

2013

Recycling Bikes Up
North. Transforming
Lives Down South.



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Cyclo Nord-Sud

8717, 8^e Avenue
Montreal (Quebec) H1Z 2X4

Téléphone: 514-843-0077
1-888-843-0077

E-mail: info@cyclonordsud.org
Website: www.cyclonordsud.org



Staff

Claude Beauséjour
Community Engagement
and Operations Coordinator

Amélie Cantin
Administrative Coordinator

Gerardo Frankenberger
Southern Partners and
Operations Coordinator

Christine Gauvin
Transportation and
Operations Coordinator

Lucie Poulin
Communications Coordinator

Glenn Rubenstein
Development Coordinator

Board of Directors

Nathalie Brière
Development Agent
Association du Québec
pour l'intégration sociale

Myriam Broué
Ecology Counselor
Collège Montmorency

Clermont Desharnais – Secretary
School Administrator
École secondaire Franco-Cité

Martin Dion (until March)
Director
Benoît & Côté

François Durand (from May)
Retired, Hydro-Québec

John Fleming – President
Communication Specialist
Excalibur Stratégies; Guide, Vélo Québec

Sylvain Guernon
Attorney at Law
Guernon Avocats s.e.n.c.r.l

Jean Lecompte – Treasurer
Owner
Dumoulin Bicyclettes

Marie-Andrée Payeur – Vice President
Project Manager
Collège Montmorency

Dimitrina Raby
International Initiatives Coordinator
The YMCAs of Québec

Sylvie Rousseau
Manager, marketing, partnership
and relations with customers
Ordre des infirmières et infirmiers du Québec

Joëlle Sévigny (until March)
General Director
Vélo Québec Événements



Founder

Claire Morissette was Quebec's most ardent cycling activist ever. She co-coordinated Le Monde à Bicyclette with Robert Silverman for 25 years from the '70s to the '90s, fighting for the rights of cyclists in Montreal. Always ahead of her time, she helped launch Montreal's car sharing organization Communauto, founded Cyclo Nord-Sud and published the vélorutionary essay *Deux roues, un avenir*.

Vision

Cyclo Nord-Sud promotes sustainable development based on respect for the biosphere and its inhabitants.

Mission

Cyclo Nord-Sud collects used bicycles (as well as bike parts, tools and accessories) and ships them to poor communities in the developing world where they serve as a means of transportation and a tool for generating income and escaping poverty.

Values

Social Justice

Support for greater equality, and especially, providing women in the developing world with the ways and means to help promote equality between the sexes and further community development.

Autonomy

Acting to promote the autonomy of individuals and communities, by transferring resources and skills that facilitate active participation in community development and improve the quality of life.

Citizen and Collective Engagement

An approach seeking to mobilize citizens and communities around concrete actions of benefit to society as a whole, socially and environmentally.

Sustainable Development

A desire to seek concrete and realistic solutions responding to community needs without compromising the well-being of future generations. Also, the desire to ensure that one's actions have a positive environmental, social and economic impact.

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President's Message

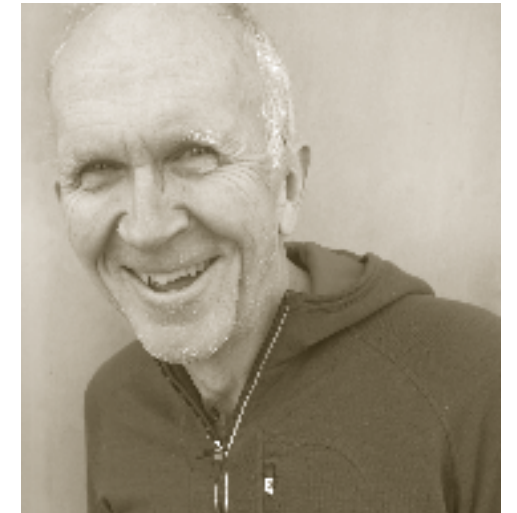
In 2013, Cyclo Nord-Sud's Board of Directors and coordinating staff created several committees whose mandate was to develop a new Strategic Plan to guide the organization for the 2014-2016 period.

The process was inclusive and respectful, in line with our own values and desire to have a maximum number of members involved in determining our future course of action. We thoroughly reviewed the previous 5-year plan on the basis of today's reality. Two key findings were made: after 15 years of operation, Cyclo Nord-Sud is well established in Quebec and the bikes it collects serve to transform thousands of lives each year in the developing world.

With this new 3-year plan, we are reaffirming and fine-tuning our mission, vision, values and strategic orientation. Thanks to a bold vision, and driven by ecological, feminist, social and humanist values, the Plan sets specific, realistic and ambitious goals, milestones and targets. In this way, Cyclo Nord-Sud will continue to grow stronger while maximizing – and evaluating – its impact. Our objective: keep a steady course on the road to success.

For the near future, we intend to be more proactive in assisting our partners in Africa and Latin America; diversify our means of obtaining used bikes, our raw material so to speak; strengthen our relationship with members and volunteers, who are our driving force; improve our operations and communications; and develop new funding sources.

Drop by and lend a hand for bike drives or take an active part in our events. Tell us about your ideas and aspirations... You will be helping people to pedal their way to a better life in the developing world... while building a better Quebec!



John Fleming

President of the Board of Directors

Coordinators' Message



Here's to another year with a beautiful ending! It sure hasn't been easy, but we're proud of the work accomplished and the results achieved.

Relocating our headquarters after 11 years on Saint-Urbain Street went smoothly thanks to the help of our community of volunteers and members, and our Board of Directors. Now that we're operational, many of you have come to make the space yours and infuse the premises with Cyclo Nord-Sud's spirit. Drop by to say hello, if you haven't already done so!

While things fell into place at the warehouse, we also extended our roots across the province. For the summer solstice, the entire coordination team headed to Quebec City to meet and strengthen ties with Cyclo Nord-Sud supporters and volunteers from the capital district. The event was a rich experience that all agreed to repeat and which motivated Quebecers to pull together and help Cyclo Nord-Sud shine even brighter in the Capitale-Nationale.

Thanks to those who've generously helped us along the way, our network has grown steadily in all regions of Quebec and Canada, and even in the United States. Last October, Cyclo Nord-Sud proudly enrolled its 1,000th member.

As for our generous volunteers, year in, year out, they are there! In fact, some 500 volunteers gave 3,166 hours of their time in 2013. Of these, six were honored for their outstanding dedication: Carole Chamberland, Julie Vallée, Christiane Prud'homme, the Dury-Leclerc's, Yves Tison and Lucille St-Hilaire – once more, thank you!

Although a rare breed, our volunteer bike drive organizers keep putting in the effort needed year after year to make sure that our bike drives are as successful as they can be. One of our most outstanding bike drives took place in Ottawa where the *Conseil des écoles catholiques* coordinated, in a single day, the operations of 14 grade and high schools for a total of 218 bikes.

In addition to our bike drives, Cyclo Nord-Sud strives to provide citizens with more ways to contribute their used bike to a good cause. This is one of the main reasons why we are currently developing an extended network of drop-off points across the province of Quebec, especially in urban centers where citizens will be able to donate their bike at any time of the year (page 6).

Additionally, not only are we pioneers up here in North America, we're also breaking new ground in the developing world. We are constantly refining our procedures so as to allow our partners to respond to the challenges they face.

For instance, we have modified our maritime transportation policy to ease their financial strain and have introduced a bike exchange system up North in order to ship higher-quality bikes down South (page 8).

In the field, we've witnessed first-hand the development of our bike initiative in Haiti, thanks to a generous grant from the *ministère des Relations Internationales, de la Francophonie et du Commerce Extérieur* (International Relations, Francophonie and Foreign Trade Ministry). The project involved the creation of a workshop and training program in bike mechanics and welding in Limbé, near Cap-Haitien. To that effect, Glenn Rubenstein, Cyclo Nord-Sud's Development Coordinator, was on location in February to assist our partners, the Congregation of Holy Cross (Haiti) and CENTRECH, to realize the project and evaluate its progress. Glenn traveled with three CycloChrome representatives, a social economy enterprise responsible for repairing the BIXI bike fleet. The delegation met with students and teachers in the training program, project coordinators, and current and potential partners from Limbé and other areas in the north of Haiti (page 10).

Similarly, we entered into a brand new partnership with the organization *Écho de la jeunesse*, from Togo, to which we donated our 45,000th bike. The organization received a full shipment of bikes and is currently working on setting up a bike mechanics training school; in the meantime, several female students are participating in a bike mechanics course (page 11).

Finally, we expect the year 2014 to be another year filled with challenges and progress. With the help of our members, volunteers and personnel, the Board of Directors drafted the new Strategic Plan for the 2014-2016 period. This initiative gave us an opportunity to reflect on Cyclo Nord-Sud's development, from inception to date. We are proud to present the result of this process: six major orientations, each with its own action plan (pages 14-15).

In conclusion, Cyclo Nord-Sud is getting ready to celebrate! Indeed, 2014 will be the 15th year anniversary of the organization, with 50,000 bikes shipped to underprivileged families in 18 African and Latin American countries. All in all, these staggering results could never have been achieved without the work and generosity of donors, members, volunteers and partners. To you all, we extend our most sincere gratitude!

This bodes well for 2014!

	2012	2013
Budget	\$402,637	\$389,592
Self-financing	30%	36%
Grants	27%	21%
Contributions	42%	43%
Permanent staff	6	6
Members (as of December 31)	870	966

Highlights

Up North

From 300... to 1,000 dues-paying members

Here we are! We have reached the 1,000 mark! Set out under the 2009-2013 five-year plan, this objective was meant to allow for more financial stability thanks to enhanced support from a larger pool of members. From 300 in 2009, the number of new members had more than tripled by 2013, thereby allowing Cyclo Nord-Sud to recruit its 1000th member last October.

In addition to being the most significant revenue source for Cyclo Nord-Sud, a larger membership results in greater exposure for our organization, which also leads to new partnership opportunities and volunteer offers.

We have moved and are ready to go

Cyclo Nord-Sud moved in April. Nearly 30 volunteers answered our call for help to load the truck on the eve of D-day and finish last-minute packing. We thus bid farewell to the Saint Urbain Street warehouse, filled with loving and fond memories...

Marché CyclArt, a must

The third edition of *Marché CyclArt*, a pioneering art-bicycle holiday season marketplace, was once more a raging success! This year, the event was held at Eastern Bloc, near Métro de Castelnau, with double the number of visitors. That's right, some 500 people came to buy gifts and watch the performances of renowned artists: Armand Vaillancourt, Alec Stefani, Frédérique Laurier (DJ Pfreud) and Karim Charlebois-Zariffa. This event raised \$2,735.



At the Marché CyclArt, a vendor sells her jewellery made from bicycle tubes.

Focus: Communications

Advertising Agency

Ask and you shall receive! After knocking on a few doors, advertising agency Saint-Jacques Vallée Y&R agreed to offer their services *pro bono* in order to help improve Cyclo Nord-Sud's branding and key messages. Project managers are hard at work and will unveil the fruit of their labours over the course of the year 2014.

Projet Morse: stronger communications

Cyclo Nord-Sud was selected, along with a dozen non-profit organizations and social economy enterprises, to participate in *Projet Morse*, a communication and marketing capacity-building program. Emphasizing participative trainings, information-sharing and accompaniment, *Projet Morse* will help Cyclo Nord-Sud evaluate its communications activities, as well as discover and implement new approaches. Phase 1 of the project, an analysis of Cyclo Nord-Sud's business model, was accomplished in the fall. Trainings and accompaniment will take place in the spring of 2014.

"Like"

Each day, we get 2, 3 and sometimes 10 new "Likes." Cyclo Nord-Sud's Facebook friends are increasing in number and strengthening our presence in social media. At the time of this writing, we totaled 1,950 "Likes" on our Facebook page. Imagine if all of our "friends" became members as well...

A refined website

As for our website, it's constantly getting showered with praises! We have entered Phase 2 of a process that will allow transactions on our website. Traffic remains stable with over 20,400 visitors and 67,800 viewed pages.

Press review

Cyclo Nord-Sud continues to shine in many of Quebec's media: Salut Bonjour (TVA), ICI Radio-Canada (TV and radio), CFCF, La Presse +, just to name a few.

Cycling conferences

Before moving, Cyclo Nord-Sud organized two very interesting conferences with the Dury-Leclerc's and Marie Raphoz. The first conference featured a family who went on a bike trip across Canada. The couple left with their nine children, who also played an active part in the conference, much to the delight of the audience. The second speaker, Marie Raphoz, dazzled those present with her solo trip on the Silk Road and the photos she took of the breathtaking landscapes she saw along the way.

Bike Drives

Bike drives are at the heart of Cyclo Nord-Sud's activities. They allow us to collect, throughout Quebec province and beyond, some 70% of the bikes we ship to the developing world. This year alone, we were able to obtain 2,805 bikes thanks to our 52 spring and fall bike drives. In addition, 631 bikes were kindly collected and transferred to us by engaged citizens.

Bike drives are organized on a voluntary basis by a wide variety of groups (schools, clubs and organizations) or by engaged citizens. In addition to being fun activities involving simple actions that make a difference for the environment, they represent a concrete gesture of solidarity.



Sillery, Quebec bike drive

Some of our drives stand out by their phenomenal success: Collège Montmorency in Laval (116 bikes), Grande-Rivière High School in Aylmer (115 bikes), de Rochebelle High School in Sainte-Foy (105 bikes) and Collège Jésus-Marie de Sillery in Quebec (105 bikes).

2013

4,006	bikes collected
2,805	bikes from bike drives
102	bikes from drop-off points
631	bikes from collection routes (bike collectors, etc.)
60	bikes from the at-home collection service
408	bikes received at the Montreal warehouse
3,220	bikes shipped
12	bikes for aid workers

Bike drives 2013

52	bike drives
53%	bike drives organized in school-based settings
34/52 (65%)	bike drive organizers repeating the experience

Direct bike donations at the warehouse suffered somewhat from our move to a new neighbourhood: 408 bikes compared with 594 in 2012, a 31 percent drop. This could also be explained by the increasing popularity of Dumoulin Bicyclettes' drop-off point in the nearby community of Villaray.

Finally, 60 bikes came from our new at-home collection service for the elderly and for mobility-impaired persons on Montreal Island. Unfortunately, we had to terminate the program at the end of the year due to inconclusive results.

In order to diversify our bicycle collection methods, and thereby obtain more bikes, we decided to develop a network of drop-off points outside the city of Montreal. This will offer greater flexibility to those who wish to donate their two-wheeler to us. At the time of this writing, five bike shops had already accepted to be part of our network; several others are expected to follow suit in 2014.

No less than 218 bikes were collected as part of a mega drive organized by the *Conseil des écoles catholiques du centre-est* across 14 Ottawa grade and high schools!

Bike Drives

A bike drive is a festive event where every volunteer can help in a concrete way. It's also a great way to raise awareness for the environment and international solidarity activities, encouraging citizens from various communities to work towards a more equitable future.

Regions	Municipalities	Organizers
Bas-Saint-Laurent	Rimouski	Vélo Maniac Coop**
Centre-du-Québec	Drummondville	Jeanne-Mance High School and the Association des retraité(e)s de l'éducation et des autres services publics du Québec (AREQ 04-E)
	Plessisville Princeville	The Desharnais family and the Alliés d'Orapé** The Desharnais family and the Maison des Jeunes La Fréquence de Princeville
Chaudière-Appalaches	Lévis Saint-Georges Saint-Romuald	Entrepreneurial Project of Marcelle-Mallet School Club Rotaract Saint-Georges** Sylvie Lafontaine
Côte-Nord	Sept-Îles	Corporation de protection de l'environnement de Sept-Îles
Estrie	Sherbrooke Sutton	Centre de réadaptation Estrie The citizens of Sutton**
Gaspésie	María	The students of Saint-Donat School in María
Lanaudière	Repentigny Saint-Roch-de-L'achigan Terrebonne	Groupe Enjolivert The students of Notre-Dame and L'achigan Schools** Comité vert of Marie-Soleil-Tougas School
Laurentides	Lachute Rosemère Saint-Jérôme Sainte-Agathe-des-Monts	The students of Lavigne High School** The students of Alpha School Comité EVB Sainte-Agathe-des-Monts' Comité consultatif sur l'environnement
Laval	Laval	Collège Montmorency's Comité Équilibre and the staff
	Laval-Vimont	The students of Terry Fox School
Mauricie	Trois-Rivières	Comité Solidarité Trois-Rivières and Séminaire Saint-Joseph
Montréal	Boucherville	Environnement Nature Boucherville
	Brossard	The Bicycologues in collaboration with Réseaux Internet de Brossard and ZAP Montréal**
	Chambly	Denis Missud and his friends**
	Granby	L'Envolée and Joseph-Hermas-Leclerc High Schools (P.É.I.)*
	La Prairie	Maison des Jeunes l'Adrenaline de La Prairie
	Longueuil	Jacques-Rousseau High School (P.É.I.)*
	Mont-Saint-Hilaire	Maison des Jeunes des Quatre-Fenêtres
	Saint-Hubert	The students of secondary 3 of André-Laurendeau School
	Saint-Hyacinthe	Saint-Hyacinthe's Vélo Club
	Saint-Jean-sur-Richelieu	Les filles du Basquet
	Saint-Lambert	Amanda and Audrey**
	Saint-Lazare	The Dupuy family**
	Sainte-Angèle-de-Monnoir	Famille à vélo and the municipality of Sainte-Angèle-de-Monnoir
	Sainte-Catherine	Maison des jeunes Équinox**
Sainte-Julie	The Morin family and friends	
Sorel-Tracy	The citizens of Sorel-Tracy and the Sauvagine bicycle network	
Varennes	The International Solidarity Committees at Le Carrefour School and Collège Saint-Paul	
Montreal	Baie-d'Urfé	The citizens of Baie D'Urfé**
	Dollard-des-Ormeaux	West Island College's Club Interact
	Montreal, Mile-End	Du Parc Y Center
	Montreal, Notre-Dame-de-Grâce Pointe-Claire	The members of Coop la Maison Verte and the residents of Notre-Dame-de-Grâce Félix-Leclerc High School and the YMCA**
Outaouais	Aylmer	Grande-Rivière High School
Quebec	Quebec City, Charlesbourg	The citizens of Quebec**
	Quebec City, Saint-Roch	Catherine Benoit and Éric Lavoie
	Quebec City, Sainte-Foy Quebec City, Sillery	Comité Action Planète, De Rochebelle High School The students of secondary 4 of the International Education Program of Collège Jésus-Marie de Sillery** Mont-Sainte-Anne's Cycling Club**
	Saint-Ferréol-les-Neiges	
Saguenay-Lac-Saint-Jean	Saguenay	Chicoutimi's Rotary Club
Ontario	Clarence-Rockland	Société environnementale de Clarence-Rockland
	Orleans	Club de l'environnement of the Béatrice-Desloges School
	Ottawa	Club de l'environnement of the Garneau School
	Ottawa	Groupe Éco-Franco

* IEP: International Education Program

** New bike drive organizers

Southern Partners and Container Shipments

In order to better address the needs of families that benefit from its work and of partner organizations in the developing world, Cyclo Nord-Sud is always on the look-out for ways to improve its *modus operandi*. That's why we revised two of our basic policies; to date, the results of these two pilot projects, supported by the creation of a special fund, look promising!

Bikes used to their full potential

On several occasions, our southern partners have expressed their preference for sturdier bikes with studded tires – such as mountain bikes and hybrids – over road bikes (narrow tires and curved handlebar). In order to strengthen their bike projects, reinforce our relationship with these partner organizations, and ensure that each bike is used to its full potential, we now ask permission to trade (or sell) donated bikes for other models better adapted to road conditions in the communities receiving our shipments.

There's something for everyone in this new policy. Bike donors know that their bikes will be used to ship others that are more appropriate for local roads; retailers can exchange bikes that are a little less popular here for bikes that have greater appeal on the Canadian market; our southern partners get the bikes most highly appreciated in their community; and end-users receive bikes that are more practical, allowing them to be more autonomous and efficient.

Maritime transportation

Rising maritime transportation fees undermine the long-term sustainability of our bike projects. Indeed, more often than not, it is our Latin American and African partners that cover such costs prior to receiving shipment. Consequently, from now on, we will loan the funds required to that end. That way, we can ship more containers and ease the financial burden on our partners while their own projects gain financial stability and grow. Once the loan is paid back, with the money raised from selling at below-market prices the used bikes we sent, another container can be shipped.

Our partners seem enthusiastic about this new approach. It will be implemented gradually based on the funds available and the stability of each partner organization.

Developing World Partnership Fund

The new Developing World Partnership Fund was created in 2013 with the goal of reinforcing the bike projects that we support in Latin America and Africa, and to encourage the creation of new ones. This Fund will finance the shipment of bikes, parts and tools to our southern partners, and will help us better assess the results. The Fund will also enhance the impact of these projects by financing bike mechanics training and mentoring initiatives.

It appears that the idea is catching on. As we went to print, two benefactors had committed to match the first \$10,000 raised towards the Fund. This will in turn increase the impact of each bike we ship South, while helping to develop a community of major contributors to Cyclo Nord-Sud up North.

Container destinations and special shipments

Ghana	1
Haiti	2
El Salvador	3
Togo	1
Burundi	1/8
Sierra Leone	1/2



On April 28, approximately 30 volunteers helped load the last container on Saint Urbain Street and pack last-minute items before moving to the new space in Saint-Michel.

Southern Partners Projects That Mobilize Communities

Our international initiatives empower people and promote sustainable development. In 2013, 3,220 bikes were shipped to five different partners in four Latin American and African countries.

Ghana



Young Ghanaian women learn the ABC's of bike mechanics.

In 2013
1 container
440 bikes shipped

Village Bicycle Project

Brong Ahafo — Cyclo Nord-Sud ended the year with a last container shipment to Ghana of 440 bikes. For the first time, Village Bicycle Project sought our support for their “One-day Workshop” social and economic development project. The initiative involves setting up one-day workshops in dozens of communities across the country. Inhabitants can purchase bikes at a low price and attend a short training session on maintenance. Additionally, thanks to Village Bicycle Project, local mechanics can purchase affordable tools, attend advanced mechanics training sessions and get assistance for setting up or improving their business. A percentage of the bikes are sold at retail price to commercial partners in order to fund the project.

villagebicycleproject.org

Haiti

In 2013
2 containers
837 bikes shipped

Total of 5,175 bikes and
27 sewing machines sent
since 2006



First-year bike mechanics graduates, Limbé.



Recipient of a bike, trailer and \$100 donation, this woman was able to start her own business, Limbé.



The creation of a new school-based bike fleet has made a lot of people happy, Ouanaminthe.

Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH)

Limbé, Ouanaminthe—Our initiatives in Haiti are constantly evolving and changing. After Caracol and Limbé, Ouanaminthe, a city near the Dominican border, can now benefit from a sustainable and economic mode of transportation. The John Paul II Institute, run by the Oblates missionaries, received 200 bikes from the Limbé bike workshop as part of the School Bike Fleet project. The goal is to create a model of collaboration between the bike workshop and the educational institutions in the north of the country that will support the creation of a large number of school bike fleets to address the transportation needs of students and teachers.

In Limbé, this initiative includes a training program in bike mechanics and welding. A total of eight students completed training in 2013 and a second group of students started their training at the workshop in September. Moreover, hundreds of bikes, some of them actually repaired at the workshop, were sold at a very low price to families of students and to teachers. Other bikes were sold to the general public to finance the training program and promote the use of bikes in the community. Six graduates created a bike repair and modification coop in order to raise funds for their families and ensure adequate maintenance of the bikes.

Moreover, around 15 trailers were built to encourage the use of bikes as work tools, especially by women. To that effect, two formerly unemployed women now operate a small company thanks to trailer donations.

Finally, last November, a representative of CENTRECH, a Montreal organization of the Haitian diaspora, organized a bike tour in Limbé that attracted 125 participants. A few months before, Cyclo Nord-Sud's Development Coordinator, Glenn Rubenstein, visited this city of 80,000 people to support our partners during project implementation.

The School Bike Fleet project is the result of a partnership between CENTRECH, CycloChrome and the Holy Cross Congregation (Haiti). The project was financed in part through a generous grant from Quebec's *ministère des Relations internationales*.

El Salvador

In 2013
3 containers
1,275 bikes shipped

Total of 6,218 bikes since 2008

CESTA – Amigos de la Tierra

San Marcos — For six years now, Cyclo Nord-Sud has partnered with the environmental organization CESTA – Amigos de la Tierra, whose mission is to raise awareness concerning the environmental values that inspire sustainable development. Among its major achievements, CESTA has set up a bike workshop social reintegration program for underprivileged kids aged 12 to 20. The bike workshop provides free training in bike mechanics to three seven-student groups over a four-month period, during which CESTA covers transportation and meal expenses.

Since its inception in 1989, the ECOBICI bike workshop has helped 720 kids develop professional skills in bike mechanics and improve their chance of finding employment. Students completing the program have the opportunity to either work for an employer or open their own bike workshop. Thus far, 24 repair workshops have been created by program graduates. In support of this initiative, CESTA provides bikes, parts and tools at affordable prices.

Back in August, program students organized a bike tour with underprivileged kids from the San Marcos area. A total of 300 participants showed up for the ride. This activity is now an annual event that gains in popularity each year.

CESTA also donated a number of bikes to community groups, churches or schools, which use these donations as prizes when raising funds or give them to students for their outstanding performance.

Other initiatives related to the promotion of cycling and the creation of bike workshops in rural centers are currently being implemented. A cyclist association was also created for enhanced coordination among all groups. Finally, a partnership with a school enabled the launch of the *Escuela a bici* project, which allows students to rent bikes at a low price for commuting to and from school.



Students receiving diplomas in bike mechanics.



CESTA promotes the use of bikes in rural areas.

© Pauline Cordier and Étienne Langlois

Togo

In 2013
1 container
415 bikes shipped

Écho de la jeunesse

Zanguera — In the fall of 2013, *Écho de la jeunesse* prepared to make a sustainable change in the daily lives of hundreds of underprivileged families: a first container – holding Cyclo Nord-Sud’s 45,000th bike – was shipped to this humanitarian organization in Togo whose mission is to fight poverty and support children’s rights.

The 415 bikes shipped by Cyclo Nord-Sud were mostly given to school girls and women spread across five isolated communities where it is common to travel 40 kilometers every day to get to and from school, the market, the field or the dispensary for primary care.

In order to ensure project sustainability, the organization sells a percentage of the bikes it receives at an affordable rate to pay for basic costs and for the hiring of a person responsible for maintenance and mechanics. Additionally, the arrival of the first bikes was followed by the creation of a mechanics training program: out of the 13 students registered, eight were women. This clearly shows women’s progressive empowerment in Togo and that it is possible for them to practice non-conventional trades.

An introduction to bike riding is planned for those acquiring bikes for the first time, as are sessions to raise awareness around various social issues and women’s rights.

Since its inception in 2006, the Togolese humanitarian organization has had many accomplishments: construction of a water reservoir; renovation of a school; stocking a library through acquisition of new books; distribution of school supplies; awareness raising for malaria and supervision of internships with humanitarian organizations.

This new partnership was made possible thanks to *Éducation Enfance Internationale*, a Gatineau-based organization (Quebec) dedicated to youth empowerment in West Africa.



Our 45,000th bike was handed over to Ekou, a 14-year-old schoolgirl from the village of Foguegué, located 103 kilometers from Lomé, Togo’s capital. This student, who is in her first year of secondary school, travels 14 kilometers daily to get to and from school, and still manages to be the best student in her class.



Out of the 13 students registered for the training program, eight were women.

Special Shipments

This year, two organizations willing and able to bear the shipping costs showed interest in having a partial load of bikes shipped to them, with the possibility that a long-term partnership would result.

Sierra Leone



Mercy and Hope International

Calaba Town — In September, Cyclo Nord-Sud sent 203 bikes along with parts to Mercy and Hope International, an organization that provides educational material, medical equipment, clothes and leisure equipment to several communities in Sierra Leone. Students from low-income single-parent families from two schools in Calaba Town who lived far from school had priority for receiving the bikes. The kids will benefit from these bikes for getting to and from school, as they will no longer be required to walk long distances every day.

In 2013
1/2 container
203 bikes shipped

Burundi

Foundation for the Development of Orthopædics in Burundi

Bujumbura — Last fall, we shipped approximately 50 bikes to the Foundation for the Development of Orthopædics in Burundi. These bikes were given to orphans from the Maison Shalom (House of Peace) in Bujumbura, an organization that serves vulnerable street children and gives them the chance to reconnect with their family and return to school.

fdoburundi.org
maisonshalom.org

In 2013
1/8 container
50 bikes shipped

2014 Action Plan

The 2014 Action Plan draws upon Cyclo Nord-Sud’s brand new three-year strategic plan and forecasts moderate growth in program activity and resulting achievements. The coordination team will implement new initiatives with a view to developing new partnerships at the local and international level and strengthening Cyclo Nord-Sud’s bike projects down South, as well as its bike drives up North. Cooperation, a core value for the organization, will facilitate the process of implementing the plan and accomplishing its ambitious yet realistic objectives.

A seventh staffperson will join our ranks with the objective of promoting Cyclo Nord-Sud’s events, products and services, as well as its volunteer component, which remains as fundamental as ever to the organization’s operations.

In 2014, Cyclo Nord-Sud will celebrate its 15-year anniversary. As we ship our 50,000th bike next fall, we will have yet another reason to underscore this milestone. None of this would have been possible without the generous help of our members, volunteers and partners. Our anniversary year offers a great opportunity for us to look back on the origins of Cyclo Nord-Sud and pay tribute to its founder Claire Morissette, who left us much too soon. We hope that, by executing this plan, we will help this pioneer’s dream – to change the world through cycling – to become reality.

Orientation 1

Consolidate and Develop Southern Partnerships

Actions

- Review the partnership selection policy and candidate’s guide;
- Organize two missions to follow-up and evaluate our projects in the developing world;
- Develop or consolidate partnerships with six NGOs in the South, including two involving a third partner from North America.

Orientation 2

Diversify Means for Collecting Bikes

Actions

- Create an association with an advertising agency and an institution or organization that will enable us to increase the quality and number of bikes we ship;
- Develop a network of five drop-off points beyond the Montreal area.

Orientation 3

Reinforce the Base of Members and Volunteers

Actions

- Create a position devoted to recruiting and engaging volunteers while improving volunteer management tools (40% of time);
- Start a program for major donations with a recognition plan;
- Launch the Developing World Partnership Fund and create additional opportunities for members to donate, or contribute in some other way, to the development of the organization;
- Send an online newsletter at least three times a year to members and volunteers and, overall, communicate with them more often;
- Identify target groups for recruitment of volunteers and members.

Orientation 4

Optimize the Collective Management Structure

Actions

- Produce a research document (co-management theories, examples from other organizations) pinpointing the advantages and drawbacks of collective management and presenting recommendations;
- Assess the current salary policy, and compare it with that of other organizations, in order to produce one or several preliminary recommendations.

Orientation 5

Develop Funding Sources

Actions

- Create a position devoted to increasing funding from corporations – including sponsorships and donations – and from fundraising activities such as events and the sale of products and services (60% of time);
- Submit sponsorship, donation and grant requests in order to increase funding received from corporations, private or public foundations and the public sector;
- Pursue initiatives such as *Projet Morse* – to enhance marketing and communication capacities – and those associated with the *Fonds d’économie sociale* administered by the *CDÉC Centre-Nord* designed to increase self-generated revenues;
- Organize various events, and possibly create special 15th anniversary year products.

Orientation 6

Improve Internal and External Communications

Actions

- Draft a communications plan, involving a consultative process and identification of specific needs;
- Hold a well-attended fundraising event to celebrate Cyclo Nord-Sud’s 15th anniversary year;
- Secure media coverage for the celebration of Cyclo Nord-Sud’s 15th birthday, as well as for shipment of its 50,000th bike.

Thanks to our funders

Each year, our funders enable thousands of disadvantaged families in the developing world to transform their lives. In the name of these families, Cyclo Nord-Sud thanks the organizations whose commitment to international solidarity, the environment and sustainable development inspires and motivates!

Government

Quebec
Emploi-Québec
Programme de subventions salariales

Ministère du Développement durable, de l'Environnement, de la Faune et des Parcs
Programme de soutien à la mission des organismes nationaux (PSM-N)

Ministère des Relations internationales, de la Francophonie et du Commerce extérieur
Programme québécois de développement international (PQDI)

Municipality
City of Montreal
Aide financière aux OBNL locataires

MNA's, MP's and Ministers

Yves-François Blanchet, Minister
Développement durable, de l'Environnement, de la Faune et des Parcs and MNA Johnson

Yves Bolduc, MNA Jean-Talon

Léo Bureau-Blouin, MNA Laval-des-Rapides

Christian Dubé, MNA Lévis

Geoffrey Kelley, MNA Jacques-Cartier

Charlotte L'Écuyer, MNA Pontiac

Jean-François Lisée, Minister
Relations internationales, Francophonie et Commerce extérieur

Nicolas Marceau, Minister
Finances et Économie

Nicole Ménard, MNA Laporte

Pierre Nantel, MP Longueuil — Pierre-Boucher

Émilien Pelletier, MNA Saint-Hyacinthe

Nathalie Roy, MNA Montarville

Sébastien Schneeberger, MNA
Drummond—Bois-Francis

Non-government

Abbaye de Saint-Benoît-du-Lac

Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH)

Chevaliers de Colomb de Boucherville

Club Lions de Saint-Raymond

Corporation de développement économique communautaire (CDÉC) Centre-Nord

CycloChrome

Développement international Desjardins (DID)

Dumoulin Bicyclettes

Fondation François Bourgeois

Fondation Louise Grenier

Intégration Jeunesse du Québec

Roncalli International Foundation

Saint-Jacques Vallée Y&R

Sœurs de Sainte-Anne du Québec

Sœurs de Saint-Joseph de Saint-Hyacinthe

Syndicat de l'enseignement du Haut-Richelieu

Syndicat des chargées et chargés de cours de l'Université du Québec à Rimouski

Syndicat des conseillères et conseillers de la CSQ

Syndicat des professeurs et professeures de l'Université du Québec à Rimouski

Syndicat des professionnelles et professionnels du gouvernement du Québec

Vélo Intemporel

Vélo Montréal

Vespa Resto

Zeller Family Foundation

Sponsors

Bionet+

Caisse populaire Desjardins de Notre-Dame-de-Grâce

Communauto

Déménagement Myette

Dumoulin Bicyclettes

Environnement Nature Boucherville

Imprimerie Dalou

La Bicycletterie J.R.

Le Grand Cycle - L'Atelier

Mountain Equipment Co-op

Opus

Outdoor Gear Canada

Pignon sur roues

Première Moisson

Pure Fix Cycles

Vélo Espresso

Vélo iBike

Vélo Mag

Vélo Québec

Financial Report

**PAPILLON
DION &
ASSOCIÉ**
EXPERTS-ACCOUNTANTS

ASSOCIATES :

*Pierre Papillon, CA
Marie-Chantal Dion, CA
Luc Landriault, CGA*

AUDITORS' REPORT

To the administrator of
Société d'éducation pour le cyclisme à Montréal (Cyclo Nord Sud)

We have audited the accompanying financial statements of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (Cyclo NordSud), which comprise the balance sheet as at December 31st, 2013 and the statements of income, retained earnings and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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

Basis for Qualified Opinion

Like many charitable organizations, the organization derives revenue from donations for which the completeness is not susceptible of satisfactory audit procedures. Accordingly, our audit of these revenues was limited to tracing the recorded revenues to bank deposits. Consequently, we were unable to determine whether any adjustments were necessary in respect to donations, excess of revenues over expenses, current assets and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (Cyclo Nord-Sud) as at December 31st, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Papillon Dion & Associate
Chartered professional accountants
Saint-Sauveur, April 23rd 2014

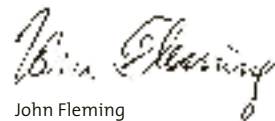
Financial Report

Balance Sheet*

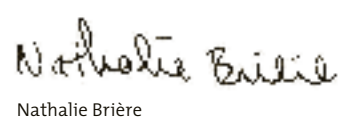
as at December 31, 2013	2013	2012
Assets		
• Short term		
Cash and Cash Equivalents	\$3,257	\$5,694
Term Deposit	5,124	5,045
Debits and Deposit	56,112	17,674
Grant receivable	2,070	-
Fees paid	2,651	8,622
Subtotal	\$69,214	\$91,035
• Long-term		
Cash and Cash Equivalent	\$239	\$3,467
Term Deposit	28,365	23,020
Security Deposit	3,500	-
Subtotal	\$32,104	\$26,487
Total	\$101,318	\$117,522
Liabilities		
• Short Term		
Accounts Payable and Accrued Liabilities	\$19,069	\$15,919
Deferred Income	26,660	47,952
Current Portion of Long-Term Debt	5,036	4,924
Subtotal	\$50,765	\$68,795
• Long-Term Debt		
	\$8,645	\$13,681
Net Assets		
Unrestricted Net Assets	\$13,304	\$8,559
Claire-Morissette Reserve Fund	28,604	26,487
Subtotal	\$41,908	\$35,046
Total	\$101,318	\$117,522
In-kind Contributions in 2013		
	2013	2012
In-Kind Contributions (bikes and parts)	\$218,227	\$201,489
In-Kind Contributions (volunteering)	\$36,651	\$39,926

Bikes and parts: According to the summary of official receipts as reported on the Registered Charity Information Return form (T3010).

Volunteering: Value of volunteer work as reported on the *Commission de santé et sécurité au travail* (CSST) declaration form.



John Fleming
President



Nathalie Brière
Administrator

* Summary of Auditor's Report and financial statements produced by Papillon Dion & Associé

Financial Report

Statement of Revenues and Expenditures*

for the financial year ended December 31, 2013	2013	2012
Revenues		
• Self-generated		
Revenues from Bike Collections	\$57,559	\$51,869
Sponsorships and Matching Gifts	2,875	5,700
Compensation for International Transportation	32,456	31,030
Product and Promotional Sales Income	45,436	41,034
Interest	250	65
Subtotal Self-generated	\$138,576	\$129,698
• Fund-raising		
Membership Fees and Gifts	\$122,857	\$104,656
Foundation Contributions	36,988	52,295
Religious Community Contributions	2,500	3,900
Union and Business Contributions	5,372	4,634
Subtotal Fund-raising	\$167,717	\$165,485
• Government Grants		
Emploi-Québec	\$18,784	\$16,879
City of Montreal	1,344	1,393
Services Canada	-	2,724
Discretionary Funds	1,500	1,950
Ministère du Dév. durable, Environnement, Parcs (PSM-N)	40,000	40,000
Ministère des Affaires Internationales - PQDI	21,671	44,508
Subtotal Government Grants	\$83,299	\$107,454
Total Revenues	\$389,592	\$402,637
Expenses		
• Project: Public Engagement – Bikes for the South		
Salaries and Benefits: Logistics	\$109,721	\$81,745
Rent and Electricity	22,124	24,670
Collections, Tools and Warehouse	4,201	4,086
Tool Purchases for the South	15,082	23,937
Transportation in Canada	6,793	5,533
International Transportation	36,182	50,331
International Development	14,908	22,510
Subtotal Public Engagement – Bikes for the South	\$209,011	\$212,812
• Project: Public Education and Awareness		
Salaries and Benefits: Communications	\$67,024	\$64,177
Rent and Electricity	1,206	1,370
Publications, Design, Photos	11,226	11,955
Promotional Events	8,481	9,025
Merchandise for resale	11,221	10,314
Postage, Telecommunications, Transport, Material	15,258	15,093
Subtotal Public Education and Awareness	\$114,416	\$111,934
• Operations		
Salaries and Benefits: Coordination	\$34,233	\$32,377
Employee Training	2,647	149
Rent and Electricity	1,206	1,370
Insurance, Taxes and Permits	7,146	7,244
Public Representation and Democratic Functioning	2,976	3,573
Professional Fees	1,935	1,720
Vehicles, Equipment and Building Repair and Improvement	6,318	30,925
Vehicule and Equipment Grant	-	(30,000)
Bank Fees and Interest	2,314	2,430
Interest on Long-Term Debt	367	478
Interest on Short-Term Debt	695	839
Currency Exchange loss (gain)	(534)	95
Subtotal Operations	\$59,303	\$51,200
Total Expenses	\$382,730	\$375,946
Surplus of revenues over expenses	\$6,862	\$26,691

* Summary of Auditor's Report and financial statements produced by Papillon Dion & Associé