



EUROPEAN FEDERATION  
OF MUSEUM & TOURIST RAILWAYS  
Fédération Européenne des Chemins de Fer  
Touristiques et Historiques Europäische Föderation der  
Museums- und Touristikbahnen

To all members of FEDECRAIL M. Mickelsen

+46 707 882005  
mickelsen@fedecrail.org

16<sup>th</sup> March 2023

Dear members,

The Board invites all members and affiliate members to participate in the Annual General Meeting of Fedecrail, which will be held on

Date: Sunday 23<sup>rd</sup> April, 2023

Place: University in Krems an der Donau

Time 13:00 to 15:00

To allow as many members to attend as possible the AGM will be organised as a hybrid meeting.

Those representatives of Fedecrail members who can travel to the venue, are welcome to attend in person. Arrangements will be made for all others to participate in the meeting via a Webex link. Further instructions will follow.

If you wish to participate either in person or online, please book online using the webform All member representatives are requested to inform the Secretary at least 48 hours before the start of the meeting for which organisation(s) they will vote for. Those unable to attend may inform the Secretary at least 48 hours before the start of the meeting by email, that they have nominated a person who shall represent them as their proxy.

Members may also vote using the Proxy form. The completed forms have to be received by the secretary not later than 24:00 on Wednesday 19th April to be included in the voting.

The arrangements for voting by the members will be carried out in accordance with article 3-7a of the Fedecrail constitution.

---

	AGENDA AGM30.
30-1	Opening by the President, welcome, apologies, agenda.
30-2	Approval of the minutes of the Annual Meeting 29, held on Saturday 9th April in Novotel, Vuurkruisenlaan 4, B-3000 Leuven, (Belgium) and matters arising.
30-3	Applications for membership
A	Aukštaitija Narrow Gauge Railway Lithuania
B	Norsk Jernbanemuseum
C	Monte Igueldo Funicular Spain

D	Wolsztyn
30-4	Report of the Board for the year ending 31st December 2022.
30-5	Accounts for the financial year 2022, to be presented by the Treasurer.
30-6	Report of the Auditors Jean-Paul Lescat and Guido Rossi and discharge of the Board from financial and criminal liability for the year 2022.
30-7	Strategic Plan 2023 – 2028, presentation and approval.
30-8	Annual Plan for 2023, presentation and approval.
30-9	Approval of the budget for 2023 and the level of membership subscription.
30-10	Election of two Auditors for the year 2023. Both Jean-Paul Lescat and Guido Rossi are prepared to continue.
	Election of Jean-Paul Lescat as auditor for the year 2023
	Election of Guido Rossi as auditor for the year 2023
30-11	Report of the Working Groups, for activities in 2022
A	Heritage Operations Working Group
B	Tramway Operating Group
C	Fedec Youth
D	Environmental Working Group
30-12	EU funding opportunities
30-13	Fedecrail Youth Exchange, Plans and developments
30-14	European Cooperation
30-15	WATTRAIN
30-16	Election of Boardmembers 2024
30-17	Any other business previously arranged with the chairman.
	Any issues are to be notified in writing to the chairman at least one week before the start of the meeting (not later than Saturday 15th April 2023).

30-18	Next Annual General Meeting.

Mimmi Mickelsen  
FEDECRAIL Secretary

**MINUTES of Fedecrail's  
Annual General Meeting No.29.**

Held on Saturday the 9<sup>th</sup> of April, 2022 in the Meeting room 'Africa' of the Novotel,  
Vuurkruisenlaan 4, Leuven, Belgium.

.....

**Present:**

Board members: Jaap Nieweg (President), Kees Wijnnobel (secretary), Pierluigi Scoizzato (vice-president) and Gottfried Aldrian (member).

Fedecrail members: Rik Degruyter (Febelrail), Anders Dørge (DVF), Henrik Bang Jensen (DVF), Steve Wood (R&ER), Anders Svensson (JHRF) and Jim Sheridan (RPSI)

Apologies: none

Proxies with voting instructions have been received from:

VDMT (D),  
UNECTO (F),  
MRO (S),  
JHRF (S),  
FIFTM (I),  
ÖMT (A)  
SRPS (UK)  
SKLR (UK)  
UK Tram (UK)  
AMTF (L)  
Seaton Tram (UK)

**Attending via a Webex videolink:**

Frédéric Riehl (treasurer) and Team members and representatives of members: Peter Ovenstone, Jenny Nunn (Seaton Tram), Jacques Daffis (UNECTO), John Fuller (SKLR), Jean-Paul Lescat and Guido Rossi (auditors), David Morgan (NNR), Andrew Boyd (SRPS), Heino Seeger (VDMT), Jochen Brandeau (VDMT) and Philippe Dupont (UNECTO, CFTV).



29-01. The President opened the meeting at 13.00 with a welcome to all, whether present in person or online.

The President opened the AGM with the following remarks:

It is almost 10 months ago that we met near the Brussel Zaventem airport, on June 19<sup>th</sup>, to be precise. We saw COVID 19 as one of our major threads for the world. Our conclusion was that our heritage rail world stood brave, but foremost very creative in this unknown situation. Of course the situation differed per country, but generally spoken most of us survived.

We also were very much aware about the changes around us, because of the climate developments, the Paris environmental agreement, which last year was followed by the climate conference COP 26 in Glasgow. The use of fossil fuels, used by many of our members as part of the conceptual authenticity of the Working Industrial and Mobile Heritage, became more and more seen as an enemy by the world around us.

But no-one could foresee the Russian – Ukraine war, starting of February the 24<sup>th</sup> of this year. To be honest, I very often told younger people, especially in the time that I was teaching history in high school, that my post World War 2 generation, never lived under was circumstances in Europe. Yes, we had a cold war, members of NATO and the Warschau Pact, gave Europe a quite stable and peaceful future in balance. It was the time that heritage rail developed very fruitful. And we all, at least throughout the whole of Europe, were very happy with the tumbling down of the Berlin wall and with Gorbatsjov, glasnost and perestroika, followed by Boris Jeltsin, who in 1991 was elected as the non-communist president of Russia. This lead to the disbandment of the Soviet Union and many of the Former Soviet countries started to democratize and looked for a more western orientated future.

All this freedom has brought us an unbalanced Europe, in which premier under Jeltsin and 2<sup>nd</sup> and 4<sup>th</sup> President Putin found the roots for his idea, to re-instate the former Soviet Union and so repair the greatest GEO political failure in the 20<sup>th</sup> century and give Russia back the glory it deserved in his mind.

Are we as FEDECRAIL a part of this war ? I did send a message to our member AZIZU in Kjiv on the second day of the was, in name of all the heritage railway colleagues, united under the flag of FEDECRAIL. I also tried without success to get



contacted, the Donetsk Railway Museum. I didn't take up contact with our members in Russia and Belarus. We'll see if or when we can re-instate these contacts.

Was last year the use of coal part of the climate discussion, today the availability and the price of coal, connected to other fossil fuels, like oil and gas- and yes of which very much is still delivered to the West by Russian firms. We see that the prices today of locomotive coal are more than doubled in a few months time.

Dear friends, it is under those circumstances that we will talk together today, about the results of last year and the plans for this year and the longer future. It is also under these circumstances that I want to tell you about the admiration I feel about the thousands of volunteers and professionals who are doing jobs to let heritage rail survive and even flourish our magnificent heritage railway world to a higher level. I want to ask you, gathered today here in Leuven physically and online, to bring over my – **THANK YOU SO VERY MUCH** – to all people connected to your organizations.

I'll try to lead us all through the agenda of this Annual General Meeting 2022 of FEDECRAIL, and declare this meeting for open.

He further noted that six members (ÖMT, Febelrail, DVF, JHRF, R&ER and FIFTM) were represented by a representative during the meeting. Eleven members had forwarded the proxy forms with their votes on all issues in the agenda. In total about 81% of all 'points' were represented.

Andrew Boyd, supported by David Morgan, questioned the decision of the Board to keep the number of Board members at 7, whereas there were several candidates nominated by members. He argued that according to the constitution, members should have a say in the size of the Board. David Morgan insisted that the President (Jaap Nieweg) should take this up with Jos vander Perre for legal advice. The President will inform members about the outcome of this matter.

The agenda was then set without changes.

29-02. Minutes of the Annual Meeting 27 2<sup>nd</sup> part and 28, held on Saturday the 19<sup>th</sup> June, 2021 in the Meeting room of vander Valk hotel, Culliganlaan 4b, 1831 Diegem, Belgium, and matters arising.



The minutes were adopted by the meeting. There were no matters arising from the minutes.

29-03. Applications for membership

- a. Leighton Buzzard Narrow Gauge Railway Society Ltd.
- b. Brünig Dampf Bahn (CH)
- c. Railway Preservation Society of Ireland (IE)
- d. The Flour Mill Ltd (UK)
- e. North Norfolk Railway (UK)
- f. Welsh Highland Heritage Railway (UK)

For each membership application a vote was cast, either through the proxy form or during the AGM by the members who were represented.

The votes went as follows:

Item:	Issue	For	Against	Points
29.3a	Agree with the membership of the Leighton Buzzard Narrow Gauge Railway Society Ltd. (UK)	100,00%	0,00%	2159
29.3b	Agree with the membership of the Brünig Dampf Bahn (CH)	100,00%	0,00%	2159
29.3c	Agree with the membership of the Railway Preservation Society of Ireland (IE).	100,00%	0,00%	2159
29.3d	Agree with the membership of the Flour Mill (UK).	100,00%	0,00%	2159
29.3e	Agree with the membership of the North Norfolk Railway (UK)	100,00%	0,00%	2159
29.3f	Agree with the membership of Welsh Highland Heritage Railway (UK)	100,00%	0,00%	2159

29-04. Report of the Board for the year ending 31<sup>st</sup> December 2021.

All had received the report. The report highlights the work done by all involved in Fedecrail business. There were no questions or comments.

All members present and represented voted in favor to adopt the annual report.



#### 29-05. Financial accounts over the year 2021.

These were presented by the Treasurer Frédéric Riehl who gave the following comments:

“Accounting 21 contains the state of the accounting at 01/10/21 and the successive movements, but there is nothing in column F "ordinary members fee" and the complex amount that was due is directly in the "profit and loss account" as it was due, because what by chance is not paid has to go in the "contribution receivable" in the "balance sheet". However a difference of 102.32 appears in the accounts. This is due to the receipt of membership fees in the bank current account after 1 October 2021 and the figures in the accounts for the whole of 2021. This is due to several causes. It has not been possible to go back in time to find out the exact amount of unpaid membership fees. In addition, exchange rate variations also explain this difference. The change from a complex accounting system to a simpler presentation corresponding to the needs of an association with a budget of less than € 100.000 is also a contributing factor. The inaccessibility of bank documents for several months must also be taken into account.

Bank costs are not included in the expenditure because they are considered directly in the current account.

In addition, the "balance sheet" also includes the item "accrual account", which was introduced because, in addition to the above-mentioned problem of difficulties in assessing FEDECRAIL's economic situation, the risk of some economic problems between the end of 2021 and the beginning of 2021 was already evident, and today the problem in Ukraine is even worse. The amount planned is set aside for the operation of 2022 and will have to be in the future management marked as an initial asset.”

The President thanked the Treasurer for the work done under the difficult conditions.

All members present and represented voted in favor to adopt the accounts for 2021.

#### 29-06. Report of the Auditors.

The treasurer had send all information relevant for the annual accounts to Jean-Paul Lescat and Guido Rossi. The auditors had reviewed the 2021 accounts and had given some recommendations to improve the presentation. Their final conclusions had found the annual accounts over the year 2021 correct. Both Jean-Paul Lescat and Guido Rossi attend the meeting via a videolink. The signed auditors report with comments from the auditors recommended discharge of the Board from financial and





criminal liability over the year 2021. The President extends his appreciation for the work carried out by the auditors.

All members present and represented voted in favor to adopt the auditor's report.

**29-7 Election of Board members**

The President explained that due to the retirement from the Board of the secretary, Kees Wijnobel, there was a need to appoint another Board members as secretary. The President further explained that it has proven extremely useful that the secretary is a Dutch / Flemish speaker, which facilitates communication with authorities in Belgium. Vice-President Mimmi Mickelsen has agreed to take this responsibility till a suitable candidate for the post of secretary has been identified. For the time being, Kees Wijnobel will act as executive secretary and prepare for handing over once a suitable candidate has been identified.

Members were asked to agree to the appointment of Mimmi Mickelsen as Fedecrail secretary.

All members present and represented voted in favor to the appointment of Mimmi Mickelsen as secretary.

Two Board members, Vice-President Pierluigi Scoizzato and member Josef vander Perre were at the end of their three year term and are available for re-election. Together with the vacancy of the secretary, members had been asked to nominate candidates for three positions in the Board.

All together five candidates had been nominated for election to the Board:

- a. Pierluigi Scoizzato, nominated by FIFTM.
- b. Josef vander Perre, nominated by Febelrail.
- c. Philippe Dupont, nominated by UNECTO.
- d. Peter Ovenstone, nominated by UK-Tram and SRPS
- e. Pieter Hofstra, nominated by HRN

The President then called to vote for candidate Board members. The final result is been shown in the table below:

Item:	Issue	For	Against	Points
29.7b	Election of Pierluigi Scoizzato as member of the Fedecrail Board	100,00%	0,00%	2159



29.7c	Approval of Pierluigi Scoizzato as Fedecrail Vice-President	100,00%	0,00%	2159
29.7d	Election of Josef vander Perre as member of the Fedecrail Board	100,00%	0,00%	2159
29.7e	Election of Philippe Dupont as member of the Fedecrail Board	84,72%	15,28%	970
29.7f	Election of Peter Ovenstone as member of the Fedecrail Board	47,58%	52,42%	699
29.7g	Election of Pieter Hofstra as member of the Fedecrail Board	25,75%	74,25%	300

The candidates: Pierluigi Scoizzato, Josef vander Perre and Philippe Dupont have been elected with the highest number of voting points in favor.

29-8 Fedecrail Annual Plan 2022, presentation and approval

The 2022 Annual plan has been circulated among the members in preparation of the AGM. There were no questions or comments. All members present and represented voted in favor to adopt the Annual Plan2022.

29-09 Approval of the budget for 2021 and the level of financial subscription.

The Treasurer explained that for 2022 the budget would be somewhat higher than in the two preceding years. Although most meetings will be held online, there is now room for one or two physical meetings this year. With current financial reserves over 80.000 Euro, the 2022 budget now takes into account that about 8000 € could be taken from the reserves to meet all planned expenses.

From the members present and represented, all voted in favor of the 2022 budget.

29-10 Election of two Auditors for the year 2022.

Jean-Paul Lescat and Guido Rossi had informed Board that they were prepared to continue.

All members present and represented voted in favor for Jean-Paul Lescat to continue as auditor for the year 2022.



All members present and represented voted in favor for Guido Rossi to continue as auditor for the year 2022.

#### 29-11. Report of the Working Groups, over 2021

The reports of the Working Groups have been included in the Report of the Board for the year ending 31<sup>st</sup> December 2020 (28-04). No issues were brought forward for discussion or clarification.

- a. Heritage Operations Working Group (HOG).  
The report of HOG is included in the annual report 2021. There were no questions and the 2021 HOG report has been approved by the members
- b. Tramway Operating Group (TG).  
The report of TG is included in the annual report 2021. There were no questions and the 2021 TG report has been approved by the members
- c. FedecYouth.  
The Fedec Youth report is included in the annual report 2021. Pierluigi Scoizzatio added that during this year a few webmeetings were planned for members of the Youth Group, as well as an event, if conditions allow. He would like to see that the webmeetings were also shared with members of national umbrellas.  
There were no questions and the 2021 Youth Group report has been approved by the members
- d. Environmental Working Group (EWG)  
According to Jaap Nieweg the EWG activities were closely associated with item 29-14 (cooperation), as the main issue this year has been to set up a European platform for Mobile and Industrial heritage in order to speak with one voice when addressing common interests in trying to obtain a special status in the Green Deal, to respect the conceptual authenticity of working mobile and industrial heritage and the implicit need to use fossil fuels. Starting July 2021, with much appreciated help from Hildebrand de Boer, Reinhard Serchinger and Peter Ovenstone, a working relationship has been established between Fedecrail, FIVA, TICCIH, ERIH and other relevant heritage umbrellas. Currently, preparations are on their way to organise a webinar with speakers from the European Union, European Parliament and other stakeholders.  
There were no questions and the 2021 EWG report has been approved by the members
- e. In addition the Communications Group and the UIC-TopRail representative were asked to share the latest developments with the participants:



Jenny Nunn drew attention to the new Fedecrail website, which came online a few days ago as well as the appointment of a new webmaster. The website will regularly be updated with the latest news and relevant information about what is going on. John Fuller commented on the current situation where railway companies were heavily involved in the evacuation of refugees from Ukraine. For this reason the launch of the centenary celebration of UIC has had to be postponed. Hopefully, attention can be paid to promote tourism by rail will be on the agenda soon. There were no comments on both reports, which were approved by the members.

29-12 EU, funding opportunities

The President informed all, that it is possible to obtain EU funding for specific purposes, but that we can only be successful if the rules and guidelines are followed. Fedecrail is a Belgian organisation and in order to obtain funding from one of the EU programmes, we need to prepare joint applications with members from different European countries.

He further stressed that we need to work together in order to convince European politicians to support the interests of Mobile Heritage. As an example of what could be achieved as a first step, the report of the Heritage Houses in Private Ownership was mentioned. A similar approach should be followed by the European Working Industrial and Mobile Heritage Organisations.

29-13 Fedecrail Youth Exchange, Plans and developments.

Comments of Pierluigi Scoizzato on the Youth Group plans are mentioned in item 29-11c above.

29-14 European Cooperation.

This item has been discussed as part of the Environmental Working Group report 29-11d

29-15 WATTRAIN.

The President has not had contact with WATTRAIN for some time.

According to David Morgan, most WATTRAIN meetings are now online, Physical meetings are now on the back burner. Also WATTRAIN is looking for a Japanese candidate Board member.



29-16 Any other business previously arranged with the President.

The following issues were brought forward:

1. The President had received a request from The HRN chairman, considering the recent increase in fuel prices, to look into the possibility to collectively purchase coal. The President had contacted Reinhard Serchinger for advice. Regrettably, in October 2021 Coal could still be purchased at reasonable prices, but many heritage railways were reluctant to do so, given Covid-related uncertainties for operations during the 2022 season. The President also contacted the director of HSB (the Harzer Schmalspurbahnen), who confirmed that the cost of coal has doubled in recent months.

The question was raised if we (the operators of heritage railways) can get together as coal users to buy collectively.

David Morgan, on behalf of WATTRAIN and British operators, expressed to be in favour of this and will stay in touch with Jaap Nieweg on this. Jaap Nieweg will brief HRN that other parties likely to be interested in collective purchase of coal.

Frédéric Riehl suggested to look for coal suppliers in other parts of the world and drew attention to be careful to get the quality of coal for steam engines.

Anders Svensson suggested to cooperate with the maritime and industrial heritage sector for a collective purchase. Anders Dørge would like to know what we can do about the current high prices of coal. According to Jaap Nieweg the best way to get a better deal is to buy in big quantities.

2. Vice-President Pierluigi Scoizzato gave the following update about the preparations of the Strategic Plan which is expected to be submitted to members during the next AGM:

“ The working group following the drafting of the Strategic Plan is nearing completion after almost two years of work. The previous version (that it is still valid until the end of 2022), which continues to represent the first document of its kind for Fedecrail, has been kept as the basis for the construction of the one that will be the path to follow from 2023 to 2029.

You can understand that this is a major challenge that Fedecrail feels it is throwing at itself.

You will have already realised that the social and economical situation that had in some way shaped the choices of the current Strategic Plan was completely different from the current condition in which we (we as Europeans in the continental sense) are living. Since the beginning of 2020, our nations (but also the whole planet) have been marked by the Pandemic, which has had a very important impact



on our sector both economically (with negative repercussions on the management of activities) and socially (loss of friends and volunteers).

Our members had to face a situation they had never experienced before, but tenacity and passion made it possible to get through this period of time trying to lessen the consequences. In spite of everything, thanks to the meetings that some Fedecrail board members had with the national members there were useful exchanges of points of view and valuable information was obtained for the drafting of the new SP by including those themes that united the discussions.

If Communication has become the main issue in Fedecrail's policies (new website, new newsletter), it is because we realised that connecting members and sharing problems and experiences is what is in Fedecrail's mission.

Just as the question of the impact on the environment (but also on public opinion) of our activities is always at the centre of attention with continuous international lobbying to raise awareness of the cultural aspect of authenticity in the use of fossil fuels. And in the coming years there will have to be even more intense work on sharing projects to achieve a CO2-neutral balance. All of this is done by involving the new generations, who must be taken into account as a reference point for our choices because they will be the ones to continue the work started by our grandparents in railway preservation.

It would be easier and more stimulating if Europe were not currently involved in a conflict that is apparently only localised in Ukraine. Here we have another brand new challenge to meet. There will be other socio-economic consequences to deal with that cannot be resolved in a few months.

Also in this case Fedecrail will one day have to choose how best to help our Ukrainian friends (such as AZIZU) directly involved in the war and now known to be hiding in some basement in Kiev. We know that once a normal day-to-day life is restored, it will be useful to help them restart their railway activities because we know how much this can represent a sign of recovery, social reunification and cultural identity.

You will therefore have understood that you can never consider a document like an Strategic Plan as finished, it is a living instrument that shows the way forward.

The final version of this document will be approved by the Assembly during the AGM at the end of the year”.

3. Finally Jaap Nieweg took the opportunity to express his appreciation about the work done by secretary Kees Wijn Nobel for Fedecrail over the past six years. He mentioned the valuable discussions on current affairs, held in a roadside coffee place along the A13, about halfway their places of residence. Pierluigi Scoizzato has prepared a small gift which will be sent to Kees in the coming days.



4. Steve Wood raised a question about the planned HOG ERTMS conference, which had been discussed during the HOG meeting earlier on 9 April. This is a matter to be decided between Gottfried Aldrian and Steve Wood.
5. Peter Ovenstone drew attention to the Europa Nostra appeal for crowd funding to support heritage in Ukraine. He will circulate a link for this, which is under the name of the Global Heritage Fund. According to Europa Nostra, the whole of Ukraine is now included in the 'seven most endangered' list.  
The President, Jaap Nieweg, asks if the members agree to a proposal discussed at the latest Board meeting (on 19 March) that Fedecrail makes a contribution of 500 € into this fund. There were no objections.

29-17 Next Conference and Annual General Meeting.

The next Annual General Meeting will be held in the first semester 2022. The format of the meeting will depend on how the situation in Europe develops over the coming year. The date and venue for the 2023 AGM will be communicated later.

The President then thanked all participants and recommended that we stay in touch during the year.

The 2022 AGM was closed at 14:55 hrs.

***Kees Wijn Nobel, FEDECRAIL Executive Secretary 12-04-2022.***

## Annual Report 2022

A personal introduction by the President of FEDECRAIL.

*And than.....*

*At the moment I close this President's introduction on Thursday February 24<sup>th</sup> 2022, the Ukraine became invaded by Russia. I have to think about all the people over there and especially about the FEDECRAIL members in that area.....*

This was the text with which I closed the personal introduction in the annual report 2021. It has been a shock and it has influenced our world and especially Europe. For our heritage railways were confronted with an unknown rise in fuel prices, and now we also see the rise in electricity costs for the heritage trams. Rises caused by the scarcity of Russian oil and gas, as Russia closed most of the supply channels. The reduction in supply driving up the price of scarce but necessary products. The world fuel prices are coupled to the price of oil. So, the price of coal to fire the locomotives of many of our members was rising throughout the year. Sometimes to triple the cost per ton compared with last year.

This price shock started whilst members were still recovering from the Covid crisis. Giving members more financial headaches.

In 2020 because of Covid we offered our members a reduction of the membership fee of about 50% compared with 2019. An offer we continued in 2021. Despite our lower income, by using online only and hybrid meetings we contained our costs and presented a positive financial result for 2020 and 2021.

In the budget for 2022 we proposed a limited growth of the membership fee to cover the budgeted growth in costs. Because in some cases we planned events that would be held as physical meetings. In case we needed to attend in person to best represent the interests of the members. That of course brings more cost with it. But in the end, the financial result for the year 2022 showed a better and positive result than foreseen in the budget 2022.

Nevertheless, the board expects in 2023 a growing need for financial covering of the costs of the growing activities we foresee in hybrid or pure physical form. We discussed the draft budget 2023 with the members during the hybrid autumn general members meeting on November 5<sup>th</sup>, 2022, in Annemasse (F). The budget will be proposed by the board for formal acceptance at the AGM 2023.

I do not expect a return to the pre-Covid situation, because of time-involved and financial costs. But we will have to spend more money to fulfil the needs of our members, as foreseen in the new Strategic Plan.



This new Strategic plan was also discussed with the members during the meeting in Annemasse. The Strategic Plan will also be proposed by the board for formal acceptance by the AGM 2023.

The board met 10 times, of which 9 times were online. The September meeting was held in St. Quentin at the premises of the CFTV. Of which railway our new board member Philippe Dupont is the president.

We concluded that the online meetings are very useful because of the low-cost price and because they are less time consuming by having no travel time. So, it is possible to meet more often than in the pre Covid with the 4 physical meetings a year. With the added benefit of speeded up processes and decision making. But we also concluded that one or two physical meetings with all the board members and possibly the team members are needed to keep the good collegial atmosphere in our Federation.

Despite the complicated situation our members must operate in, I only can admire the way they in general cope with the many uncertainties on all levels around them.

Being very much aware of the vast changes of the world around us. In the field of rail- and tramway law and regulations. With the changing social behaviour of people and the great agitation under people about the world influenced by the politicians. In addition to the difficulties to keep up the democratic systems, the action groups, the goals of the green world and the uncontrollable social media, these are just some of the changes that will ask the utmost of our members, but also from our FEDECRAIL board, to keep our mutual goals not only upright but on the rails.

As president of FEDECRAIL I assure you we will support you in that as much as we can, and the strategic plan 2023 – 2028 will help us to do so.

#### **Executing the 2022 plan and more.....**

#### **Executing the annual plan 2022.**

The annual plan 2022 was accepted by the AGM 2022 on April 9<sup>th</sup> in Leuven (B). Part of this Plan was initiating the construction of a new Strategic Plan for the period 2023 – 2028, for which the working group was installed under the leadership of FEDECRAIL vice President, Pierluigi Scoizzato, assisted by Vice President and secretary Mimmi Mickelsen. On the autumn general members meeting November 5<sup>th</sup> in Annemasse (F) the board discussed the draft strategic plan with the members and the definitive draft will be on the Agenda of the AGM 2023 for acceptance by voting through the members

#### **Board affairs.**



I.V.Z.W.

# EUROPEAN FEDERATION OF MUSEUM & TOURIST RAILWAYS

Fédération Européenne des Chemins de Fer Touristiques et Historiques  
Europäische Föderation der Museums- und Touristikbahnen

the AGM 2022 was held on April 9<sup>th</sup> in Hybrid form in Leuven (B).

Three board members retired by rotation at the end of their 3-year term. The Secretary Kees Wijn Nobel decided not to offer himself for re-election stepped back from the board after 6 years of doing a wonderful and very intensive job. Mimmi Mickelsen has taken over the secretarial tasks. Pierluigi Scozzato was re-elected, and Philippe Dupont was elected to the board. All candidates were proposed by members of FEDECRAIL. The new board has allocated the administrative responsibility for the working groups to specific directors, also a result of the constitutional reshape.

## Contact with the members.

Besides the AGM, we organized the hybrid autumn general members meeting in Annemasse on 5<sup>th</sup> November.

We produce in the new digital format the now bi-monthly Newsletter "Update". It has been developed as a two-way communication instrument, by the addition of very much appreciated text and pictorial contributions from our members themselves.

The board has been considering the use of FEDECRAIL as facilitator and activity platform on which members can work together. To produce plans for projects on European scale in favour of the members. This means a more active role of the members connected with FEDECRAIL.

Via the Update we have started a survey as to how much fossil fuels are used by the FEDECRAIL members. That should be very useful information in the discussion with the EU. The coordination of this process was taken by the technical manager of the Museumstoomtram Hoorn – Medemblik, Frank van den Broeke. He is also was responsible for the joint purchase of steam coal for the members of the Dutch HRN for 2023.

During the contacts with the members in 2022, there was a general wish from them for a return of a conference like the pre-Covid era. The board is planning a long weekend AGM-working groups-conference – and a one-day study tour in Austria in April 2023. We hope that this will be facilitate networking and be platform for FEDECRAIL.

## Contact with ERA and EC.

Many of the regular contacts of FEDECRAIL as Representative body in ERA were in 2022 still in online of hybrid shape.

HOG was involved in ERTMS, the revision of the Train Drivers Directive, and the application guide for the Entities in Charge of Maintenance (ECM). The addition of the "heritage opt out" was negotiated by FEDECRAIL with ERA in ECM application guide, and that was accepted by the European Commission. Some of the EU member-states didn't translate the exemption in the EU directive into new national railway law and regulations. This is one of the issues FEDECRAIL and HOG will work on

COUNCIL MEMBERS: Jaap Nieweg  
Pierluigi Scozzato  
Mimmi Mickelsen  
Gottfried Aldrian  
Frédéric Riehl  
Jozef van der Perre  
Philippe Dupont

REGISTERED AT:  
c/o Advocatenkantoor J. van der Perre  
Ganzenstraat 57  
B-8000 Brugge, België  
Ord.nr. 0453.405.318

SECRETARIAL ADDRESS: Merellaan 11  
4461 RH Goes  
Nederland  
contact@fedecrail.org  
www.fedecrail.org



I.V.Z.W.

# EUROPEAN FEDERATION OF MUSEUM & TOURIST RAILWAYS

Fédération Européenne des Chemins de Fer Touristiques et Historiques  
Europäische Föderation der Museums- und Touristikbahnen

and will try to explain the serious threads this will bring in some countries of the acceptance of heritage rail trains on the open public railway network.

## **Ongoing developments around fossil and alternative fuel.**

Covid didn't stop the developments around fossil fuels and their possible alternatives in the working industrial and mobile heritage sector. The European platform for Working Industrial and Mobile Heritage (WIMH) has produced a report about our type of heritage in relation to the use of fossil fuels as part of the cultural value and the conceptual authenticity.

The working group for WIMH has been further developed as a real European platform with organizations aboard like: Europa Nostra (EN) and the Cultural Heritage Alliance, European Route of Industrial Heritage (ERIH), TICCIH, ICOMOS and the International Umbrellas of mobile heritage, like Federation Internationale Vehicules Anciens (FIVA), FEDECRAIL, European Maritime Heritage (EMH).

The working group WIMH met 7 times online in 2022 and is preparing for 2023 an event in or near Brussels so members of the European Commission and European Parliament can attend. This event will discuss WIMH, fossil fuels and the Green Deal.

## **Conclusions.**

We are unable to predict the future. The Ukraine war, its connection with fuel prices, the green world, the modern legislation and so on, will not make our work easier.

I hope that despite of all that, FEDECRAIL and all members and their adherents united under our flag, can successfully continue working together to fight for the well-deserved future of our heritage railways, as a very valuable part of our modern European history.

Hoorn February 1<sup>st</sup> 2023

Jaap Nieweg President of FEDECRAIL

## **Tramway Group**

During 2022, work will continue in the Tram Group. We continue to see a need to bring in more active people who want to get involved in the group.

The year has highlighted the increased prices in electricity for the Tramways that have their own infrastructure. Covid-19 has continued to leave its mark on the businesses through the number of visitors but also active.

We see that the work is slowly progressing with working in a larger perspective with other organizations connected to veteran tramways, but there are challenges as there is so much difference in how the issue is handled across Europe.

**COUNCIL MEMBERS:** Jaap Nieweg  
Pierluigi Scoizzato  
Mimmi Mickelsen  
Gottfried Aldrian  
Frédéric Riehl  
Jozef van der Perre  
Philippe Dupont

**REGISTERED AT:**  
c/o Advocatenkantoor J. van der Perre  
Ganzenstraat 57  
B-8000 Brugge, België  
Ord.nr. 0453.405.318

**SECRETARIAL ADDRESS:** Merellaan 11  
4461 RH Goes  
Nederland  
contact@fedecrail.org  
www.fedecrail.org



EUROPEAN FEDERATION  
OF MUSEUM & TOURIST RAILWAYS  
Fédération Européenne des Chemins de Fer Touristiques et Historiques  
Europäische Föderation der Museums- und Touristikbahnen

Mimmi Mickelsen (Chairman)

### **COMMUNICATION GROUP REPORT**

After a period of work alongside the preparation and design of the new website, which has seen a completely revamped graphic design. Navigation on the various pages has been made more fluid and adapted to the various digital devices.

All this allows us to have the right visibility by being able to disseminate information more quickly and completely.

The publication of the Fedecrail UPDATE newsletter edited by Ingrid Shutte also continues to be a great success. After the redesign of the layout in 2021, its pages regularly see the publication of numerous articles and pictures from many members. Seeing this wide participation with contributions coming in to Ingrid confirms that information and the circulation of news among members is one of Fedecrail's fundamental actions.

Pierluigi Scoizzato (Chairman)

### **FEDECRAIL YOUTH GROUP**

Also in 2022, the Fedecrail Yout Exchange Experience was suspended and postponed to 2023. The Youth Group took responsibility for this decision as it was felt that there were still not enough conditions to guarantee health and safety (Coronavirus) for our young people who would participate in the event.

A youth webinar was organised on 29 June, which was attended by volunteers from Germany, Spain, England and the Isle of Man. Since it was necessary to get the views of the youngest people on the use of fossil fuels, we thought it would be useful to hold a meeting with this topic. We also discussed the aspect of restoration and heritage preservation with interesting points of view that are not always those of the older generations. The discussion was also useful in outlining some points of the Strategic Plan being finalised.

Towards the end of the year, contacts were made with British heritage railways for the planning of FYE 2023.

Pierluigi Scoizzato (Chairman)

### **UIC**

Rail tourism is a part of the future for our industry and the manifesto also makes clear the opportunities which are essential as pathways not just for the national rail industries across the world but also in many cases have relevance for our Fedecrail members. The manifesto is attached

**COUNCIL MEMBERS:** Jaap Nieweg  
Pierluigi Scoizzato  
Mimmi Mickelsen  
Gottfried Aldrian  
Frédéric Riehl  
Jozef van der Perre  
Philippe Dupont

**REGISTERED AT:**  
c/o Advocatenkantoor J. van der Perre  
Ganzenstraat 57  
B-8000 Brugge, België  
Ord.nr. 0453.405.318

**SECRETARIAL ADDRESS:** Merellaan 11  
4461 RH Goes  
Nederland  
contact@fedecrail.org  
www.fedecrail.org



I.V.Z.W.

# EUROPEAN FEDERATION OF MUSEUM & TOURIST RAILWAYS

Fédération Européenne des Chemins de Fer Touristiques et Historiques  
Europäische Föderation der Museums- und Touristikbahnen

to this report and can also be downloaded from the link [https://uic.org/IMG/pdf/uic-manifesto\\_rail-solutions-for-a-better-future.pdf](https://uic.org/IMG/pdf/uic-manifesto_rail-solutions-for-a-better-future.pdf) .

As part of the European Year of Youth the UIC has promoted a video competition for young rail travellers under the "Cool Rail Project" banner aimed to identify what makes rail travel "cool" for young people. The videos are now being judged and an awards ceremony will be held in October. The messages coming out of these videos will hopefully provide input to deliver to the manifesto objectives particularly how to attract young people to rail, including our Fedecrail Member Museum and tourist operators.

Looking forward, the work of Toprail will continue with a mix of virtual, hybrid and physical meetings. The financial contribution from full UIC Member Railways for the new period of Toprail work is a condition of participation.

The pandemic has delayed the completion of the EU Erasmus+ Rail-to-Land project that the UIC has been participating in ( <https://railand.eu/> ). This aims to provide links between train rides and the landscapes and cultural attractions using electronic media. The work has now restarted, and we have a review of the pilot application in November that will enable us to assess its value not just for national railways but also for our Fedecrail Members' operations.

John Fuller (FEDECRAIL officer Top Rail)

COUNCIL MEMBERS: Jaap Nieweg  
Pierluigi Scozzato  
Mimmi Mickelsen  
Gottfried Aldrian  
Frédéric Riehl  
Jozef van der Perre  
Philippe Dupont

REGISTERED AT:  
c/o Advocatenkantoor J. van der Perre  
Ganzenstraat 57  
B-8000 Brugge, België  
Ord.nr. 0453.405.318

SECRETARIAL ADDRESS: Merellaan 11  
4461 RH Goes  
Nederland  
contact@fedecrail.org  
www.fedecrail.org

## FEDECRAIL STRATEGIC PLAN 2023-2028

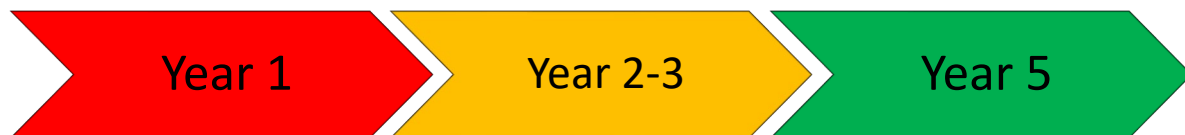
### FEDECRAIL

FEDECRAIL was established in year 1995 with the aim of supporting heritage rail at an international level. FEDECRAIL has successfully done this for over 25 years.

FEDECRAIL developed its first strategic plan in 2017, which extends until 2023. In 2021-2022, a review of FEDECRAIL was initiated. This was so we could understand how to develop the organization. To create the vision, goals, and strategies that will make FEDECRAIL a modern and developing organization. This strategic plan lays out strategies for FEDECRAIL as an organization from 2023 until 2028. One of the strategies is the creating of an annual plan so our volunteers can see what they need to deliver each year.

Covid 19 and the sudden economic and social changes have led to rapid changes in the programme, highlighting priorities that must be evaluated within FEDECRAIL itself. We are aware that our activities reflect national situations and that the sector has been affected both economically and socially for some organizations. Heritage Railway Association's desire in 2021 to leave our organisation and the UK also leaving EU. And the latest event that is affecting the whole of Europe is the invasion of Ukraine by Russia in February 2022.

The FEDECRAIL board set up a working group to revise the current strategic plan into a new plan for the period 2023-2028. The working group decided to introduce the SMART (Specific, Measurable, Attainable, Relevant and Time-bound) criterion into the plan. So SMART is adopted throughout this strategic plan and will be linked to a traffic light system. So, it is clear by the colour allocated that which items should be implemented quickly as they are in red, with yellow for the medium term and green has a longer time horizon.



Using SMART creates the conditions for the strategic plan to be a living document. This gives the board and other volunteers a tool to prioritize and complete assignments and projects that enables FEDECRAIL to fulfil its goals, visions, and strategies for the preservation of moving cultural heritage and the needs of its members.

So, it is critical that the Plan is regularly reviewed and remains flexible to policy, social and economic change throughout its period of adoption, especially in the aftermath of Covid-19 and the huge challenges ahead in re-building our organization and boosting visitor confidence.

### STRATEGIC PLAN

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. The process includes establishing the sequence in which those goals should be realized so that the organization can reach its stated vision.

The product of strategic planning is a strategic plan. It is often reflected in a plan document or other media. These plans can be easily shared, understood, and followed by the board and the working groups, members and other of interest.

## FEDECRAIL STRATEGIC PLAN 2023-2028

Strategic planning offers that type of guidance. Essentially, a strategic plan is a roadmap to get to goals. Without such guidance, there is no way to tell whether the organization is on track to reach its goals.

- *The Mission*
- *The Goals*
- *The Objectives/Goals*
- *Alignment with short-terms goals*
- *Monitoring and revision*

### **Balanced scorecard components**



The strategic plan does not detail how the organization is to achieve its goals and vision. It clearly points to a common direction which is then followed by the board's annual plan and the working groups' executive plans that set out the tasks required.

For FEDECRAIL to be able to fulfill its strategic vision, additional documents must be produced, that also impact assessments and financial impact. To achieve the goals, new people must also be recruited.

### **Vision:**

***FEDECRAIL aims to be a modern inclusive, member-oriented organization that works actively for rail bound mobile cultural heritage. Welcoming stakeholders of all nationalities, regardless of their gender, age, disability, sexual orientation, religion or ethnicity***

### **Mission:**

***FEDECRAIL aims to establish and maintain relationships with relevant organizations at European level to represent its members, promote and facilitate exchanges between members on all relevant issues. Support members who are facing increased political, economic, or social hardship.***



## FEDECRAIL STRATEGIC PLAN 2023-2028

All the areas relating to the 3 points of article 1-2 of the Constitution and they can be included in the strategic plan as they are part of FEDECRAIL's own mission. Therefore, individual projects relating to each point will be extrapolated and included in the strategic plan. For the sake of expediency, these are FEDECRAIL's aims:

1. The encouragement of mutual cooperation between member organizations in the rail field and their members by the provision of advice and assistance when and where possible and the convening of joint meetings and seminar.
2. The study and resolution of problems and developments relating to museum, tourist and other similar railways or tramways (regardless of the method of traction), railway museums and railway preservation groups
3. To act and speak on behalf of its members at an international level with particular reference to the potential impact of regulations and directives of the European Union and any other supra-national bodies on their activities.
4. To become part of the EU's green deal and gain recognition for the work of preserving the mobile cultural heritage and thus secure the future of the museum heritage.

### WORKING AREA/OBJECTIVES

Within the three points above we can identify permanent actions that we will include in the SP and that are aimed at pursuing the objectives of the Statute:

1. **Evaluate and develop FEDECRAIL as an organization**
2. **Representing member interests and Lobbying**
3. **Transfer of knowledge & Engaging Youth & Volunteers**
4. **Communications – members & public facing**
5. **Fund-raising**
6. **Digitized working methods for FEDECRAIL**
7. **The Visitor experiences**
8. **Working Groups**
9. **Continuous policy – continuous improvement.**

#### 1. **Evaluation and development of FEDECRAIL as an organization**

For more than 25 years FEDECRAIL has worked for the heritage rail sector on an international basis. During these years, FEDECRAIL activity has safeguarded the interests of European Heritage Rail players in several ways. FEDECRAIL is part of most organisations within Europe and worldwide for the preservation of the mobile cultural heritage.

To be able to progress with the work, there is also a need to evaluate one's own organization. This needs to be done together with members to create an efficient, modern, and member-oriented organization that always works for the members' best interests.

### MAIN ACTIVITIES/ACTIONS



## FEDECRAIL STRATEGIC PLAN 2023-2028

- Regularly evaluate how the organization's constitution is working.
- Evaluate the need and if needed draft and implement internal rules.
- Create processes, with follow up and regular evaluation of activities and interventions.
- Evaluate if the current membership systems, membership fees and point systems are still relevant for today's needs.
- Have good financial management that provides value for money to members.
- Develop an HR / HRM / VR strategy.
- Actively work to recruit more volunteers/collaborators.
- Promote good working relations between the board and its volunteers in the working groups.

Evaluating and reviewing the organization's structure that exists today is not the same as constantly making organizational changes, but to see if the way the association works creates meaning, identity, and image.

### **2. Representing member interests and Lobbying**

FEDECRAIL seeks to protect and promote the interests of its members with consideration to the values of cultural heritage and tourism development. This will be done through monitoring of developments in legal, environmental and safety related issues.

#### MAIN ACTIVITIES/ACTIONS INTERNAL

- safeguard the interests and future operations of its members (for example, the use of traditional fuels like coal, wood, and diesel fuel). Through monitoring developments in legal, environmental and safety related issues. By representation, maintaining and lobbying with EU and non-EU governmental authorities and institutions.
- assisting members working with historic trains on national lines and on separate tourist lines.
- Establish structured monitoring of EU law, not only by monitoring public consultations, but making by developing new direct contacts with members of the European Parliament.
- Develop new and closer contacts and a communication network with the members and the members' members.
- Supporting projects of individual members giving assistance with specific advice if needed.
- Marketing FEDECRAIL and its members in different ways such as YouTube, Facebook, Instagram etc to gain wider knowledge on heritage rail and the challenges it faces.
- Keep updated on CSM-RA and see how we can support and strategically develop supporting guidance documents.

To achieve the above strategy, more effort needs to be made by the collaborators within FEDECRAIL. For example, board members should take the time to visit the members. To conduct active communication and listen to the problems that our members have. FEDECRAIL is working on a European level that also need to create a contact with the National level, so the implementation of rules benefits our members. The detail of how to do this will be formulated in the annual plans and then the executive plans for working groups with that task. FEDECRAIL shall also organize meetings for its members and members' members in both physical form and via a web platform.

#### ACTIONS EXTERNAL

## FEDECRAIL STRATEGIC PLAN 2023-2028

With many of the internal strategies, there is a need to work with external partners so that mobile cultural heritage will also be part of the green deal in the EU. To achieve this goal, FEDECRAIL needs to work with other equivalent organizations facing similar challenges.

FEDERAIL has identified several other organizations that are important to work with or be part of to promote the preservation of mobile cultural heritage.

### **3. Transfer of knowledge & Engaging Youth & Volunteers**

FEDECRAIL seeks to facilitate the transfer of knowledge between staff and volunteers, to engage young people in railway heritage and support volunteers of all ages.

#### MAIN ACTIVITIES

- promote the documentation of knowledge and technology in all aspects to preserve, maintain and operate heritage rail transport.
- initiate the development of new methods and technology, which does not change the historical value and respect the concept of authenticity
- stimulate the use of existing methods and technology not yet used by our members, which aid sustainability and profitability.
- Make systems accessible to members to ensure a sound future which is sustainable financially, environmentally, and safe for all participants whether working or visiting.
- Promote the adoption of the Riga Charter with a view to using common methods in the restoration of railway heritage, for rolling stock, equipment, and buildings.
- Work for active competence transfer between generations to ensure preservation continues and the future generation's commitment.
- Create conditions for our members to continue to procure materials for restoration of track and rolling stock. By supporting and acting as an intermediary between associations, manufacturers, and other parties.
- To encourage excellent working conditions for all employees and volunteers and contribute to a high level of safety across all members. By actively learning from each other, evaluating, and working together FEDECRAIL can actively communicate externally that heritage rail is safe and follows best practice.
- Support in evaluating risks and the investigation of accidents within the heritage rail industry.
- Evaluate best practice and share that knowledge with well written documents. That covers investigations, and research across national borders for in the risks and the causes and prevention of accidents
- It is of great importance for FEDECRAIL to be an attractive organization for people with special expertise or interest in heritage rail to become active and work within FEDECRAIL.
- FEDECRAIL aims to be an inclusive association that promotes diversity and gender equality among its members and volunteers.

#### MAIN ACTIVITIES/ACTIONS

- Recruit new volunteers to FEDECRAIL with the required expertise, and a new generation that continues FEDECRAIL's work in the future.

## FEDECRAIL STRATEGIC PLAN 2023-2028

- Recruit new volunteers that reflect the diversity of society.
- Facilitate the transfer of knowledge and professional skills. By improving existing databases, technical exchanges, and practical training. For the benefit of current employees/volunteers and for future generations.
- Develop, where relevant, the use of innovative technical and managerial skills to all staff and volunteers of heritage rail organizations, in line with the original integrity of the objects and the related procedures.

FEDECRAIL will work to recruit young volunteers to undertake their activities. This can be done both through specially targeted initiatives for young people but also to work actively with the inclusion of young people in existing working groups, conferences, and assignments within FEDECRAIL. The youth exchange is of great importance not only to be able to gather young like-minded people but also for FEDECRAIL to market itself to the younger generations. There needs to be a clear process for recruiting young people as volunteers within FEDECRAIL after each youth exchange.

#### **4. Communication - members & public-facing**

Many of the above initiatives are dependent on first-class communication. That means that FEDECRAIL will produce and execute a detailed communication plan.

##### MAIN ACTIVITY/ACTION

- Communication Strategy – disseminating information & recommendations from Working Groups and board initiatives – Board to agree regular message after each Council Meeting.
- Develop Social Media messaging.
- Review changes in communication tools in the future as technology changes.
- Implement multi-lingual communication & broaden outreach.
- Recruit paid/volunteer-collaborators marketing/admin assistant part or full-time on adoption of Strategic Plan – Cost implication/adding value - see 5. Review of Membership Fees

#### **5. Fund-raising**

FEDECRAIL is a non-profit organization with its registered office in Belgium. Since it was founded, its financial support has been based on the membership fees of its members and the income from annual conferences. Technological innovation in the methods of communication has meant that since 2020 there have been considerable savings in the operation of FEDECRAIL. Particularly in the management of Council meetings. So now is the time to consider if the budget can be adjusted to reflect these new methods of holding meetings. FEDECRAIL must always be on the lookout for additional funds for its members, supplemented by actions to disseminate information on potential funding methods from which members can draw.

##### MAIN ACTIVITY/ACTION

- Look for funding from transnational European funds (ex-Interreg) by encouraging members to contact local/regional governments for funding of projects. In partnership with members who can participate from other countries.
- Encourage private donation and sponsorship programs related to tourism or education.
- Organizing donation programs directly aimed at private individuals.

## FEDECRAIL STRATEGIC PLAN 2023-2028

- Informing about possible tax benefits for donations.
- Organizing crowd funding.
- Evaluating the presence of the railway sector at European expos with the promotion of preservation activities and the search for sponsoring companies.

### **6. Digitized working methods for FEDECRAIL**

Every modern organization needs sustainable working methods, such as digital working with its governing and supporting documents available to those that need to access them online. The pandemic has shown that there are great opportunities to work digitally. Particularly to hold meetings online.

FEDECRAIL intends to work digitally to not only create sustainable situations for the association but also to increase communication and sharing of documents between volunteers, the board, and members. Via the website and social media.

#### MAIN ACTIVITY/ACTION

- Examine the available digital platforms and evaluate what is best for our business.
- Create a digital way of handling documents for both members and volunteers.
- through digital opportunities create a more open structure for members to share and organize information and documents.
- Create better conditions for the working groups' work processes linked to documents, meetings, and communication.
- Create better conditions and support for the board's work by sharing documents, minutes, routines, and methods.
- Develop a clear and more detailed digitization strategy that extends long-term to the organization.

### **7. The Visitor Experience**

Number 7 is a new section about the strategic approach in attracting people (visitors/passengers). On a European basis, FEDECRAIL can assist on behalf of its members and associates, to re-align heritage rail in the growth of international Tourism.

FEDECRAIL seeks to:

- Set up and participate on a European level in campaigns which motivate tourism in general and that can encourage visits to heritage railways and railway-museums.
- Set up and participate in educational projects about the history of European railways, that can stimulate directly or indirectly the public interest in visiting heritage rail activities throughout Europe.
- Set up and participate in cultural projects about the history of transport in Europe and of European railways, that can stimulate directly or indirectly the public interest in visiting heritage rail activities throughout Europe.
- Develop good communication channels and support members in being able to manage social media and its impact.
- Through the development of a new communication plan, manage the marketing of FEDECRAIL and promote member attractions in general as a day out visit.

## FEDECRAIL STRATEGIC PLAN 2023-2028

### 8. Working Groups

To be able to fulfil FEDECRAIL's goals, visions and strategies, there are working groups who input to the annual plan and draft a detailed executive plan and implement it. These groups are.

#### WORKING GROUPS

- *Heritage Operations Group (HOG)* in conjunction with ERA and representatives of national members (Main Line operator dedicated)
- *Tram Group (TG)* follows all issues related to the Tram heritage management.
- *Environmental Group (EWG)* expand its remit and membership to include expert knowledge on climate change and use of fossil fuels.
- *FEDECRAIL Youth Organization* plans and coordinates the FEDECRAIL Youth Exchange for example and supports other working groups in getting in touch and involving young people in their work.
- *FEDECRAIL Conference Team* follows the planning of the annual conference with particular attention to the location, study visits and local logistics

If the board identify the need, they will set up new working groups to achieve FEDECRAIL's goals. It is the task of the working groups to work at a more detailed level than the board. They actively report on their work to the board as it is ultimately responsible for the organization's activities.

### 9. Continuous policy – Continuous improvement

Even if in this strategic plan the main aims and activities are carried out reported, permanent working groups composed of people belonging to the Board as advisors or to the Team as volunteers/collaborators coming directly from the members' associations are always operative.

- The areas followed by the groups may concern matters related to the management of FEDECRAIL and participation/representation in external boards of a European or international nature.
- For an organization to succeed, there needs to be clear support for the governing and supporting documents that are produced.
- There needs to be inclusive clear and good leadership based on building a team where the business actively relieves each other, and delegation of tasks takes place and emerges.
- There needs to be trust between volunteers and board members.
- The work needs to be based on good internal communication that consists of openness and transparency.
- There also needs to be financial and human resources for implementation and it is usually better to set fewer goals where it is possible to achieve the goals than many as well as large heavy documents where delivery fails.

Most goals can be achieved by working with a project organization. How the work is to take place must be decided by evaluating how large or small the task is to solve and, in this way, also provide the conditions for the working method that is best suited. It can also be easier to get some individuals involved in the short term instead of the long term, which can benefit the organization.

## **FEDECRAIL ANNUAL PLAN 2023.**

### **1. Introduction.**

This annual plan of FEDECRAIL for the year 2023 will be based on:

- a. The Strategic plan 2023 – 2028 (discussed by the members on November 5<sup>th</sup>) and accepted by the members on ..... 2023 during the AGM in .....);
- b. This foresees a gradually transformation of our organisation into a more all-inclusive organization.
- c. The status of representative body in the ERA, makes our intensive work as member of GRB and NRB possible and necessary in the Heritage Operation Group;
- d. This feeds strongly the idea to transform FEDECRAIL into an activity and transition platform, where all active in the world of Working Industrial and Mobile Heritage (WIMH) could act together to, and;
- e. Honour the wish of the members to behave as a more member orientated organization.
- f. Finding a serious fair place in the European Green Deal, continuing to develop and unify the WIMH for this main reason.
- g. Great uncertainty about the possible future influence of the Ukraine - Russian war and the ongoing Covid pandemic, makes the definite ideas and directions to be chosen, also of an uncertain character.

### **2. The main directions for 2023.**

In the annual Plan for 2022 we announced a meeting with our members to discuss the new Strategic Plan, during the first half of 2022. This meeting has been organized with some delay, on November 5<sup>th</sup>. Besides the Strategic Plan, we will discuss the draft Annual Plan 2023 and the connected budget for 2023. The results of the discussions will be part of the proposed plans to be accepted formally by the members during the AGM organized in the first 6 months of 2023.

Producing of the annual plan for 2023 is the full responsibility of the current board

In 2021 we have made several steps executing the Plan Paris in relationship with the European Green Deal. As one of the results 2022 saw the development of the co-operative European platform of Working Industrial and Mobile Heritage (WIMH) to fulfil the aims in the confirmed Plan Paris.

In 2023 this will be one of the mainstreams of our policy to secure the long term future of the WIMH. This asks for a great effort for as well FEDECRAIL as all other parties involved. The Heritage Operation Group (HOG) will work with our members and their experts to find usable ways for developing ECS, ECTS and ERMTS, acceptable for the European Commission and supported by the national governments as well.



Fedecrail aims at establishing and maintaining permanent relationships with relevant organizations at European and National level to represent its members. An appropriate internal structure is put in place to promote and facilitate exchanges on all relevant issues which may require attention.

The board will continue the policy, that all the existing working groups (HOG, TG, EWG, Com WG, Youth and HRM WG) will function under the direct responsibility of the board as will future new working groups because of art. 4.1. of the FEDECRAIL constitution. Working policy organized merely in multi EU member state projects, with as a result that this should lead to gaining more European financing possibilities for the activities of FEDECRAIL and her members.

### **3. Board affairs foreseen in 2023.**

Both board activity as well as external commitments have got sub activities to develop based on the Strategic Plan 2023 – 2028:

- Financial: membership fees system, budget, administration
- Communications: Website, Newsletter, Social media and single members meetings
- AGM: managing the meeting virtual/physical, voting system
- CM: managing the meeting virtual/physical, travels, venues
- HRM and Youth: Youth exchange experience: planning events, camp and webinars
- Umbrella/Members free meeting, to built the European Heritage Rail Family.
- Friends: Interactive approach, become part of our family

External commitments are:

- EU Parliament and Commission: Lobby group// WIMH
- EU funding organisations
- ERA/GBR: FEDECRAIL acts as a representative body. Executive HOG working group,
- Insulated non mainline railways WG
- Tramway group
- FIVA/EMH/EFHA/EN/TICCHI, ERIH, ICOMOS: EWG European Platform for working Industrial and mobile heritage (WIMH)
- WATTRAIN

### **4. The ongoing transformation internal process of FEDECRAIL in 2023.**

The ongoing transformation of the FEDECRAIL policy since 2020, has been mostly caused by the Covid Pandemic. We will continue the use of online-web-meeting techniques where possible and profitable. The positive results of using these modern techniques for the board-meetings are:

- a. Much lower costs compared with pre-2020, because of a significant decrease in travelling/hotel costs;



Fedecrail aims at establishing and maintaining permanent relationships with relevant organizations at European and National level to represent its members. An appropriate internal structure is put in place to promote and facilitate exchanges on all relevant issues which may require attention.

- b. Much more frequent board meetings, so that a fast route of plans, planning, decisions making, and execution is possible.
- c. The same possibilities are available and useful for meetings of the working groups.
- d. This online method of meeting people is also very useful in making easier more direct and frequent contact with our members.
- e. Nevertheless, we will see a grow in costs for attending physically meetings of ERA, Europa Nostra as well as some growing need for internal physical meetings, with members of FEDECRAIL, the board, officers, and working groups.

The budget 2023 based on a. to d., will still show a lower level of costs of FEDECRAIL compared with the 2019 level, but the board sees following e. the need for a growing budget.

## **5. Priorities in 2023.**

### **5.1. Implementation of the new strategic plan.**

After discussing the new strategic plan 2023 – 2028 on November 5<sup>th</sup> 2022, the members will be asked to accept it formally during the 2023 AGM. This Strategic Plan will include communication policy of FEDECRAIL. After that moment the implementation will ask energy from board, team and members.

### **5.2. Some physical events may become possible in 2023.**

The board of FEDECRAIL did decide, that because of COVID-19, physical were not possible in the period 2020 - 2022. The board aims in 2023 for a hybrid webinar conference combined with a small study programme. This will make the very much needed direct social contacts again possible. We will develop a business case for as well online as well hybrid conferences.

Also the restart of the youth exchange is likely for realisation in 2023.

Separately from an eventual webinar/conference, the AGM 2023 will be held hybrid form, with possible physical attendance and an online-form following the conditions set by Belgium law. This will happen in the first six months of the year 2023.

### **5.3. Communication.**





Fedecrail aims at establishing and maintaining permanent relationships with relevant organizations at European and National level to represent its members. An appropriate internal structure is put in place to promote and facilitate exchanges on all relevant issues which may require attention.

As a result of 5.1. the urgency of a completely new communication policy, all angles and monitoring progress and evaluation of the process, so that this makes our collective knowledge accessible for the whole sector and to make it open to new ideas and improvements to the advantage of all members from now on.

Communication constantly changing with renewed platforms and the development of social media. Fedecrail sees a need to become more active in precisely these platforms to reach a larger group of stakeholders. But also, to be able to support its members in clarifying the preservation of our cultural heritage and also influence public opinion about the authentic preservation. Fedecrail needs to recruit volunteers in suitable content management for various social platforms but also to be able to gather information that is member oriented and be able to disseminate information about our sector internally and externally

WEBSITE has been completed on March 31st 2022 [www.fedecrail.org](http://www.fedecrail.org)

SOCIALMEDIA Facebook, Instagram

NEWSLETTER New designed template completed. Production of the bi-monthly Issues reshaped and distribution to a growing amount of readers. Very nice is the growing amount of textual contributions from the FEDECRAIL members.

#### **5.4. Representation of interest.**

A prime goal remains to improve and maintain an effective network at European level, to secure full acknowledgement of the cultural, economic and social value of the heritage rail sector and those of our members' in particular. This is a prime task for the board of FEDECRAIL as leader of the European lobby-organization for the heritage rail sector. These networks include:

##### **a. The European Commission:**

- Commission for Innovation, Research, Culture, Education and Youth ;  
Commissioner: [Mariya Gabriel](#),  
Director General : [Themis Christophidou](#)
- Commission for Mobility & Transport (Rail); **Commissioner Adina Velean**
- Director General: [Henrik Hololei](#)  
Executive Director Rail : [Carlo Borghini](#)
- Commission for the European Green Deal;
- **Executive president Frans Timmermans** [frans-timmermans-contact@ec.europa.eu](mailto:frans-timmermans-contact@ec.europa.eu)
- Head of Cabinet: Diederik Samson. [diederik.samsom@ec.europa.eu](mailto:diederik.samsom@ec.europa.eu)

Fedecrail will draw attention of the Commission to the specific values of our sector, also in the light of the actual strategy of the Commission and the proposed Green Deal policy. We have to highlight the elements of



Fedecrail aims at establishing and maintaining permanent relationships with relevant organizations at European and National level to represent its members. An appropriate internal structure is put in place to promote and facilitate exchanges on all relevant issues which may require attention.

support the heritage rail world can contribute to the Commission's ideas of strengthening the identity of a future united Europe.

**b. The European Parliament.**

**We need to develop urgently direct contact with MEPs and committee members in order to be able to inform them first-hand about issues that are closely related to our sector (ERA rules and regulations, fossil fuels in the Green Deal). This will need more ongoing attention of the whole FEDECRAIL team.**

**6. Board Responsibilities**

- Conference Team: Mimmi Mickelsen.
- HRM, VRM and the Youth Group: Mimmi Mickelsen & Pierluigi Scoizzato
- Environment Work Group (EWG) executing Plan Paris + WIMH: Jaap Nieweg.
- the new foreseen Safety and Technical Working group : Gottfried Aldrian
- Data Collection: Urgent need to reshape collecting of data: Vacancy

**7. Budget 2023 and the membership fee 2023.**

It is logical that the content of the Annual Plan 2023 will be the base for the budget 2023. We can't be sure about some of the important cost centres that will be crucial for the definite cost level, namely the amount of physical Meetings we need to attend during 2023.

The first one of these is the cost for our own board meetings. We decided that we will meet physically maximal 2 times in 2023. The other 10 to 11 board meetings will be online, also those with the team members.

Secondly it is not sure that workgroups will mostly not be confronted with the return to physical meetings in the contacts with the organizations they are actively representing FEDECRAIL. The last signals are that they will be foremost Hybrid or fully online, but we will still budget quite an amount of money for in case we should have to attend some of the meetings physically.

So the complete proposed first draft budgeted cost for 2023 is foreseen with a max. € 46.050 and an income of € 36.800, and resulting in a negative result of € 9.250. But at the end of the year the results could be of a complete difference compared with the budget that is foreseen here and agreed by the AGM.



Fedecrail aims at establishing and maintaining permanent relationships with relevant organizations at European and National level to represent its members. An appropriate internal structure is put in place to promote and facilitate exchanges on all relevant issues which may require attention.

If we look at this year, 2022, we expected a loss of € 8.600. If we extrapolate the figures of the 1<sup>st</sup> three quarters of the year into a provisional to be expected result over the whole year 2022 we will see a provisional profit.

The board want to propose the AGM, to accept € 9,50 per voting point with a minimum of € 60,- per membership.

#### 8. Conclusions.

What we have learned from the last two years, that only few things were certain and that the unexpected very often reigned. So, this annual plan has the absolute good intention to lead our sector through the year 2023 to execute all the elements of this annual plan to help our members of the heritage rail sector. It will surely be supported by the new developed Strategic Plan 2023- 2028.

Hoorn October 4<sup>th</sup> 2022  
J. Nieweg, President.

To be read in conjunction with the 1<sup>st</sup> proposal budget 2023.

## EUROPEAN FEDERATION OF MUSEUM AND TOURIST RAILWAYS I.V.Z.W.

Registration Number: 453.405.318 - Registered Office: Advocatenkantoor J. Van der Perre, Ganzenstraat 57, B. 8000 Brugge

## balance of accounts/bilan/Bilanz

Period / Periode: 1.1. - 31.12.2022

Assets/actif/Aktiva		Liabilities/passif/Passiva	
<b>Capital Assets/actifs immobilisé/Anlagevermögen</b>		<b>Equity capital capital propres/Eigenkapital</b>	
compte courant banque ING	23 998,88	Net Equity	40 000,00
compte d'épargne/ Sparkonto	60 938,80	Results carried forward	33 585,58
total	84 937,68	annual profit/loss	8 001,48
		total	81 587,06
<b>Current Assets/Créances/ Umlaufvermögen</b>		<b>Liabilities/dettes à court terme/Verbindlichkeiten</b>	
Advances Conference		Accounts payable officers	3 827,27
cotisations à recevoir/membership receivable	461,00	Accounts payable conference	
cotisations à recevoir ann prec/membership receivable prev years	360,00	Accounts payable others	
divers à recevoir/receivable others		total	3 827,27
caisse/cash			
total	821,00	deferred expense/compte de régularisation/Rechnungabgrenzung	344,35
<b>compte de regularisation/accrual incomes</b>		total général	85 758,68
total général	85 758,68		

## EUROPEAN FEDERATION OF MUSEUM AND TOURIST RAILWAYS I.V.Z.W.

Registration Number: 453.405.318 - Registered Office: Advocatenkantoor J. Van der Perre, Ganzenstraat 57, B. 8000 Brugge

## DRAFT STRUCTURE BUDGET/HAUSHALT 2023 PROPOSAL BY the board

## Period/Periode 01/01-31/12/2023

	Expenditure		Budget 22	Result 22	Budget 23	Income	Resp.Brd	Budg 22	Result 22	Budget 2023
	account nr	member					account nr Member			
General adm./Allg. Verwaltung	100	MM/JN/JP	2500	2878,79	2500	Membership fees	2 110 FR	22550	23675	25000
Costs AGM Hybrid Presentiel	102	MM/JN	2000	5012,23	5000	Friends of Fedecrail fees	2 120 FR	1250	0	1250
						Affiliate membership fees	2130 FR	100	0	100
Total Group 100 - 199			4500		7500	Total Group 2110 - 2130		23900		26 350
Board Meeting Physical incl. off.	201-202	MM	5000	2262,37	5000	Subsidies	2300 FR	0	0	
Online Board meetings	209	MM	250	197,98	250	Miscellaneous	2400 FR	0	736,38	
Representation & members support	210	JN	2500	511,8	2000	Donations received	3220 FR	0	0	
Activities in other platforms (UIC, EN, EPMH)	211	JN/JF/PRO	2000	1 395,34	5000	Interest +/-	4150 FR	50	0	50
Lobbying	220	JN/FR	1000	356,02	2000					
						Total Group 2300 - 4200		50		50
Total Group 201 - 299			10750		14250					
HOG (ERA)	411	GA	7800	2125,94	3000					
safety&technics non mainline	412	GA	1500	0	1500					
Environmental Working Group	413	JN	500	0	500					
Tramway Group	414	MM	1500	0	1000					
Communication, incl web site	415	PS/MM	3500	1633,21	3500					
HRM/VRM	416	MM	0	0	1500					
Youth Group	417	PS/MM	1500	0	0					
working groups Total 411- 417			16300		11000					
Youth Exchange	420	MM/JNn	0	0	2000					
Projects	430	Board	1000	0	1000					
<b>Total cost FEDECRAIL</b>			<b>32550</b>	<b>16723,68</b>	<b>35550</b>	<b>Total income FEDECRAIL</b>		<b>23950</b>	<b>24461,38</b>	<b>26400</b>
<b>Result</b>				<b>7737,7</b>				<b>11600</b>		<b>9150</b>

one point in 2023 is suggested : 9,50€ minimum 60€