

EuroVelo Business model

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EuroVelo, the European cycle route network

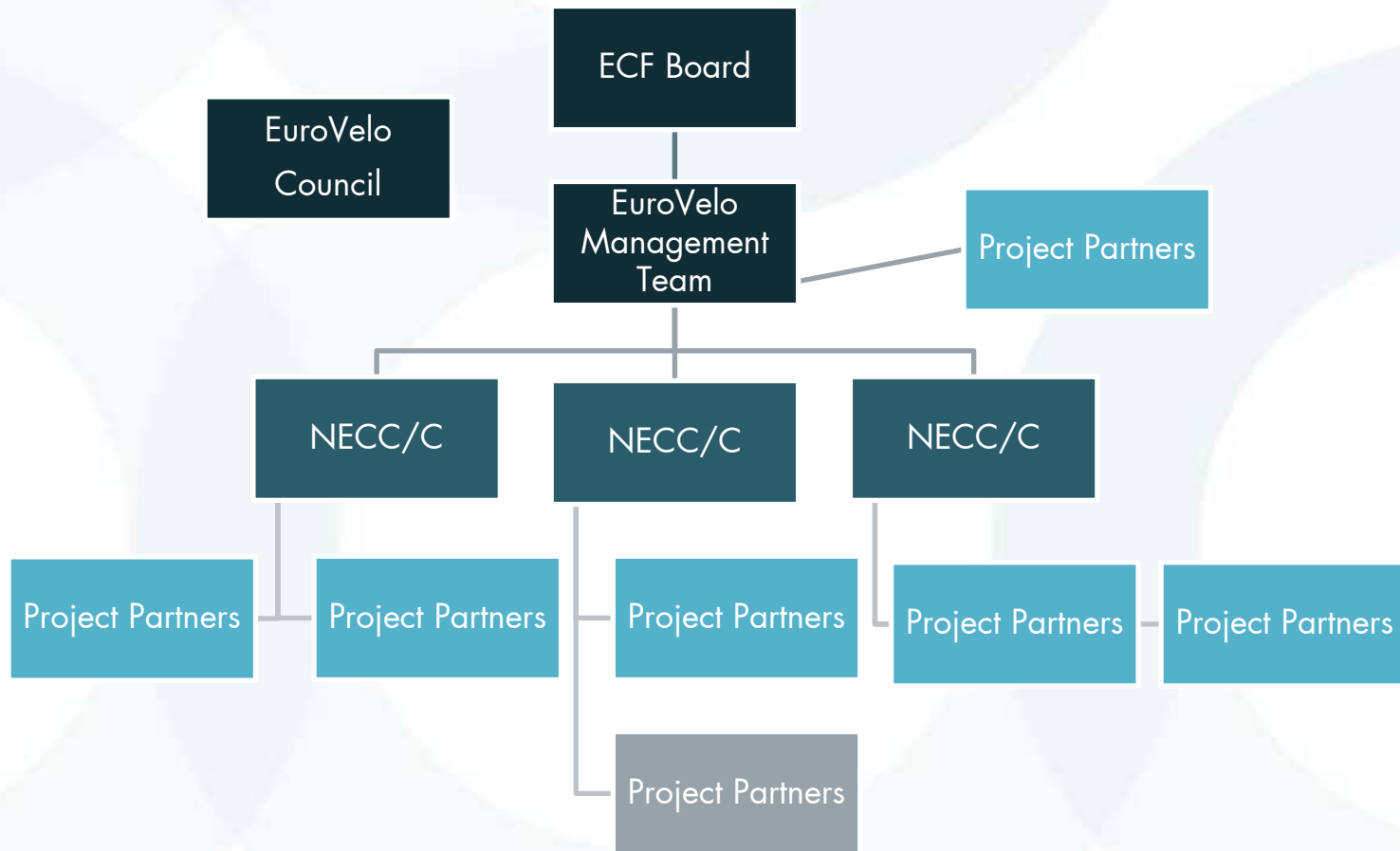


The challenging business....

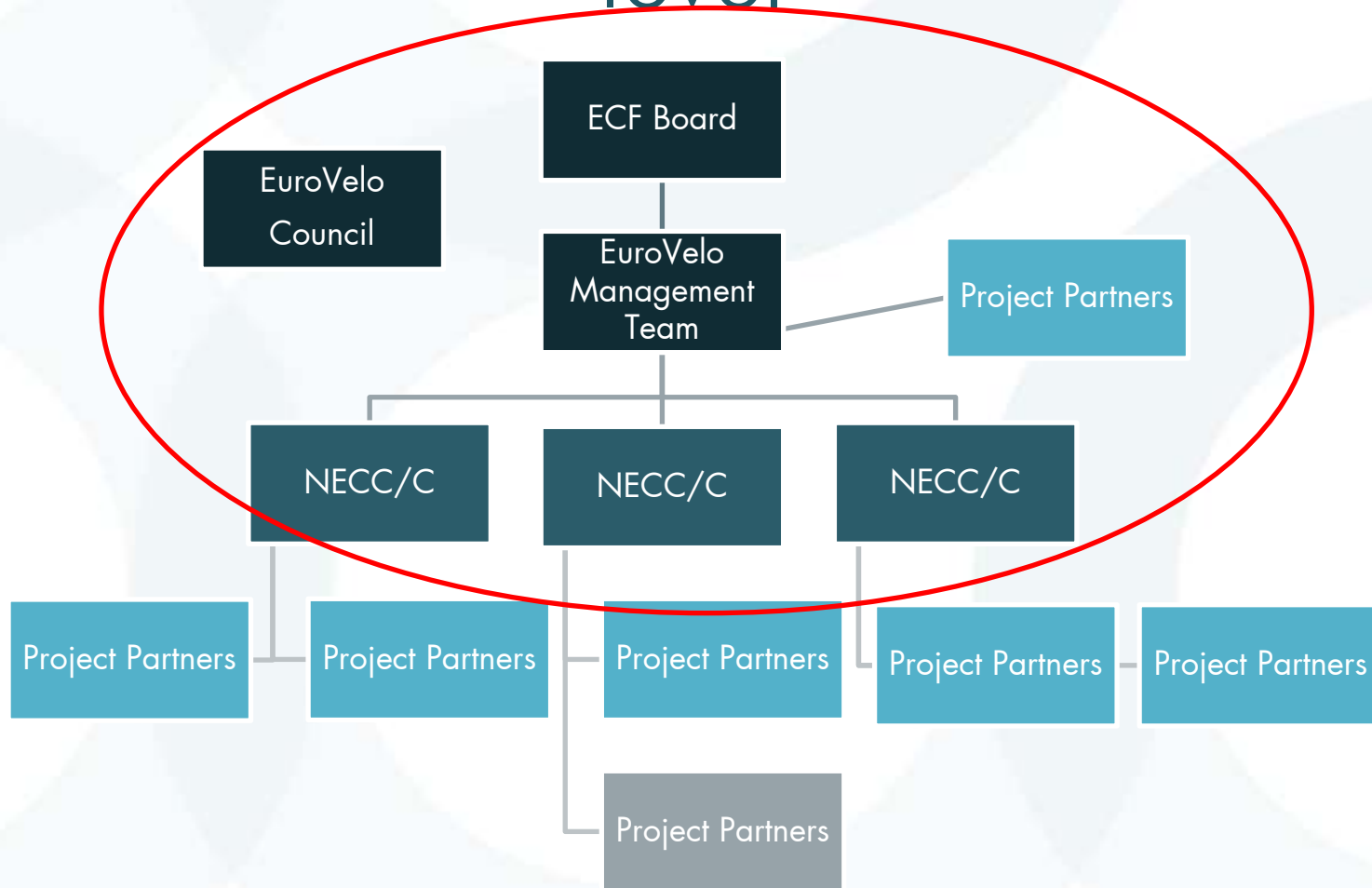
How to finance?



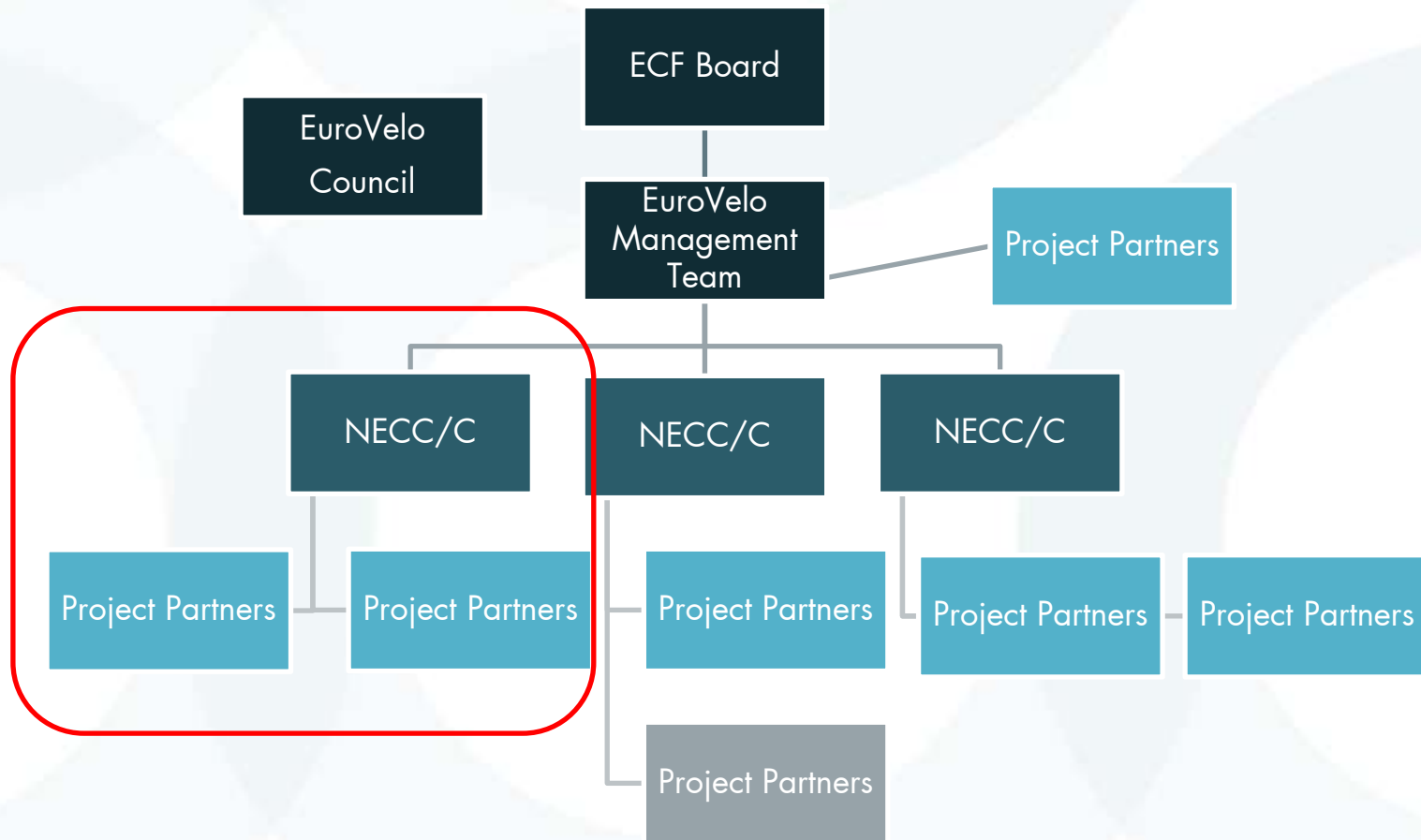
EuroVelo organisation



EuroVelo organisation – European level



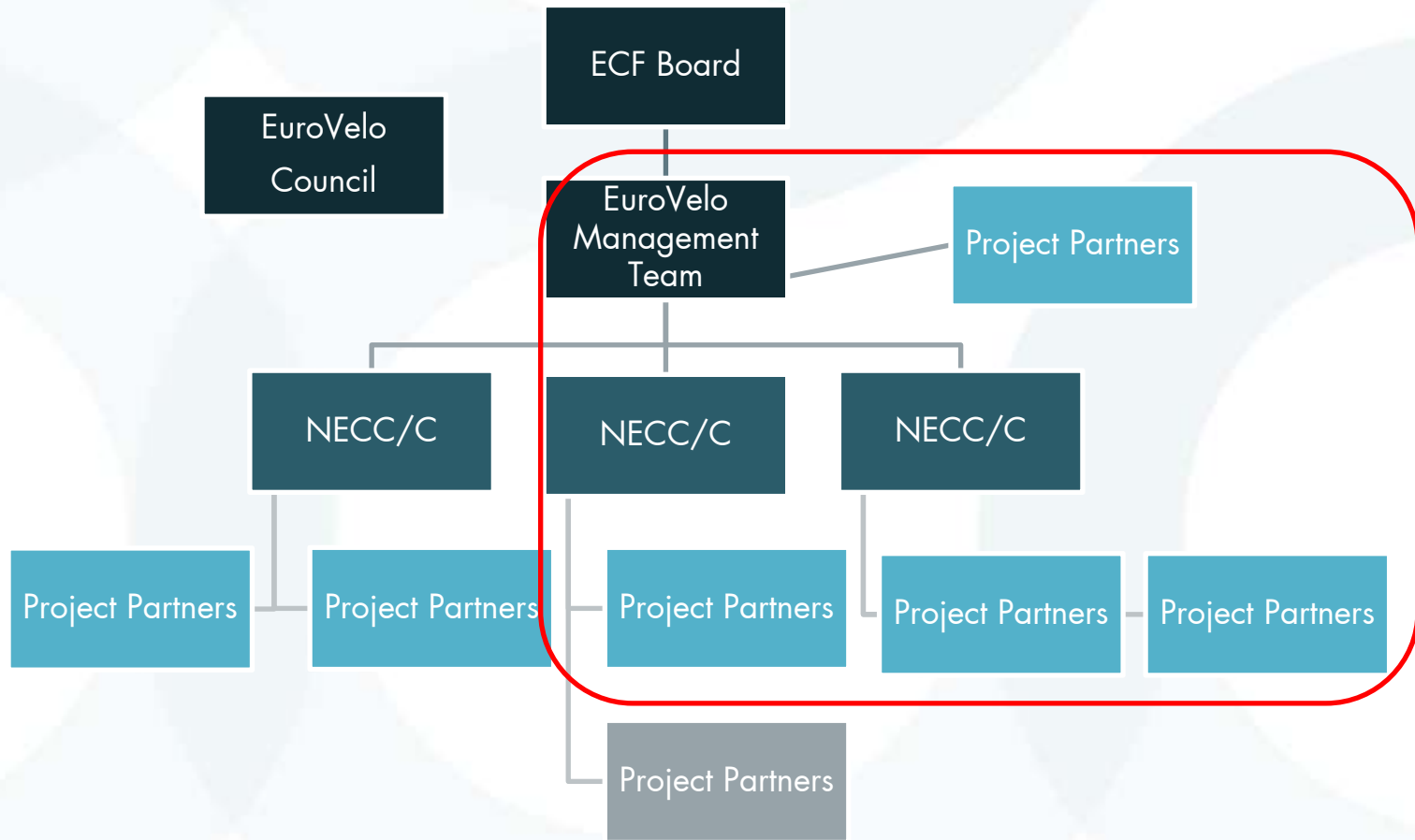
EuroVelo organisation – National level



EuroVelo National Coordination



EuroVelo organisation – individual EuroVelo routes



Rhine Cycle Route

Long term management system (LTMS)





Mission of the LTMS

- Find the most effective level of each route development, maintenance, promotion activity
- Sustainability (organizational, financial)
- Transferability (for other routes)



Tasks of the LTMS

We defined 3 activity levels:

- Trans-national – the LTMS is only dealing with this
- National and “state” level – LTMS helps to get additional financing for this
- Regional – local level



Tasks of the LTMS

Priority among the transnational tasks:

- **Must haves** – what the yearly contributions of the partners should cover (based on the length)
- **Nice to haves** – will need additional resources to implement them

Keep it realistic!

How to finance the coordination on trans-national, European levels?



Objectives

To provide sustainable financial background for the basic (ECF) EuroVelo services

To provide (equal) access for the improved, higher level - advanced (ECF) EuroVelo services

Current situation

ECF's members and (general) sponsors are paying most of the costs of the basic ECF EuroVelo services.

Their contribution is to support the advocacy work of the ECF (not promotion or development activities).

Current situation

The European Commission does not provide an “operating grant” or any other sustainable financing for the basic activities.

Development activities projects may often be supported by the EU, but co-financing (25-50% own resource) and pre-financing is required and serious (time) investment is necessary to prepare applications and administrate the projects

Current situation

The cooperation with private bodies, national or regional tourism boards is very limited on the European level in order to avoid competition with national coordinators and coordination centers.

Current situation

We (ECF) receive requests from different national coordinators / centers to help with expertise, representation etc. but we do not have a clear list of conditions and budget to do so.

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We (ECF) receive requests from different national coordinators / centers to help with expertise, representation etc. but we do not have a clear list of conditions and budget to do so.

Current situation

We can count on:

Few national coordination center – well developed, strong, but of course even they are facing challenges.

Several national coordinator with relatively stable financial background.

Numerous volunteer coordinators.

Current situation

Feedback...

ECF EuroVelo services

- Regular basic services
- Regular advanced services
- Additional “out of the ordinary” services

ECF EuroVelo services

Regular basic services I.

- (EuroVelo advocacy work – TEN-T, regional policy etc.)
- EuroVelo Council meetings
- EuroVelo.org (including overview route database)
- Newsletter for professionals
- Guidelines (signing etc.) and strategies (development, web)
- National EuroVelo Coordination Centres and Coordinators network (including annual meeting)
- Business cards, document templates

ECF EuroVelo services

Regular basic services II.

- EuroVelo.com (basic version for each route and country)
- EuroVelo domains and email addresses
- Facebook, Twitter and Flickr accounts (basic service currently)
- Answering individual requests

ECF EuroVelo services

Regular advanced services

- Advanced services (web development and management, coordination etc.) for specific routes (like EV15)
- EuroVelo map (reprint and distribution)
- More developed promotion and communication services on the European level

ECF EuroVelo services

Additional “out of the ordinary” services

- Route coordination actions (add new routes etc.)
- EuroVelo route certification
- Consultancy services for specific countries (advice, presentations, evaluation, training etc.)

How to finance these different activities from different sources?

- use the ECF “core” funding for the ECF – European lobby activities – like TEN-T

How to finance these different activities from different sources?

- Provide national contribution to the basic regular services

How to finance these different activities from different sources?

- look for additional resources for the regular advanced services, new developments and for the “out of the ordinary” services from:
 - European Union (European Commission)
 - National and regional bodies
 - Private organisations

How to finance these different activities from different sources?

- use the ECF “core” funding for the ECF – European lobby activities
- provide national contribution to the regular basic services
- look for additional resources for the advanced services, new developments and out of the ordinary services from:
 - European Union (European Commission)
 - National and regional bodies
 - Private organisations

ECF EuroVelo services

- Regular basic services
- Regular advanced services
- Additional “out of the ordinary” services

The national contributions for the regular basic services

- Objective: provide sustainable financial background for the basic (ECF) EuroVelo services

Regular basic services and their yearly costs

Annual/yearly tasks	Days	Daily fee	HR costs	External costs	Costs summary
EuroVelo Council meetings	9	350 €	3,150 €	12,000 €	15,150 €
EuroVelo.org (including overview route database)	10	350 €	3,500 €	2,000 €	5,500 €
Newsletter for professionals	13	350 €	4,550 €	500 €	5,050 €
Guidelines (signing etc.) and strategies (development, web)	15	350 €	5,250 €	2,000 €	7,250 €
EuroVelo.com (basic version for each route and country)	20	350 €	7,000 €	11,000 €	18,000 €
EuroVelo domains and email addresses	3	350 €	1,050 €	1,000 €	2,050 €
Facebook, Twitter and Flickr accounts (basic service currently)	12	350 €	4,200 €		4,200 €
Answering individual requests	15	350 €	5,250 €		5,250 €
National EuroVelo Coordination Centres and Coordinators network (including annual meeting)	7	350 €	2,450 €	2,000 €	4,450 €
Business cards, document templates etc	4	350 €	1,400 €	1,000 €	2,400 €
Basic tasks summary	108		37,800.0 €	31,500.0 €	69,300.0 €

Regular basic services - national contributions

1 Euro / km depending the length of network in different countries.

Regular basic services - national contributions

Examples:

- Switzerland: 934 km,
- The Netherlands: 1,451 km,
- UK: 4,864 km,
- France: 6,492 km,
- Portugal: 203 km,
- Spain: 3,737 km,
- Norway: 5,399 km,
- Ukraine: 680 km,
- Poland: 4,629 km,
- Finland: 5,315 km

Regular basic services – special cases

Other indicators to take into account to define the fee for the basic regular services: inhabitants / density of the population in the country, GDP per capital, size of cycling tourism market (based on the European Parliament study) could be important.

We do not propose it currently because it would make the system very complicated.

Regular basic services – special cases

We included those sections where 2 or more routes overlap because most of the tasks are multiplied as well.

We included those sections as well where routes run on both sides of a river in 2 different countries because most of the tasks are multiplied as well (within the same country counted 1x).

Regular basic services – special cases

ECF members pay membership fee which contributes to the core activities of the ECF (advocacy and lobbying). The contribution to the basic regular services is another “service” which is not included in the ECF membership fee.

In these cases we should negotiate bilaterally what is the main motivation / connection between ECF and the other organisation.

Regular basic services – special cases

The fee can be paid directly by the national coordination centre (as fee) or as a marketing contribution (or under other suitable heading) by relevant national or regional authorities and bodies.

In case of NECCs the contribution should come directly via the NECCs, in case of NECs it is negotiable.

Regular basic services – special cases

In cases where advanced regular services are provided for that specific route or major section of a route, the basic fee does not have to be paid.



Regular basic services

Feedback....

ECF EuroVelo services

- Regular basic services
- Regular advanced services
- Additional “out of the ordinary” services

Regular advanced services

Objective:

- To provide (equal) access for the improved, higher level - advanced ECF services

Regular advanced services

- Advanced services (web development and management, coordination etc.) for specific routes (like EV15)
- EuroVelo map (reprint and distribution)
- More developed promotion and communication services on the European level

Regular advanced services – for specific routes

- Availability: Only available (and makes sense) for routes or major sections of routes which are developed



Regular advanced services

Advanced regular services are financed by:

- European Union (European Commission)
- National and regional bodies
- Private organizations
- (via National coordination centers)

Regular advanced services – for specific routes

Example:



“must have activities and their costs”

Group	Tasks	Days	Daily fee	HR costs	External costs	Costs summary
Route infrastructure	Coordination of the itinerary on trans-national level	2	350 €	700 €		700 €
	Coordination of the signing systems on the trans-national level	2	350 €	700 €		700 €
	Monitoring the implementation of the relevant part of the Action Plan	2	350 €	700 €	0 €	700 €
Services	Collection of information related to the services	5	350 €	1,750 €	800 €	2,550 €
Marketing, promotion, communication	Operation of the Rhine Cycle Route web portal	5	350 €	1,750 €	2,200 €	3,950 €
	Press work	4	350 €	1,400 €	5,000 €	6,400 €
	Flyer	4	350 €	1,400 €	3,000 €	4,400 €
	Search engine integration - optimisation	5	350 €	1,750 €		1,750 €
	Activities to involve users on the web	8	350 €	2,800 €	2,000 €	4,800 €
	Touristic information on transnational level	10	350 €	3,500 €	0 €	3,500 €
Organization	Internal communication		350 €	0 €		0 €
	Coordination of the financial for the transnational activities	6	350 €	2,100 €	0 €	2,100 €
	Organizational tasks	6	350 €	2,100 €	0 €	2,100 €
	Summary	59		20,650 €	13,000 €	33,650 €

Regular advanced services – for specific routes

Costs of the services:

– summary around 10 – 15 Euro / km (for the “must have” activities).

– It can go up to 20 – 25 Euro / km if the partners decide to take more responsibility and raise additional resources (“nice to have activities”).



Regular advanced services – for specific routes

Example:



“contributions”

Country	Region	Length (km)	%	Contribution
All		2502		33,650 €
Switzerland	All	437	17%	5,877 €
France	All	199	8%	2,676 €
	Haut-Rhin	67	3%	901 €
	Bas-Rhin	132	5%	1,775 €
Germany		1514	61%	20,362 €
	Baden-Württemberg	508	20%	6,832 €
	Rheinland-Pfalz	407	16%	5,474 €
	Hessen	111	4%	1,493 €
	Nordrhein-Westfalen	488	20%	6,563 €
Netherlands		352	14%	4,734 €
	Zuid-Holland	200	8%	2,690 €
	Gelderland	152	6%	2,044 €

Regular advanced services – EuroVelo map

Services:

- editing and printing the map in 80.000 copies,
- distributing it to national coordinators and individuals.

Availability:

- for national coordinators, coordination centers, ECF members and individuals only

Regular advanced services – EuroVelo map

Costs / financing:

- Reprint: 25.000 Euro every 3rd year (from “EU” subsidy and advertisements),
- Distribution (postal) costs are depending on the amount and they should be paid by national coordinators or individual donors,
- The ECF provides human resources only for editing and distribution.

Regular advanced services – More developed regular promotion and communication services on the European level

Services:

– in the planning phase but could include cycling tour, downloadable GPS tracks etc.

Availability: should be discussed.

Cost and financing: Cannot be estimated.

Regular advanced services

Feedback...

ECF EuroVelo services

- Regular basic services
- Regular advanced services
- Additional “out of the ordinary” services

Additional “out of the ordinary” services

Objective:

- To provide (equal) access for the improved, higher level - advanced ECF services

Additional “out of the ordinary” services

- Route coordination actions
- EuroVelo route certification
- Consultancy services for specific countries (advice, presentations, evaluation, training etc.)

Additional “out of the ordinary” services

Additional “out of the ordinary” services are financed by:

- European Union (European Commission)
- National and regional bodies
- Private organizations
- (via National coordination centers)

Additional “out of the ordinary” services – route coordination actions

Services provided by the ECF:

- Evaluation of the proposal (including site visit?)
- New route information panels (in case of new route / new route name)
- Change / add the information in the EuroVelo overview route database
- Change / add the information on the EuroVelo.com website
- Register domains (in case of new route / new route name)
- Change / add the information to the EuroVelo maps
- Additional basic lobby and communication works

Additional “out of the ordinary” services – route coordination actions

Availability:

for national coordinators and coordination centers only (specific regions, local authorities, local private enterprises can only propose new routes or major changes if agreed with the national coordinators).

Costs - the fee can be differentiated based on:

- New route proposal minimum 10.000 Euro + 0.5 Euro / km.
- Significant / major change minimum 5.000 Euro + 0.5 Euro / km.
- The fees can be paid in (maximum) 3 steps.

Additional “out of the ordinary” services – EuroVelo route certification

Services:

- data collection, field work, evaluation, certification

Availability:

- for national coordinators and coordination centers, specific regions, local authorities, local private enterprises can only ask for it if agreed with the national coordinators.

Additional “out of the ordinary” services – EuroVelo route certification

Costs:

- 15 – 20 Euro / km (a major section of at least 1.000 km should be certified). The tasks can be done partly by the trained national coordinators or other trained experts.

Additional “out of the ordinary” services - consultancy services

Services:

- advice, presentations, evaluation, training etc. to help the formulation of national coordination centers and/or the implementation different routes etc.

Availability:

- for national coordinators and coordination centers only (specific regions, local authorities, local private enterprises can only use if agreed with the national coordinators).

Costs:

- Day fee (400 Euro / day) + travel cost reimbursement

Additional “out of the ordinary”
services

Feedback

How to finance these different activities from different sources?

- use the ECF “core” funding for the ECF – European lobby activities
- provide national contribution to the regular basic services
- look for additional resources for the advanced services, new developments and out of the ordinary services from:
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Cooperation with private and public bodies to provide “commercial” services

The key partners, “buyers” will be:

- Commercial private companies – opportunities for companies to reach touring cyclists.
- Public sector - public bodies and agencies in the tourism sector aiming to boost markets.

Cooperation with private and public bodies to provide “commercial” services

Services

- Banner on the EuroVelo.com (clearly divided from the “core”, “official” content)
- (Direct mail / email campaign involving our members (based on bilateral agreements))
- (Complete media / communication services involving the media of the ECF and its members)
- (Consultations for product development)

Cooperation with private and public bodies to provide “commercial” services

Possible partners and buyers:

- “Ideal” partners:
 - (Cycling) tour operators acting on local, regional, national, cross-border and trans-national levels (ideally with acceptably sustainable offers)
 - Publishers (e.g. guidebooks, maps etc.)
 - Cycling tourism “accessory” providers (e.g. bags, GPS etc.)
 - Sustainable public transport companies with bike transfer possibilities (e.g. train, bus, ferry)
- Excluded partners or advertisement:
 - Drugs, pornography, weapons, oil, nuclear power

Cooperation with private and public bodies to provide “commercial” services

Possible partners and buyers:

- “Providers which may be accepted under certain conditions:
 - Individual service providers (e.g. hotels etc.)
 - National, regional, local tourism destinations and boards
 - Airlines (with co2 offsetting)
 - Sports drinks, fast or processed food (maybe if they connect cycling to a healthy product)
 - Car manufacturers (electric car)

Cooperation with private and public bodies to provide “commercial” services

Possible fees and incomes:

Ideally:

- Depending on the number of visitors to the pages and the services provided by the ECF
- Depending on the sector / category (see above)

Technical proposal for short term: to have one rate for all.

Cooperation with private and public bodies to provide “commercial” services

How to avoid competitions with national coordinators and coordination centers, but still provide enough funding?

How to solve this problem without having an overcomplicated system?

Steps of implementation

- Feedback by the end of July 2013, EuroVelo Council discussion September 2013, final proposal October 2013
- Regular basic services – they are running, we propose to introduce the fees in 2014
- Regular advanced services
 - Advanced services for specific routes (like EV15) – from 2014
 - EuroVelo map (reprint and distribution) – from now on
 - More developed promotion and communication services on the European level – postponed
- Additional “out of the ordinary” services – from now on



Thank you for listening

For more information

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