bicycle Strategy Plan**. To attract more media attention and to form new alliances to support the plan, a professional video was produced explaining the main reasons why the plan should be approved and to sign the manifesto.

Example 05: Finnish Cyclists' Federation, Finland

Great success for Finnish Cyclists' Federation, backed up by the Leadership Programme, was that Finland's new Energy and Climate Strategy includes an **official national goal to increase the trips made my bike** and foot by 30% by the year 2030. Before the Leadership Programme the Finnish Cyclists' Federation consisted of 4 registered local groups and less than 1700 members. By the end of 2016, 10 local groups with up to 2325 members joined forces together to make Finland a better place to cycle.

Example 06: Attica Bike Community, Greece

In 2016 the Attica Bike Community furthered the plans for the development of a Pan-Hellenic Cyclists Federation, by signing the "Declaration of Athens" with four more cyclists associations from Greece, to have a stronger voice for cyclists on a national level. The cycling community is already recognising the efforts: the **members have doubled** from 2015 to 2016!



2. Financial Review

2.1. Overview and Strategy

In 2016 ECF's finances are showing a further improvement. The surplus is €49,000.

The commitment by ECF's Cycling Industry Club members to build an advocacy fund of **€1 million** per year seems achievable in the future. This income is highly valued because it is much less restricted in its use than EU grants, and in particular it can fund ECF's own grants scheme 'The Leadership Programme' which gives money to small and medium advocacy organisations.

The current strategy of the Board is to use these additional incomes received within the year to deliver actions towards the growth of cycling. The only exception to this will be the continued policy of building a reserve for annual fluctuations and cash flows relating to variable grant incomes.

2.2. Reserves and Balance Sheet

As a not for profit organisation ECF does not plan to build reserves, other than the finance needed to operate its activities on behalf of cycling. With the growth of its activities and with successful lobbying for increased funding of cycling in the EU's work programme, ECF has to **have sufficient operational reserves** to cover its own growth and to be able to take part in EU funded projects.

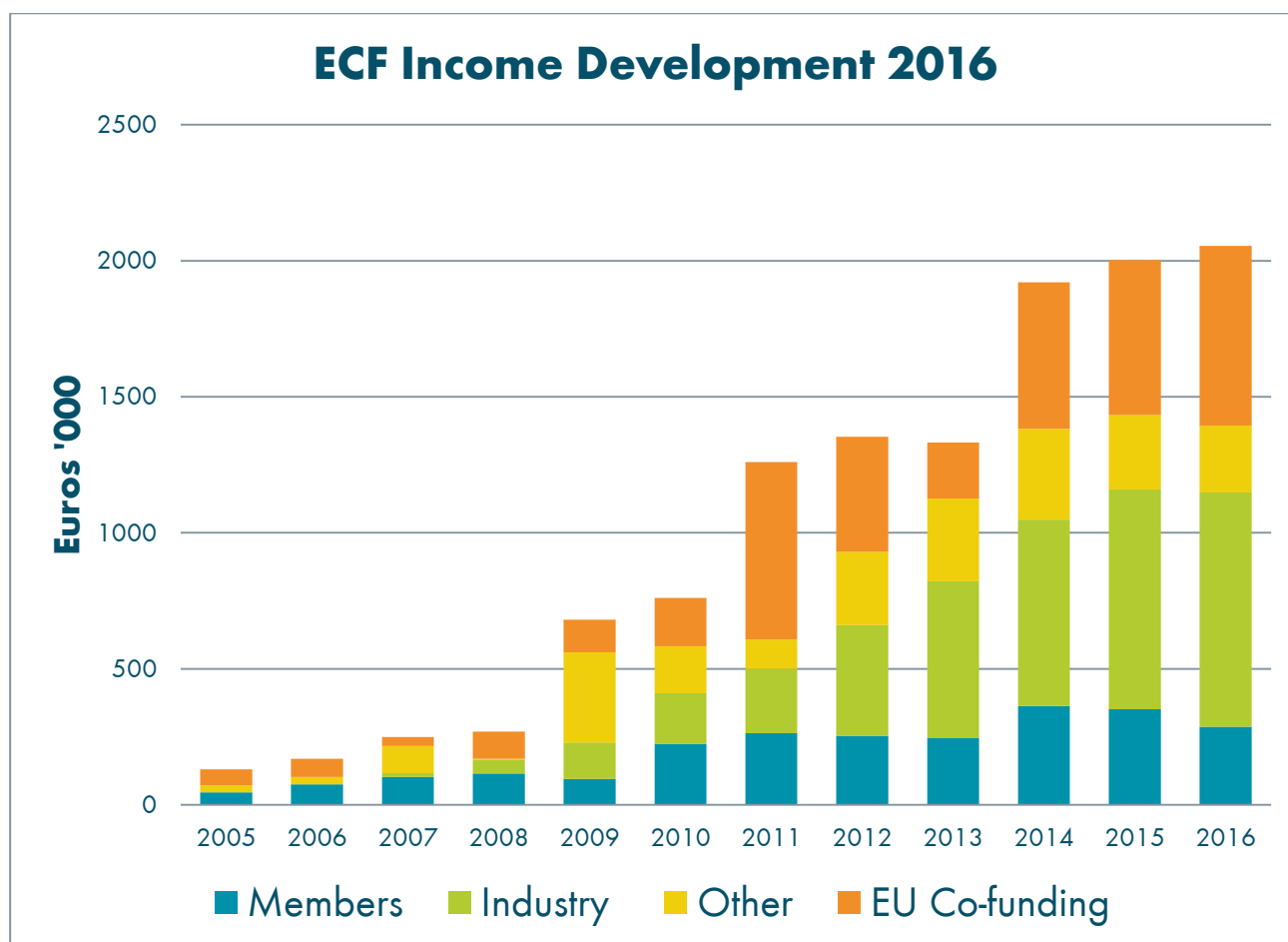
To safeguard ECF's financial stability we aim to have a free reserve of an amount of at least € 200,000 or 10% of the annual revenues of the balance sheet year and to have additional reserves to enable ECF to manage the year-to-year variability of our project funding which includes co-funding requirements and cash flows of multi-year projects.

Sources of Income

The Board is pleased to report that the mix of incomes have been **relatively stable** and is still increasing. In particular, the strategy to diversify incomes through a mix of membership fees, service fees, grants and industry donations has been a great success.



ECF Income Development 2005-2016



The board wishes to stress again the importance of the contributions made to ECF funds by the membership fees. This gives ECF the freedom to innovate and improve and is essential to the continuity of ECF as an **effective campaigning organisation**.

There is significant fluctuation in the year by year grant income from the European Union but 2016 was again a successful year. The largest grant is the Operating Grant under the **Life 2016-2017 Programme** for NGOs. Grant applications were submitted to target and project turnover was fully achieved.

We have secured funding for a number of EuroVelo-related activities, enabling us to support our partners on routes such as EuroVelo 13 – Iron Curtain Trail and EuroVelo 5 – Via Romea Francigena (with new projects relating to EuroVelo 8 – Mediterranean Route and EuroVelo 10 – Baltic Sea Cycle Route starting in 2017).

The EuroVelo-related activities also have their own income stream through the **membership fee for National EuroVelo Coordination Centres and Coordinators** (NECC/Cs). This has secured the basic financing for core ECF activities related to coordinating the EuroVelo network on the European level. In addition, donations received from individuals reached 2,700 Euros this year and preparations were made to increase the amount of incomes from private sources (i.e. through advertisements, including packages on a cycle tourism search engine etc.), an area which is likely to grow



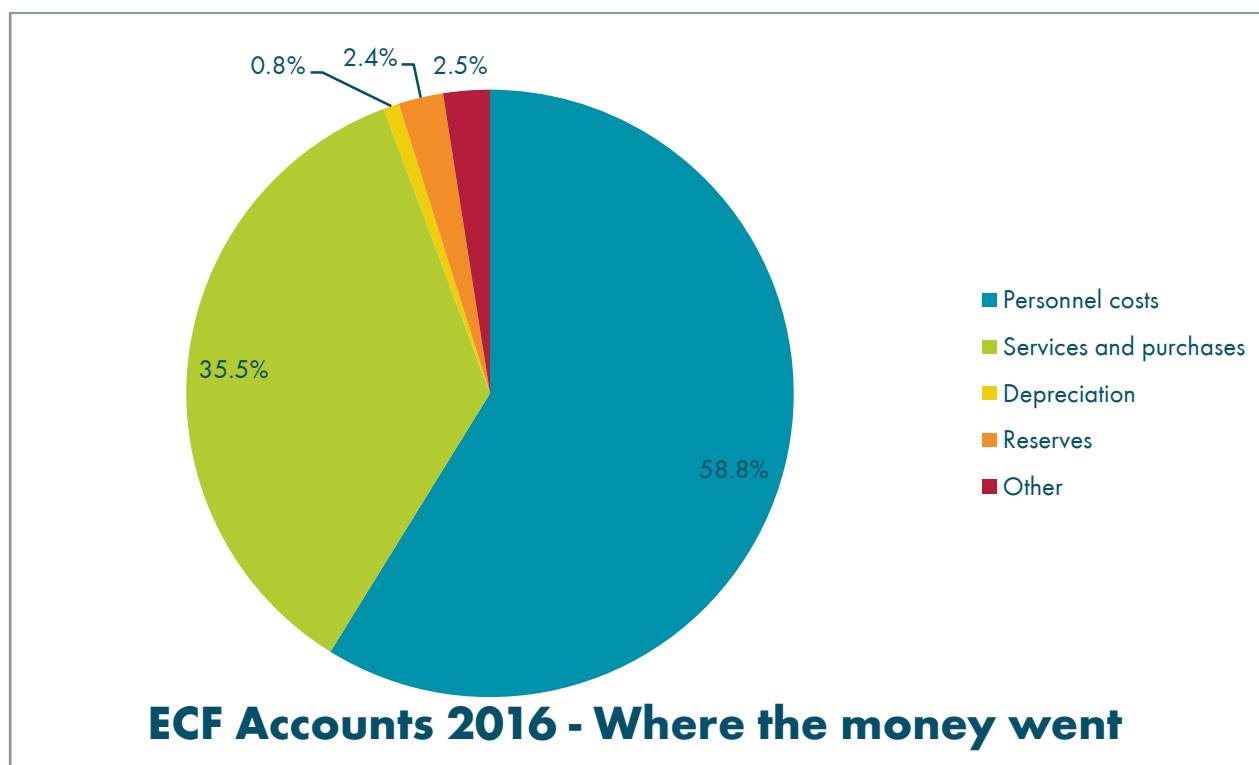
in 2017. A brand new EuroVelo route (EV17) and a major extensions (on EV1 in Portugal) provided 5.300 Euro contributions to the ECF resources.

The ECF is grateful for the contributions of 41,000 Euro from 17 National EuroVelo Coordination Centre and Coordinators and 34,000 Euro from a consortium of 7 national and regional bodies along EuroVelo 15 (Rhine Route).

2.3. Expenditure

The largest element of ECF's expenditure remains its staff team based in Brussels. The overall level of personnel costs increased by €80 000 in 2016 mainly due to the **arrival of 2 new staff members**. The other costs increased by about €20,000.

ECF Accounts 2016 – Where the money went



2.4. Auditor's Report



Renaud de Borman

Réviseur d'entreprises - Bedrijfsrevisor

Société Civile à forme de SPRL – Burg. Vennootschap BVBA

Rue du Long Chêne 3 Lange Eikstraat

1970 Wezembeek-Oppem

Belgium

Tel : +32 (0) 495 867 444

Fax : +32 (0) 2 610 64 39

Renaud.de.Borman@cpa.be

www.RM2.be

Statutory auditor's report to the General meeting of the Members of the Association

EUROPEAN CYCLISTS' FEDERATION ASBL

for the year ended 31st December 2016

As required by law and the association's by-laws, we report to you in the context of our appointment as the association's statutory auditor. This report includes our opinion on the annual accounts, as well as the required additional statements. The annual accounts include the balance sheet as at 31st December 2016, the income statement for the year then ended, and the disclosures.

Report on the annual accounts – Unqualified opinion

We have audited the annual accounts of the association **EUROPEAN CYCLISTS' FEDERATION** for the year ended 31st December 2016, which show a balance sheet total of € 1.167.619,07 and a profit for the year of € 48.884,07.

Responsibility of the board of Directors for the preparation of the annual accounts

The board of Directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial-reporting framework applicable in Belgium, and for such internal control as the board of Directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

Responsibility of the statutory auditor

Our responsibility is to express an opinion on these annual accounts based on our audit. We conducted our audit in accordance with International Standards on Auditing (ISAs). Those standards require that we comply with the ethical requirements and plan and perform the control to obtain reasonable assurance about whether the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the statutory auditor's judgment, including the assessment of the risks of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessments, the statutory auditor considers the association's internal control relevant to the preparation of annual accounts that give a true and fair view, in order to design control procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by board of Directors, as well as evaluating the overall presentation of the annual accounts.

We have obtained from board of Directors and association officials the explanations and information necessary for our audit.



Renaud de Borman, Reviseur d'entreprises-Bedrijfsrevisor

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Unqualified opinion

In our opinion, the annual accounts of the association give a true and fair view of the association's equity and financial position as at 31st December 2016, and of the results of its operations for the year then ended, in accordance with the financial-reporting framework applicable in Belgium.

Report on other legal and regulatory requirements

The board of Directors is responsible for the compliance with the law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations, with the by-laws and with the legal and regulatory requirements regarding bookkeeping.

In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements. On this basis, we make the following additional statements, which do not modify the scope of our opinion on the annual accounts:

- Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- There are no transactions undertaken or decisions taken in breach of the by-laws or of the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations that we have to report to you.

Wezembeek-Oppem, 29th March 2017,



Renaud de Borman
Certified Public Accountant
Representing the civil company SPRL « Renaud de Borman, Reviseur d'entreprises-Bedrijfsrevisor »
Statutory auditor



3. Administrative Details

3.1. Information

Address	Rue Franklin, 28
	1000 Brussels
	Belgium
Registration Number	0460439895
Bank details	BNP Paribas Fortis
	Rond Point Schuman 10
	1040 Brussels, Belgium
Name Account holder	ECF asbl
IBAN	BE82 2100 3398 0768
BIC	GEBABEBB36A
VAT	BE0460.439.895
Auditor	Société civile SPRL Renaud de BORMAN
	Reviser d'Entreprises-Bedrijfsrevisor
	Rue du Long Chêne 3
	1970 WEZEMBEEK OPPEM, Belgium



3.2. Staff

Secretary General	Dr Bernhard Ensink
Advocacy and EuroVelo Director	Adam Bodor
Development Director	Kevin Mayne
Administration Director	Winifred Van Wonterghem
Velo-city and Global Policies Director	Marcio Deslandes
Senior Policy Officer	Fabian Küster
Policy Officer – Road Safety and Technical Issues	Ceri Woolsgrove
Policy Officer – Regional Policy and Cycling Tourism	Ed Lancaster
Policy Officer - Health	Dr Randy Rzewnicki
Fiscal and Economic Policy Officer	Holger Haubold
Urban Mobility and Cities Policy Officer	Benedicte Swennen
Velo-city series and Global Policies Coordinator	Zoé Kruchten
Communications Officer	Chloé Mispelon Diane Auchapt (until May 2016)
Outreach Officer Projects & Networks	Elina Baltatzi
Office Administrator	Izabela Dumoulin
Office Assistant	Lilia Raicu (since August 2016)
Project Officer – EuroVelo	Jesus Freire
Project Officer	Marco Ciarrocchi Carolien Ruebens (since June 2016)
Project Director – Cycling for Growth Initiative	Nicolas Urien (until February 2016)
Smarter Cycling Project Assistant	Niccolò Panozzo (since July 2016)

3.3. Consultants

- Paul Stratta: Project Director - Cycling For Growth



3.4. List of Members

56 Full Member

26 Associate Member

TYPE	NAME	COUNTRY
F	A CONTRAMANO: ASAMBLEA DE CICLISTAS DE SEVILLA	Spain
F	ADFC ALLGEMEINER DEUTSCHER FAHRRAD-CLUB E.V	Germany
F	AF3V - ASSOCIATION FRANÇAISE DES VÉLOROUTES ET VOIES VERTES	France
A	ALLIANCE FOR BIKING AND WALKING	United States
A	ASOCIACIÓN EUROPEA DE VÍAS VERDES	Spain
F	ATTICA BIKE COMMUNITY	Greece
F	BCC - BREST CYCLING COMMUNITY	Belarus
A	BICYCLE SA	Australia
A	BIKE GUANGZHOU	China
F	BISIKLET DERNEĞİ	Turkey
F	BTU - ВЕЛОТРАНСПОРТНЫЙ СОЮЗ	Russia
F	BULGARIAN CYCLING ASSOCIATION	Bulgaria
F	CENTER FOR ENVIRONMENT	Bosnia and Herzegovina
F	CIKLO SVET SRBIJA	Serbia
F	CONBICI	Spain
A	CTO - ΚΥΠΡΙΑΚΟ ΟΡΓΑΝΙΣΜΟ ΤΟΥΡΙΣΜΟΥ	Cyprus
F	CYCLE LUXEMBOURG	Luxembourg
F	CYCLENATION	United Kingdom
F	CYCLIST.IE	Ireland
F	CYKELFRÄMJANDET	Sweden
F	DCCI - ΔΗΜΟΤΙΚΟΣ ΌΜΙΛΟΣ ΠΟΔΗΛΑΤΟΥ ΙΔΑΛΙΟΥ	Cyprus
F	DCF - DANSK CYKLIST FORBUNDET	Denmark
F	DER VEREIN FUTURE BIKE SCHWEIZ	Switzerland
F	ECOLOGICAL MOVEMENT OF THESSALONIKI	Greece
A	ENVERÇEVKO	Turkey
F	FEDERATIA BICICLISTILOR DIN ROMANIA	Romania



F	FIAB - FEDERAZIONE ITALIANA AMICI DELLA BICICLETTA	Italy
A	FIETSBERAAD VLAANDEREN	Belgium
F	FIETSESBOND	The Netherlands
F	FIETSESBOND VZW	Belgium
F	FINNISH CYCLISTS' FEDERATION	Finland
A	FLCA - 台灣樂活自行車協會	Taiwan
F	FORENINGEN FRIE FUGLE	Denmark
F	FPCUB - FEDERAÇÃO PORTUGUESA CICLOTURISMO E UTILIZADORES DE BICICLETA	Portugal
F	FUB - FÉDÉRATION FRANÇAISE DES USAGERS DE LA BICYCLETTE	France
F	GO 2 ALBANIA	Albania
F	GRACQ – LES CYCLISTES QUOTIDIENS ASBL	Belgium
A	GREEN REVOLUTION ASSOCIATION	Romania
F	HPV DEUTSCHLAND E.V.	Germany
A	HYDERABAD BICYCLING CLUB	India
F	IZMIR BICYCLE ASSOCIATION	Turkey
F	KYIV CYCLISTS' ASSOCIATION	Ukraine
F	KKTC BISIKLET SEVELER DEMEGI	Cyprus
A	KMSZ - KERÉKPÁROS MAGYARORSZÁG SZÖVETSÉG	Hungary
F	LANDSSAMTÖK HJÓLREIÐAMANNA, LHM	Iceland
F	LATVIJAS VELO INFORMACIJAS CENTRE	Latvia
F	LIETUVOS DVIRATININKŲ BENDRIJĄ	Lithuania
F	LVI - LËTZEBUERGER VĒLOS-INITIATIV	Luxembourg
F	MAGYAR KEREKPAROSKLUB	Hungary
F	MIASTA DLA ROWERÓW	Poland
F	MINSK CYCLING COMMUNITY	Belarus
F	MUBI - ASSOCIAÇÃO PELA MOBILIDADE URBANA EM BICICLETA	Portugal
F	MUNICIPAL ASSOCIATION OF BICYCLE TOURISM CIRCLE RELAXATION	Poland
A	NADACE PARTNERSTVI	Czech Republic
A	NADÁCIA EKOPOLIS	Slovakia
A	NATIONAL BICYCLE ORGANIZATION	Philippines



F	NEDERLANDSE VERENIGING VOOR HUMAN POWERED VEHICLES	The Netherlands
F	NSBI - NOVOSADSKA BIKIKLISTIČKA INICIJATIVA	Serbia
A	ONE STREET	United States
F	PODILATIKI APO-DRASI PIERIAS	Greece
F	POLEIS GIA PODILATO	Greece
F	POMORSKIE STOWARZYSZENIE "WSPÓLNA EUROPA"	Poland
A	PRO VELO ASBL	Belgium
F	PRO VELO SCHWEIZ	Switzerland
A	PYÖRÄILYKUNTIEN VERKOSTO RY	Finland
F	RADLOBBY ÖSTERREICH	Austria
F	RUSSIAN CYCLE TOURING CLUB	Russia
F	SLF - SYKLISTENES LANDSFORENING	Norway
F	SLOVENSKA KOLESARSKA MREZA	Slovenia
F	SLOVENSKÝ CYKLOKLUB	Slovakia
A	STATE UNITARY ENTERPRISE OF MOSCOW "SCIENTIFIC-RESEARCH AND DESIGN INSTITUTE OF MOSCOW URBAN TRANSPORT"	Russia
A	STICHTING EUROPAFIETTERS	The Netherlands
A	SUSTRANS	United Kingdom
A	T & E - TRANSPORT & ENVIRONMENT	Belgium
A	TCC - ชมรมจักรยานเพื่อสุขภาพแห่งประเทศไทย	Thailand
A	TOERISME VLAANDEREN	Belgium
F	UDRUGA SINDIKAT BIKIKLISTA	Croatia
F	VÄNTA AGA CYCLING CLUB	Estonia
A	VCS ATE -VERKEHRS-CLUB DER SCHWEIZ	Switzerland
A	VÉLO QUÉBEC	Canada
A	YISRAEL BISHVIL OFANAYIM	Israel
F	YUGO CYCLING CAMPAIGN	Serbia



4. Glossary

- **AGM:** Annual General Meeting – The highest decision making body of ECF.
- **BiTiBi:** Bike-Train-Bike - EU project promoting intermodality
- **CEF:** Connecting Europe Facility - EU funding instrument to promote growth, jobs and competitiveness through targeted infrastructure investment at European level
- **CER:** Community of European Railway and infrastructure companies – An organization representing the interests of railway companies at EU level
- **CFC:** Cities for Cyclists – Our network of cities
- **CIC:** Cycling Industry Club – Group of companies financially supportive of ECF advocacy work
- **CIVITAS:** An initiative of the European Union to implement sustainable, clean and efficient urban transport
- **COSME:** EU programme for the Competitiveness of Enterprises and SMEs
- **COP:** Conference of the Parties – The annual United Nations climate change conference. COP22 took place in 2016.
- **CYFO:** Cycling Forum Europe – Our network of European parliamentarians and stakeholders
- **DG GROW:** European Commission Directorate-General for internal market, Industry, Entrepreneurship and SMEs
- **DG MOVE:** European Commission Directorate-General for mobility and transport
- **DG REGIO:** European Commission Directorate-General for regional policy
- **ECTN:** European Cultural Tourism Network
- **ESPA:** European Spa Association
- **EU:** European Union
- **EUCS:** EU Cycling Strategy – Our campaign to get dedicated cycling policies from the EU institutions
- **EMW:** European Mobility Week – Campaign by the European Commission
- **FLOW:** European funded project that aims to put walking and cycling on an equal footing with motorised modes as a solution to tackle urban congestion.
- **ITB:** International Tourism Board – The biggest European tourism trade show
- **NBGD:** Non-binding Guidance Documents – Type of EU regulation
- **NECC/C:** National EuroVelo Coordination Center/ Coordinator – The organisations representing EuroVelo at national level
- **NGO:** Non-Governmental Organisation - Non-profit, voluntary citizens' group which is organized on a local, national or international level.
- **Habitat III:** 3rd conference from the United Nations on housing and sustainable urban development. Habitat conferences take place every 20 years.
- **THE PEP:** Transport Health Environment Pan-European Programme – Working group of 56 countries representatives
- **OECD:** Organisation for Economic Co-operation and Development
- **PBS:** Public bike sharing
- **S4C:** Scientists for Cycling - Our network of cycling friendly academics
- **SME:** Small and Medium Enterprise
- **SWITCH:** European-funded project to develop and implement targeted campaigns promoting travel behaviour change.



- **TEN-T**: Trans-European Network of Transport – The physical EU transport network
- **UITP**: International Public Transport Union – organization representing public transport companies and authorities.
- **UN**: United Nations
- **UNECE**: United Nations Economic Commission for Europe – A subset of the UN focusing on the European Continent
- **WBCSD**: World Business Council for Sustainable development – An organization representing business stakeholders
- **WCA**: World Cycling Alliance – Our global network of cycling organisations
- **WHO**: World Health Organisation – The branch of the UN working on health

