PACIFIC DEVELOPMENT PLAN

REVISED VERSION - MAY 2017
The Oceania Cycling Confederation Pacific Development Plan was drafted by Graham Fredericks Sport Consultant on behalf of, and in consultation with, the OCC Executive. Input into the Plan also included consultation with Member NF’s generated through direct engagement, a Questionnaire circulated in April 2016 and a subsequent Situation Report. The Plan was adopted by the OCC Executive on 20 July 2016 and endorsed by member NFs on 19 January 2017.
Preamble

The Oceania Cycling Confederation (OCC) is one of the five Continental Constituencies affiliated with the International Cycling Union (UCI). OCC currently has 6 affiliated national federations (NFs) – Australia, New Zealand, Fiji, Guam, Vanuatu and Tahiti (Associate). While AUS and NZL are recognised as leading cycling nations on the world stage, most of the 35 island nations that make up the Oceania / Pacific region are very small and have little or no established cycling culture – other than in a few Protectorates under French or USA administration.

In order to proactively develop cycling in the Pacific and increase membership, the OCC Executive has instigated the establishment of a Pacific Development Plan, which has been shaped by the following elements:

The purpose of the Plan is to present a Pacific development strategy that supports the Mission of OCC, ie – “To promote the development of cycling in the Oceania region & to represent the interests of Member NFs to the UCI”

The overarching objectives of the Pacific Development Plan are directly integrated with the Primary Objectives of the OCC Strategic Plan, which are to –

- Establish cycling as an attractive and attainable sport and recreation activity within the Oceania region
- Ensure the long term representational and financial viability of the Oceania CC
- Drive growth in Constituent Membership of OCC and Participation Membership of affiliated NFs

The key practical goals of the Pacific Development Plan include the following strategies:

- The creation of a cycling culture in the Pacific where bikes are widely used for recreation, transport, health & fitness and sport; and where Governments are engaged to support and promote the benefits of cycling and education on cycling safety.

- The implementation of contemporary best-practice governance and administration processes in an efficient non-bureaucratic environment that will encourage volunteer administrators and cycling participants as well as providing a stable platform for growth.

- A multi-Government Engagement Strategy focussed on promoting the health and environmental benefits of cycling; community education and safety programs; sport opportunities and economic benefits.

- A Cycling Pathway mapping out opportunities for competitive and recreational cyclists – ranging from introductory opportunities to local rides and competition, a Pacific Calendar, elite competition and the respective development investment along the way.

- Customised Technical Programs encompassing coach education, officiating and skill development

- A Resource Management Strategy – critical in an environment of limited financial and human resources – focusing on 2 key areas; Targeted and phased Development Programs with tight budgetary oversight; and a Resourcing and Marketing Plan.

- A public and participant web-based Communications Strategy providing a ‘Hub’ for information that encompasses introduction to cycling, skill development, participation opportunity, safety & education, general cycling news and direct promotional aspects targeting Pacific media.

- Leadership through long term direction and oversight from OCC Executive and program implementation & coordination management; ultimately driven by a Pacific Development Manager.

The OCC Pacific Development Plan articulates the provision of a comprehensive suite of resources – technical, administrative, financial and human – for OCC to apply and for Pacific NF’s, their clubs and members to use in order to create an environment within which cycling can thrive.
The success of the OCC Pacific Development Plan relies on taking a holistic approach to growing all forms of cycling in the Pacific. This encompasses the integration of governance & management; safety awareness and education; parallel recreation and sport programs; programs with targeted disciplines; training for coaches and officials; engagement and communication strategies. These and other components of the Plan are broadly represented in the diagram, below.
### A. INFRASTRUCTURE

#### A.1. Governance and Administration

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Constituent Membership</strong></td>
<td>Establish new National Federations in Pacific Islands and formally affiliate them with OCC / UCI. Affiliates USA/FRA Protectorates as Associate Members Retain existing Member NFs</td>
<td>Affiliation essential for OCC to invest in cycling programs Limited knowledge re incorporation and affiliation processes Minimal external engagement to date USA/FRA Protectorates can only affiliate as Associate Members – but they are important for the development of a Pacific cycling culture</td>
<td>Implement a Constituent Membership Strategy that includes: Guideline resource Engagement plan Communications Plan to articulate the case (Ref: Fig 2) Work with UCI to accommodate special Pacific issues and Associate Membership</td>
<td>Strategy and Resources Implemented - End 2016 New Full Member NF - AGM 2017 New Associate Member NF - AGM 2017</td>
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<td>KRA</td>
<td>Objectives</td>
<td>Parameters</td>
<td>Strategic Action</td>
<td>Deliverables</td>
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<td>Administration &amp; Governance Skill Base</td>
<td>Pacific NFs operating by modern best practice protocols</td>
<td>o Limited HR and contemporary governance skills</td>
<td>Resources (training &amp; documentation) required to assist administrators;</td>
<td>Resource produced - End 2017 (Delivered on-line and reinforced via engagement and training opps)</td>
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<td></td>
<td>Clubs formed and affiliated with NFs with tailored governance support</td>
<td>o Limited indigenous involvement</td>
<td>- Association management guidelines - Constitution template - Basic governance policy templates - Finance skills - Help options via OCC</td>
<td>New clubs formed and affiliated 2017 &amp; ongoing</td>
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<td>o Limited resources</td>
<td>Resource also tailored for Clubs</td>
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<td>o Volunteer staff</td>
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<td></td>
<td></td>
<td>o Very few clubs exist in most NFs. Mainly riding 'bunches'</td>
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<tr>
<td>Membership Management</td>
<td>Efficient systems for volunteer personnel to administer member records, statistics and reports</td>
<td>o Current membership in Pacific not a priority – either not recorded or ad hoc</td>
<td>Provision of a simple operating system and database to record membership and report</td>
<td>Operating system - 1st half 2018</td>
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<td></td>
<td></td>
<td>o Limited volunteer HR base with varying skills and resources</td>
<td>Provision of a resource including benefits of membership and how to join / how to recruit</td>
<td>Resource produced - End 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Need simple system, non-bureaucratic</td>
<td></td>
<td>Membership reports produced - 2018 stats</td>
</tr>
<tr>
<td>Sovereignty</td>
<td>OCC affiliated NFs the sole authority for “all things cycling” in the Pacific</td>
<td>o ‘Ground-floor’ opportunity for 1 peak cycling body</td>
<td>All programs integrated for sport &amp; recreational cycling; - Skill &amp; devel't programs - Safety &amp; education - Event authority - neg with Governments</td>
<td>Strategy articulated to NF Members – in person and in guidelines - Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Threat from cyclo-tourism &amp; private promoters</td>
<td></td>
<td>Govts lobbied to endorse and recognise NFs. - Ongoing</td>
</tr>
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<td></td>
<td></td>
<td>o Governments must be assured of the competency of the OCC cycling NFs to deliver safe events</td>
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**Fig 3: CONTENTS OF NF GUIDELINES RESOURCE – IN SUMMARY**

**Association Handbook:**

- Constitution Template
- Policies: Governance Integrity Member Protection
- Finance Policy and Procedures
- General Admin Guidelines - NF & Club targeted
- Event M’m’ent and Safety guidelines
- Abridged Technical Regulations
- Membership Operations

NB: The Guidelines must be produced in abridged and practical formats applicable to the Pacific environment.
<table>
<thead>
<tr>
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</thead>
</table>
| Insurance | A customised and affordable Pacific-wide Insurance program with 2 objectives:  
- Member protection  
- UCI Compliance | o Exposure of riders, coaches & officials  
o Threat to UCI/OCC compliant affiliation  
o Low affordability  
o High market financial risk for underwriters  
o Legal frameworks may not support P&P Liability cases  
o Variation in health systems challenging for Accident cover  
o International cover required – UCI Regs | Explore globally licenced underwriters, existing Pacific providers, and value of OCC corporate status.  
Target establishment of a Pacific Insurance Program inclusive of:  
- Basic PL cover  
- PL top-up option  
- Personal Accident option  
- Insurance available for International Licences | Options assessed  
- 2nd Qtr 2017  
Insurance Program in place  
- Commence 2018 |

**Fig 4:** COMPONENTS of a PACIFIC CYCLING INSURANCE PROGRAM

- A basic level of affordable PL cover uniformly available, Pacific-wide  
- Provide top-up option  
- Establish higher level of Professional Indemnity cover for coaches and officials

**Personal Accident**

- Optional top-up for Domestic licenced riders  
- Customised for basic Pacific hospital and ambulance costs

**International**

- Insurance for ‘off-shore’ licences in compliance with UCI Regulations  
- Negotiate piggy-back option with CA/CNZ insurance providers  
- Identify resources

**Liability**

- Negotiate with underwriters re minimum level of Liability cover

**Fig 5:** PROCESS to ESTABLISH an INSURANCE PROGRAM

- Ascertain cost threshold in the cycling marketplace  
- Identify top-up options for Public Liability and Personal Accident cover  
- Determine Program provider and Program management  
- Negotiate International / Prof Indemnity add-on options with CA or CNZ
## A.2. Facilities and Equipment

<table>
<thead>
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<tbody>
<tr>
<td>On Road</td>
<td>Provide guidelines for NF's to use in identifying safe and appropriate road courses for sport and recreational events</td>
<td>- Very limited access to roads. In some countries; very few sealed roads mean no closures available&lt;br&gt;- Many roads in poor condition</td>
<td>Develop guidelines and safety issues for identifying Road Course – customised for Pacific conditions</td>
<td>Resource produced - End 2017</td>
</tr>
<tr>
<td>Off Road</td>
<td>Provide guidelines and expertise, as required, to assist with the creation of accessible, safe &amp; environmentally compatible off-road courses for MTB, BMX and CX</td>
<td>- Govt lobbying may be required for regular access to trails for MTB&lt;br&gt;- Environmental management req.&lt;br&gt;- CX considered with short-courses close to populated areas&lt;br&gt;- BMX tracks ideal for recreation but comp courses come with safety responsibility</td>
<td>Target existing trails for MTB XC rides &amp; racing&lt;br&gt;Identify land and/or public areas that may accommodate CX courses&lt;br&gt;Encourage the development of BMX tracks to target younger age groups</td>
<td>A progressive increase in off-road facilities (courses) available for cycling across the Pacific - Ongoing</td>
</tr>
<tr>
<td>Track</td>
<td>Support Track cycling where facilities exist</td>
<td>Not a priority due to cost of velodromes&lt;br&gt;Outdoor velodromes a potential option and provide off-road riding opportunity</td>
<td>Provide support and advice to the building of Velodromes where there is Govt interest and community momentum</td>
<td>(No specific outcomes)</td>
</tr>
<tr>
<td>Bicycles</td>
<td>Create opportunity for greater accessibility to, and affordability of, bicycles&lt;br&gt;Promote a standard level of bike to enable affordable access and a level competitive scenario</td>
<td>Past programs of refurbished bikes need to be ongoing and coordinated centrally to be effective&lt;br&gt;Commercial imperatives of imports will dominate the market</td>
<td>Establish a recycled bike program –. Coordinate volunteer clubs/persons in AUS &amp; NZL to source working-order recycled &amp; re-conditioned bikes.&lt;br&gt;- OCC to promote via Comms Plan and oversight operations&lt;br&gt;Explore market and identify recommended affordable bikes for racing and events</td>
<td>Commence Recycled Bike program + Comms plan - 2018&lt;br&gt;Investigate &amp; recommend standard bike - End 2017</td>
</tr>
<tr>
<td>All Facilities</td>
<td>Establish register of courses available</td>
<td>Limited or informal data</td>
<td>Conduct audit of cycling courses used by NFs</td>
<td>Audit complete - 3rd Qtr 2017</td>
</tr>
<tr>
<td>Bike Maintenance</td>
<td>Ensure maintenance of bikes in working order to avoid any obstacles to riding</td>
<td>Bike mechanics not consistently available&lt;br&gt;Bikes provided to local riders often suffer damage by extended family&lt;br&gt;Need maintenance self-sufficiency</td>
<td>Include basic bike maintenance in delivery of Coaching courses&lt;br&gt;Encourage NFs &amp; clubs to obtain lock-up facility or shed for ‘loan’ bikes</td>
<td>Maintenance included in Courses - 3rd Qtr 2017</td>
</tr>
</tbody>
</table>
Pre-loved bicycles in working or repairable condition donated by supporters

Network of collection points established through Clubs, Bike Shops, and other benefactors

Reliant on volunteer network

Identified volunteer mechanics to check bikes, undertake minor repair (or cull) and prepare for a new Pacific cyclist

Potential Cost for mechanic’s expenses/parts

Some freight Costs

Collection Point for freighting to Pacific destinations

Storage costs in AUS / NZL

Cost of Freight / Sponsor

Possible inbound costs NF Storage facility

Volunteer management of bikes / storage

End point: Bikes distributed to identified cyclists – criteria determined by NF

Suggest target of a nominal budget expense allocation of $10,000
- may be minimised by sponsorship & volunteer contribution
### A.3. Coaching and Officiating

<table>
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</thead>
</table>
| Coaching | Increase the number of people with entry level accreditation to coach and deliver skill development in the Pacific | o Entry level coaching skills priority in short term  
     o Budgetary issues for course delivery  
     o Identify personnel to deliver training  
     o + Bike maintenance                                                                 | Coaching Strategy:  
   ⇒ Customise courses  
   ⇒ Identify presenters  
   ⇒ Determine budget  
   ⇒ Prioritise delivery regions  
   ⇒ NF to identify key participants  
   ⇒ DELIVER COURSES                                                                 | Courses ready  
   - 3rd Qtr 2017  
   Pilot delivery  
   - 3rd Qtr 2017  
   Course delivery  
   - 2018  
   Accreditations  
   - Ongoing |
| Officiating | Increase the number of people with qualification to officiate safe events and races | o Abridged racing rules & events / safety the short term priority  
     o Budgetary issues for course delivery  
     o Identify personnel to deliver training | Officiating Strategy:  
   ⇒ Customise courses  
   ⇒ Identify presenters  
   ⇒ Determine budget  
   ⇒ Prioritise delivery regions  
   ⇒ NF to identify key participants  
   ⇒ DELIVER COURSES                                                                 | Courses ready  
   - 3rd Qtr 2017  
   Pilot delivery  
   - 3rd Qtr 2017  
   Course delivery  
   - 2018  
   Accreditations  
   - Ongoing |
| Volunteers | Encourage more volunteers to assist with the conduct of cycling events | o Customise traffic management protocols for Pacific  
     o Package safety criteria  
     o Recognition tips | Develop a short-course training program for Volunteers  
   - Can be delivered during Offic’g / Coach training | Courses ready  
   - End 2017  
   - 3rd Qtr 2017  
   - ongoing |

### A.4. Safety and Event Management

<table>
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<tr>
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</thead>
</table>
| Safety    | Cycling events conducted in a safe environment for participants            | o Critical to the integrity of cycling as an emerging sport  
     o Currently ad hoc  
     o Safety must be inherent in:  
       - Course selection  
       - Rider briefings  
       - Public information  
       - Authority comms  
       - Skills programs | Safety to be reinforced in Event Management  
   Resources; Government & Public Communication  
   Establish Minimum Guidelines Resource for safety protocols and traffic management  
   Explore contra sponsor–eg Fiji and Fulton Hogan | Incorporate in Comms Plans  
   - End 2017 & ongoing  
   Guidelines resource  
   - 3rd Qtr 2017 |
| Event Management | Well run cycling events for the enjoyment of all participants | o Key to attracting riders to cycling and fair competition environment  
     o Insurance missing | Establish set of abridged and practical guidelines for the conduct of events  
   - recreation rides and/or racing | Guidelines resource  
   - 3rd Qtr 2017  
   Insurance  
   - 2018 |
### B. RIDING – ‘On the Bike’

#### B.1. Skill Development Programs

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<tr>
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<th>Strategic Action</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Programs</td>
<td><strong>Provision of skills based programs to help cyclists develop confidence and enjoyment</strong></td>
<td>provision of skills based programs to help cyclists develop confidence and enjoyment</td>
<td>Adopt program(s) currently conducted by CA/CNZ that target entry level skills development</td>
<td>Customised program(s) ready for launch - 3rd Qtr 2017</td>
</tr>
<tr>
<td></td>
<td>o Include basic riding skills and safety</td>
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<td></td>
<td>o Include basic bike maintenance</td>
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<td></td>
<td>o Negotiate with CA/CNZ to customise programs</td>
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<tr>
<td>Events</td>
<td><strong>Riding available in safe environment to enable cyclists to develop riding skills</strong></td>
<td>riding available in safe environment to enable cyclists to develop riding skills</td>
<td>Develop a resource guiding the conduct of events tailored to introductory cycling</td>
<td>Resource produced - 3rd Qtr 2017</td>
</tr>
<tr>
<td></td>
<td>o Need to address all options for on and off road to cater for respective local conditions and available facilities</td>
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<tr>
<td>Advanced</td>
<td><strong>Provision of programs for development of:</strong></td>
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<td></td>
<td>o road skills for commuting, defensive riding in traffic, etc</td>
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<td></td>
<td>o riding for fitness</td>
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<td></td>
<td>o Customise for a range of Pacific road &amp; trail conditions</td>
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<td></td>
<td>o Coach approved fitness programs</td>
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<td></td>
<td>o Safety a key component for all above programs</td>
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<td></td>
<td><strong>Adapt and customise existing road cycling and fitness programs</strong></td>
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<tr>
<td></td>
<td><strong>Adapt and customise existing road cycling and fitness programs</strong></td>
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### B.2. Participation and Sport Programs

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<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Entry Level</td>
<td><strong>Coaching and Programs available to prepare and develop cyclists for event riding and racing</strong></td>
<td>Coaching and Programs available to prepare and develop cyclists for event riding and racing</td>
<td>Adapt programs from Coaching resources available – UCI, CA, CNZ Focus on general riding before intro to racing (Ref: Fig 7 overleaf)</td>
<td>Programs available for Pacific Coaches - 3rd Qtr 2017</td>
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<tr>
<td></td>
<td>o Next step up from skill development programs (B1 above)</td>
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<td></td>
<td>o Bunch riding skills on roads</td>
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<td></td>
<td>o Off-road skills for trail riding</td>
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<tr>
<td>Racing</td>
<td><strong>Coaches and coaching programs for racing cyclists</strong></td>
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<td></td>
<td>o Discipline specific skills required for riders as they advance</td>
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<td></td>
<td><strong>Adapt programs from Coaching resources available – UCI, CA, CNZ</strong></td>
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<td></td>
<td><strong>Introduce Sport Strategy targeting specific disciplines</strong></td>
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<td>(Ref: Fig 8 &amp; 9)</td>
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<tr>
<td>Juniors</td>
<td><strong>Programs specifically targeting ‘kids on bikes’</strong></td>
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<td>o Limited resources and facilities steer us towards BMX</td>
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<td></td>
<td><strong>Introduce BMX as a major Pacific program for junior cyclists</strong></td>
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<td></td>
<td><strong>Program introduced</strong></td>
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Resources produced - End 2017
Engage an experienced Coach / Presenter to develop a Pacific Skills & Participation Program – drawing on existing programs (above) – that is customised for the Pacific environment by encompassing the elements below:

- Focussed on riding skills and Introduction to cycling
- Safety Elements of bike handling & road usage
- Adaptable for all bikes and all terrain application
- Strategy and guidelines for practical delivery of Program
- Package the Program – Name and Branding

Level 2 option to facilitate progression for TID athletes

Address both recreational & sport cycling – on & off road

Program deliverable by local entry level accredited coaches

Include a basic level of bicycle maintenance

Development of Resources for program delivery

PACIFIC PARTICIPATION PROGRAMS – Skills, Riding, Racing

This is the most critical resource of the Pacific Development Strategy. All other resources help create the environment – this program delivers the Cycling.
**Fig 8:** PRIORITY DISCIPLINES – FOR DEVELOPMENT INVESTMENT

High <------------------------------------------→ Low

**BMX:**
- Off Road
- Youth focus
- Bikes for racing and/or recreation
- Reasonable track costs at entry level
- Comp tracks require expert

**CX:**
- Off Road
- Short Course
- Close to population.
- Inexpensive courses
- Adapt any bike; or
- Weather

**ROAD:**
- Popularity
- Easy access
- TT for entry level racing
- Commuter, Rec’n X-over
- Safety a priority
- Few roads

**MTB:**
- Popularity
- Off road
- Trails access
- Safe racing for XC
- Bike access & affordability
- DH limited
- Environment

**TRACK:**
- High cost of tracks
- Outdoor tracks feasible
- Off-Rd skills
- Ltd bike use non-comp’t’n

**Fig 9:** SPORT DISCIPLINE PROGRAM STRATEGIES

**Core Components:**

<table>
<thead>
<tr>
<th>COURSES</th>
<th>BIKES</th>
<th>PROGRAMS</th>
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<tbody>
<tr>
<td>BMX</td>
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<tr>
<td>Provide resource template for the construction of recreation-based BMX tracks (playgrounds). Engage local authorities &amp; local businesses to provide construction input.</td>
<td>BMX bikes are cheapest of all to access as a new purchase. Recycled Bikes program</td>
<td>Commence with entry level skill coaching and build up to modified racing. Safety a key factor, especially where tracks are developed with comp start ramps.</td>
</tr>
<tr>
<td>CX</td>
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<tr>
<td>Identified land in parks or vacant blocks where a CX course can be constructed – close to town. Flexibility in courses.</td>
<td>MTB XC bikes or Road Bikes with off-road tyres, &amp; even BMX bikes are all adaptable.</td>
<td>Same progression of skills training. Provide template of rules in modified form.</td>
</tr>
<tr>
<td>MTB</td>
<td></td>
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</tr>
<tr>
<td>Identify trails on accessible land that can be adapted for XC competition.</td>
<td>MTB XC and Hybrid bikes are the most common in retail outlets.</td>
<td>Skills training progression. Abridged rules for competition.</td>
</tr>
<tr>
<td>ROAD</td>
<td></td>
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</tr>
<tr>
<td>Identify Roads where traffic is manageable. Potential weekend Kermesse courses. Recreational rides where racing is traffic-limited.</td>
<td>Identify recommended entry level road bikes for competition. Recycled bikes program.</td>
<td>Skills development must include building confidence in bike handling and defensive riding in traffic. Time trials ideal for intro to competition.</td>
</tr>
<tr>
<td>TRACK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify existing tracks</td>
<td>Specialist bikes only</td>
<td>Good off-road environment for learning.</td>
</tr>
</tbody>
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B.3. Inclusion

<table>
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<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Cycling For All | Opportunity for all demographics – including women, disabled and socially disadvantaged – to participate in cycling activity | o Many Pacific societies are emerging from historic patriarchal cultures and will require proactivity to provide opportunities for women  
  o Very little activity promoted for adults with a disability  
  o Cost and equipment a major hurdle for many indigenous communities | Develop an OCC Inclusion Policy for adoption by member NFs  
  Practical application to include some guidelines for the requirement and type of events to be conducted ‘for all’ and proactive opportunities to engage indigenous communities  
  Identify sport pathway for Para-cyclists | Policy and Guidelines produced  
  - End 2016 |

**Fig 10:** INCLUSION STRATEGY COMPONENTS

**POLICY - commitment to ensure inclusive participation**

**Disabled**

- > Competition Pathway - mainly Road & Track - eg, Time Trials  
- > Source customised skills & training programs  
- > Assistance with bike modifications, where able  
- > Proactive engagement

**Women**

- > Focus on appropriate events - recreational and racing  
- > Women only racing  
- > Customised skills and riding programs  
- > Respect family environ’t  
- > Proactive engagement

**Socially Disadvantaged**

- > Recycled bike program  
- > Discount Membership Fees consideration  
- > Intro Learning Skills Programs - Schools  
- > Bike storage & transport to events  
- > Proactive engagement

B.4. Cycling Pathway

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Pathway | Articulate the cycling pathway to provide incentive for developing cyclists | o Entry level to be common for racing & recreational riding  
  o Practical steps for advancement | Present a Cycling Pathway instructively and diagrammatically for participants to aspire to.  
  (Ref: Fig 11 overleaf) | Pathway articulated  
  - 3rd Qtr 2017 |
| Elite | Major international opportunity available for Pacific NFs on a competitive basis | o Difficult to compete with AUS & NZL  
  o Need aspirational stepping stone | Hold Pacific Champs (Oceania B)  
  Bid for future Pacific Games inclusion | B Champs  
  - 2018  
  Cycling in the Pacific Games  
  - Target 2023 |
**Fig 11: CYCLING PATHWAY**

**Recreation**

**Sport Pathway**

- **ELITE CYCLING**
  - Olympics
  - World Champs
  - Pro Teams
  - OCC Calendar

- **TALENT DEVELOPMENT**
  - Advan’d Coaching
  - Sponsored TID
  - Placement with AUS/NZL Teams

- **PACIFIC COMPETITION**
  - Pacific Calendar
  - OCC ‘B’ Champs
  - Pacific Games

- **DOMESTIC COMPETITION**
  - National Champs
  - Local, inter-club race Calendar.
  - Discipline specific

- **DISCIPLINE SPECIALISATION**
  - ?Equipment and course availability
  - Targeted coaching
  - Para-cycling ops

**Sports Programs**

- **BUNCH RIDING SKILLS**
  - Build confidence for traffic engagement
  - Focus on safety and identify safe rides
  - Access to bikes
  - Basic bike maintenance
  - Basic bike skills
  - Intro rides
  - Family focussed

- **INTRO RACING**
  - Intermediate riding skills
  - Op for Talent ID
  - Identify safe road and accessible off-road courses
  - Access to bikes
  - Basic bike maintenance
  - Basic bike skills
  - Intro rides
  - All-age focussed

**Entry Point**

- Lobby Govt for facilities and Education campaigns
- Feeling fitter, stronger and more confident?
- Riding in traffic – defensive skills. Fitness programs
- Create rides and events to engage in safe learning situations.
**Fig 12: PACIFIC TECHNICAL PROGRAMS INTEGRATED FLOW CHART**

**COACHING**

**COACHING LEVEL 1**
OCC deliver L1 courses & follow-up accreditation to identified Pacific Coaches

**DELIVERY #1**
Introduction to riding
Bike Control and Handling

**DELIVERY #2**
Intermediate skills
Riding in ‘bunches’
Defensive riding in traffic

**DELIVERY #3**
Introduction to Racing

**COACHING LEVEL 2**
OCC Deliver L2 courses to prospective Pacific Coaches

**PARTICIPATION**

**BIKES 2 PACIFIC:**
Recycled Bikes Program.
Club managed bikes

**‘LET’S RIDE PACIFIC’**
Prelim – Bike check and basic Riding skills
2nd & 3rd Gear Bike Control and Handling

**‘RIDE ON PACIFIC’**
Intermediate skills development.
Group recreation rides
Ride to school / work

**‘LET’S RACE PACIFIC’**
Race rules.
Modified Racing.
Intro to Race craft.

**OFFICIATING**

**PACIFIC REFEREE**
OCC deliver Entry Level accreditation for officials targeting event safety and basic race rules

**EVENT CONTROL #1**
Oversee recreational rides with a view to safety and compliance with local authorities

**LOCAL RACING #2**
Officiate at modified and local level racing.
Focus on safety

**Level 1 COMMISSAIRE**
CA & CNX facilitate training of identified Commissaires

**RACING CYCLIST**
Local & national racing
Pacific Calendar events
Pacific &/or Oceania Championships

**RACING OFFICIAL #3**
Qualified to officiate at National & Pacific Calendar events
## C. PROGRAM MANAGEMENT

### C.1. Program Leadership

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Governance I | Steer the Pacific Development Program through proactive direction, management and financial oversight | o Volunteer Board of Directors  
 o Needs to be a long term program to be viable & successful  
 o Limited resources requires tight management | Commitment to the Pacific development Program  
 Minimum of quarterly review / reporting  
 Appoint sub-committee to oversee more closely  
 Establishment of a ‘working group’ with NFs | Program Commenced  
 - 2nd half 2016  
 Monthly or Qtrly Reports tabled / Clear directions given / Expenses within Budget / Meetings held  
 - Ongoing |
| Governance II | Establish a Pacific Development Sub-committee | o Limited time by volunteer Directors  
 o Committee to focus on program specifics and identify priorities for Executive  
 o Recommend hands-on personnel incl. | Appoint a Pacific Development Sub-committee to review and recommend to Executive  
 Establish a working group with member NFs | Pacific Development Sub-committee Appointed  
 - 2nd Qtr 2017  
 Working Group Appointed  
 - 2nd Qtr 2017 |
| Management | The appointment of a Pacific Development Manager (PDM) to lead and coordinate the program | o Limited resources – part-time role  
 o Communication skills to engage NF’s  
 o Understanding of coaching, officiating & training  
 o Finance & reporting critical | Identify resources to fund a PDM;  
 - UCI  
 - Governments  
 - Corporate  
 Appoint a PDM | Funds available  
 - End 2016  
 PDM in place  
 - 1st Qtr 2017 |
| Technical | Qualified trainers / presenters to deliver courses | o Primarily targeting entry-level coaching and officiating  
 o Critical to deliver a wide range of skills  
 - Administration  
 - Events & safety  
 - Volunteer M’ment | Prepare customised courses  
 Allocate budget  
 Identify presenters – UCI, CA, CNZ | Course materials & resources, Pilot conducted  
 - End 2017  
 Presenters appointed and courses delivered  
 - 2018 |
| Constituent | Buy-in from Member NF’s to accommodate & promote programs & courses, etc | o Limited $$$ & HR resources  
 o Identify local personnel capable of on-going delivery | NFs agree to support the Pacific Development strategy and facilitate course and program delivery | Programs delivered by local coaches  
 - 2018 |

**Fig 13: LEADERSHIP STREAM**

- OCC Executive
- Pacific Development Sub-committee
- Pacific Development Manager
- Technical Consultants
- NFs Coordination
- Volunteer Delivery network
### C.2. Marketing and Communications

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Communication and Marketing Plan | i) Provide an info source for Pacific cycling membership and general public.  
ii) Promote Cycling in the Pacific | • Relevant resource information  
• Promotion of cycling benefits  
• Government lobbying | Develop Pacific-focused Communications and Marketing Plan | Plan completed - End 2017 |
| Website | Establish OCC website as information hub of all things ‘cycling’ for Pacific NFs | • Encompass range of information:  
⇒ Resource info  
⇒ Cycling info  
⇒ Calendar  
⇒ Safety / skills  
• Members Intranet | Create a Website Map of Development focussed information & strategic communications.  
- Negotiate implementation with website hosts | Web map completed – begin negotiation with hosts  
- 3rd Qtr 2017 |
| Calendar | Develop a Pacific Cycling Calendar and introduce a Pacific Series | • Tiered Events  
⇒ National Events  
⇒ Pacific Series  
⇒ OCC/UCI | Start with major events in each NF. Add OCC Calendar for aspiration, Progressively build Pacific Series | Calendar published on website  
- End 2017 |
| Branding | Develop a brand name and image for the Pacific Development Program | • Name, look & feel important to project professionalism  
• Limited investment capacity | Develop program Brand  
⇒ Name & logo image  
⇒ Guidelines to protect brand | Branding agreed. Images and guidelines produced  
- 3rd Qtr 2017 |

**Fig 14: MARCOMMS STRATEGY COMPONENTS**

- Web-based & documented Information Hub
- Brand development and protection
- Marketing & Communications Strategy
- Health & Safety messaging - Governments & public
- Pacific media focussed news & messaging
Fig 15  CORE WEBSITE COMPONENTS – FOR DEVELOPMENT

Fig 16: BRANDING – OPTIONAL NAME & LOOK FOR CONSIDERATION, ONLY

The proposed brand for the Pacific Development Program is “Cycling Pacific”.

This name conforms to standard contemporary organisational titles such as Cycling Australia, Cycling New Zealand, Cycling Fiji, etc. It contains the two key themes of the project – “cycling” and the “Pacific” region. Cycling Pacific is to be promoted as a program of (or sub brand of) the Oceania Cycling Confederation. To this end, the look and feel of the brand should be consistent with the OCC logo and brand.

Below is a mock-up of what the Cycling Pacific brands might look like. The OCC logo ‘look’ and ‘feel’ has been replicated with the same logo, font and colour.
C.3. Government Engagement

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Engagement</td>
<td>Pacific Governments (and their relevant departments – Sport, Health, Education) are supportive and facilitative of the values of cycling for health, sport and environment</td>
<td>o Include benefits of cycling for health and environmental transport options</td>
<td>Develop a Communications Plan and resources articulating the value of cycling to communities</td>
<td>Communication Plan &amp; resource developed - End 2017 Roll-out delivery - ASAP and ongoing</td>
</tr>
</tbody>
</table>

**Fig 17:** **GOVERNMENT COMMUNICATIONS STRATEGY – COMPONENTS**

- **Health**
  - Benefits of Cycling for an active and healthy community
  - Benefits of Cycling in relation to campaign against NCDs

- **Environment**
  - Promote Cycling as an alternate transport option
  - Articulate connection with fighting climate change

- **Safety**
  - Engage government support in promoting cycling safety
  - Share the Road message flows over to all road users

- **Social**
  - Highlight social benefits of cycling & engagement in sport
  - Potential economic benefits of Cycling events

C.4. Resourcing and Budget

<table>
<thead>
<tr>
<th>KRA</th>
<th>Objectives</th>
<th>Parameters</th>
<th>Strategic Action</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>Generate sufficient funds to implement the Pacific Development Plan</td>
<td>o Limited resources</td>
<td>Develop supporting material to seek Grants and Sponsorship</td>
<td>Material produced ~ 3rd Qtr 2017 New income generated ~ 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Incorporation of OCC important for Grants</td>
<td>Implement a 4-Sector Fundraising &amp; Resource Strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Need supporting program &amp; materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Build integrity and organisation repute</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td>Engage appropriate skilled personnel to lead and deliver the Pacific Development Plan</td>
<td>$$ &amp; human resources are limited</td>
<td>Identify: - Available resources - Skilled delivery network - Program Management - Volunteer network</td>
<td>Team in place ~ end 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Identify qualified &amp; skilled people available part-time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeting</td>
<td>Ensure most efficient and effective use of resources to develop cycling in the Pacific</td>
<td>o Financial and human resources are limited</td>
<td>Stage I – Indicative costs of programs &amp; initiatives identified</td>
<td>Stage I ~ 1st Qtr 2017 Stage II ~ end 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Significant Pacific region to cover and high needs – a must to prioritise</td>
<td>Stage II – Resources and priorities identified; full budget developed to start implementation</td>
<td></td>
</tr>
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</table>
### PROJECT MANAGEMENT COMMITMENT

<table>
<thead>
<tr>
<th>Item</th>
<th>$ AUD</th>
<th>€ EUR</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Governance &amp; Leadership – OCC Executive, Sub-committee and NF working group</td>
<td>-</td>
<td>-</td>
<td>Included in OCC Operations Budget:</td>
</tr>
<tr>
<td>Project Management Consultant: Pacific Development Manager</td>
<td>5,000 / quarter</td>
<td>3,350</td>
<td>Included in</td>
</tr>
<tr>
<td></td>
<td>3,000 / annum</td>
<td>2,000</td>
<td></td>
</tr>
</tbody>
</table>

### PROJECT EXPENDITURE BUDGET – Phase 1: 2016

<table>
<thead>
<tr>
<th>Item</th>
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<th>€ EUR</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Planning</td>
<td>-</td>
<td>-</td>
<td>Included in contract for strategic planning consultant</td>
</tr>
<tr>
<td>Development Planning</td>
<td>1,500</td>
<td>1,000</td>
<td>Development of documentation and Plan included in planning consultation AU$1.5k in consultant expenses attending OCC Annual Conference to present Plan</td>
</tr>
<tr>
<td>– Situation Audit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Pacific Development Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PROJECT EXPENDITURE BUDGET – Phase 2: 2017

<table>
<thead>
<tr>
<th>Item</th>
<th>$ AUD</th>
<th>€ EUR</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching course syllabus</td>
<td>-</td>
<td>-</td>
<td>Using existing course material – CA &amp; CNZ</td>
</tr>
<tr>
<td>Let’s Ride Pacific – introductory skills &amp; participation program</td>
<td>750</td>
<td>500</td>
<td>AU$750 – 1st draft re-branding of CA product – 10hrs x $75/hr – acc. coach review</td>
</tr>
<tr>
<td>Pacific Referee – customised officiating program for Pacific</td>
<td>750</td>
<td>500</td>
<td>AU$750 – review of draft rules, development of syllabus and presentation material – 10 hours @ $75/hr</td>
</tr>
<tr>
<td>Development of #2 and #3 Participation Programs</td>
<td>2,250</td>
<td>1,500</td>
<td>AU$1125 – 15 hours @ $75/hr for “Ride on Pacific” program development AU$1125 – 15 hours @ $75/hr for “Let’s Race Pacific” program development</td>
</tr>
<tr>
<td>Branding and Packaging of Resource Material</td>
<td>2,700</td>
<td>1,800</td>
<td>Allowance for branding (1500), presentation material (1000), and web preparation (200)</td>
</tr>
<tr>
<td>Delivery of Pilot – Multi-focus pilot covering Coach training, Pacific Referee training and Lets ride Pacific skills delivery</td>
<td>4,800</td>
<td>3,200</td>
<td>Presenter = 1; Fiji location AU$2000 – fees at 5 days x $400/day AU$1300 – return air fare &amp; transfers AU$600 – accommodation 3 nights at $200 AU$400 – per diem @ 4 days x 2 AU$500 – facility / contingency</td>
</tr>
<tr>
<td>TOTAL</td>
<td>11,250</td>
<td>7,500</td>
<td>Total phase 2 expenditure</td>
</tr>
</tbody>
</table>

### PROJECT EXPENDITURE BUDGET – Phase 3: 2018

Implementation of Plan – to be determined: extent and capacity dependent on resources available

---

*Exchange rate: $AUD 1.00 = €EUR 0.667 rounded to 3:2 for a provisional budget*
With limited resources available from OCC and Member NFs, fundraising is critical to the success of any development strategy for Pacific cycling. The proposed resourcing plan is based on funding and support from 4 sectors – CYCLING – GOVERNMENT – SPORT – COMMERCIAL.

Grant funding from entities such as the UCI, Olympic Solidarity and Governments (eg, AUS) will require the development of documentation articulating the case for investment in Pacific cycling including the proposed scope of activity, investment required and projected outcomes – for all parties.

Sponsorship from the corporate sector will again require an articulated plan with project detail, where funds will be spent and benefits to all parties, including a projected ROI for the sponsor. Need to find a ‘fit’ with an enterprise operating within an existing or aspirational broad Pacific reach.

Technical HR and political support also required from Tier 1 OCC cycling nations, regional peak sporting bodies and Governments of Pacific cycling nations.

**Fig 19:** 4-SECTOR RESOURCE STRATEGY – IN SUMMARY

- **Commercial**
  - Olympic Solidarity Programs
  - Engage political support from ONOC, OSFO and Pacific Games

- **Cycling Sector**
  - UCI Development programs and resources
  - CA and CNZ programs and accredited personnel

- **Sport Sector**
  - AUS, NZL, EU Pacific 'Outreach' programs
  - Pacific Island Governments - Health and Sport programs

- **Government**
  - Pacific-focussed Commercial Partner aligned with development & participation program
### DELIVERABLES

**Summary of Targeted and Projected outcomes reflected in the Pacific Development Plan:**

<table>
<thead>
<tr>
<th>DUE</th>
<th>TASK</th>
<th>✔️</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Qtr 2016</td>
<td>Pacific Development plan adopted and circulated to Member NFs</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2016</td>
<td>Governance Oversight of Program and reporting protocols in place</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2016</td>
<td>Re-engage NF’s to ensure Buy-in to Pacific Development program</td>
<td>✔️</td>
</tr>
<tr>
<td>AGM 2017</td>
<td>Year 1 Review &amp; Report to Constituents of Pacific Development Plan</td>
<td>✔️</td>
</tr>
<tr>
<td>AGM 2017</td>
<td>New Associate Member NF</td>
<td>✔️</td>
</tr>
<tr>
<td>1st Qtr 2017</td>
<td>Review indicative and predictive Budget expenses</td>
<td>✔️</td>
</tr>
<tr>
<td>1st Qtr 2017</td>
<td>Constituent Member Strategy and Resources Implemented</td>
<td>✔️</td>
</tr>
<tr>
<td>1st Qtr 2017</td>
<td>Appointment of a Pacific Development Manager</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Adopt a Budget for 2017 Plan resource development – phase 2</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Appointment &amp; activation of Pacific Development Sub-committee to monitor and manage project</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Identify &amp; engage Consultants – Technical, Legal, Communications</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Brand Development Strategy completed and implemented</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Inclusion Policy and Guidelines completed</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>Pacific Calendar Developed</td>
<td>✔️</td>
</tr>
<tr>
<td>2nd Qtr 2017</td>
<td>UCI Fund-raising grant application</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>Review and finalisation of Cycling Pathway – prepare for Web presence</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>New website in place containing development focussed information and resources</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>Material for Fundraising, Grants and Sponsorship developed</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>Incorporate Basic Bike Maintenance in coaching courses</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>Coaching courses ready for delivery</td>
<td>✔️</td>
</tr>
<tr>
<td>3rd Qtr 2017</td>
<td>Officiating courses ready for delivery</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Marketing and Communications Strategy completed</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Government engagement and communications strategy ready to go</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Commence financial resource procurement based on 4-sector strategy &amp; supporting material</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Administration and Governance Resource produced – NF Handbook</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Resource produced outlining safety and protocols for on-road cycling</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Commence Recycled Bike program + Comms plan &amp; recommend standard bike</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Complete Facilities (Courses) Audit</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Volunteer Management resource ready for delivery</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>3-tier Development and Participation Program ready for delivery</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Sport Discipline Promotional Strategy – with BMX a priority – ready for implementation</td>
<td>✔️</td>
</tr>
<tr>
<td>4th Qtr 2017</td>
<td>Personnel and resources in Place to implement Development Plan strategies</td>
<td>✔️</td>
</tr>
<tr>
<td>AGM 2018</td>
<td>Year 2 Review &amp; Report to Constituents of Pacific Development Plan</td>
<td>✔️</td>
</tr>
<tr>
<td>AGM 2018</td>
<td>New Full Member NF</td>
<td>✔️</td>
</tr>
<tr>
<td>1st Qtr 2018</td>
<td>Membership Management Resource and Operating system in place</td>
<td>✔️</td>
</tr>
<tr>
<td>1st Qtr 2018</td>
<td>Pacific Insurance Program introduced</td>
<td>✔️</td>
</tr>
<tr>
<td>2017 &amp; Ongoing</td>
<td>Sovereignty policy articulated to NFs and governments lobbied re status of NFs</td>
<td>✔️</td>
</tr>
<tr>
<td>2017 &amp; ongoing</td>
<td>New clubs formed and affiliated</td>
<td>✔️</td>
</tr>
</tbody>
</table>

- ✔️ Completed
- ● Work in progress
To reiterate.... The Pacific Development Plan is based on the creation and distribution of a set of resources targeted at providing an environment in the Pacific within which cycling can grow.

Governance and Cycling resources are to be accessible to all NFs and Members, facilitated by Program Leadership, reinforced by Skilled Trainers and supported by a Marketing and Communications strategy. Available financial resources will determine capacity and frequency of delivery.

To further reiterate.... Critical to the success of cycling as a sport in the Pacific will be the emergence of a cycling culture. The focus on recreational cycling in parallel with sport cycling is inherent throughout this Plan.

**Fig 20:**

- **OCC**
  - Program Leadership,
  - Direction and Drive
  - [PD Sub-committee]

- **FINANCIAL RESOURCES**

- **GOVERNANCE RESOURCES**
  - Policies & Templates
  - Admin & management
  - Insurance Program
  - Membership
  - Operations

- **CYCLING RESOURCES**
  - Technical Programs
  - Skills and Riding
  - Safety & Events
  - Calendar & Pathway
  - Re-cyc Bike Program

- **HUMAN RESOURCES**
  - Program Manager
  - Coach & Officiating
  - Presenters
  - Comms specialist
    - (Legal & Graphics)

- **MARCOMMS RESOURCES**
  - Web and resource driven Comms Plan.
  - Targeting cyclists, governments and the public

- **NFs**
  - Buy-in to Program
  - Coalface Coordination

- **CYCLISTS**
  - Target market of new Members, Clubs and Participants
## Annexure: Priority Outcomes from NF Workshop – Adelaide, 20 January 2017

### Overarching Priority:

| Athlete / Cyclist Development | Underpinned by projects that deliver Coaching, Equipment, Development Programs, Events, Officiating and an aspirational opportunity for racing cyclists to participate in the Pacific Games |

### Priorities:

<table>
<thead>
<tr>
<th>Key Elements</th>
<th>Comments / Action</th>
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</thead>
<tbody>
<tr>
<td><strong>COACHING</strong></td>
<td>• Agreed the key priority was to train Pacific coaches to (AUS/NZL) Level 1 qualification</td>
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<tr>
<td><strong>PROGRAMS</strong></td>
<td>• Support coaching expertise with customised development and participation programs targeting skill development and introduction to racing</td>
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<tr>
<td><strong>EQUIPMENT</strong></td>
<td>• Bike recycling program identified as critical to establish a regular long-term supply of bikes for resource-poor communities</td>
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<tr>
<td><strong>OFFICIATING</strong></td>
<td>• Identified importance of good standard of commissairing for athlete development and event safety</td>
</tr>
<tr>
<td><strong>EVENTS</strong></td>
<td>• Development of a Pacific Calendar a priority</td>
</tr>
<tr>
<td><strong>PACIFIC GAMES</strong></td>
<td>• Priority for Cycling to be included in the Pacific Games</td>
</tr>
</tbody>
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While customisation is required for most elements of the Pacific Plan, it was felt that coaching was critical to raising the standard of skills, riding safety and athlete development.

Have had initial conversations with CA Sport Manager and CNZ CEO and both are accommodating to assist with expertise and controlled use of IP for development of Pacific programs – A Priority to follow up.

The bike recycling program will take a little time to establish and collate ‘willing’ providers along the way. Again CA & CNZ indicated support.

Important that local NFs take control of distribution, and maintenance.

A customised program focussed on safety and introductory racing rules is the initial priority with a phased introduction of UCI level accreditation over time.

A calendar virtually emerges instantly with the collation of existing major events from each NF.

Will be important for NFs to commit to the calendar where possible but it will take some time to establish due to the travel and resources equation.

Important for athlete incentive and cycling credibility in the Pacific.

NB:
- 2023 Games still a long shot.
- All agreed on Road and MTB
- Aware MTB DH may be problematic
- Require:
  - 6 nations minimum per event
  - NF elite athlete development
  - Political engagement

- Medium-term strategy to conduct OCC Pacific Championships:
  - Propose 2018, 2020, 2022
  - Possible hosting in tandem with OCC Championships for road and MTB
  - Alternately, Guam to consider host

- Agreed 6 NFs should be achievable by 2023 – or Plan hasn’t succeeded
- NFs committed to athlete develop’t
- OCC Exec needs to strategise political process & implement ASAP

Pacific Champs (OCC ‘B’) will both develop athletes and justify legitimacy of cycling for Pac Games

Acknowledged the ‘cost challenge’ of participation and travel

<table>
<thead>
<tr>
<th>Identified Responsibilities:</th>
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<tbody>
<tr>
<td><strong>OCC</strong></td>
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<tr>
<td>• Facilitate personnel to deliver coaching and officiating training/courses</td>
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<tr>
<td>• Facilitate personnel to present skill development and training programs</td>
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<tr>
<td>• Political negotiation for inclusion in Pacific Games</td>
</tr>
<tr>
<td>• Facilitation of introduction of Pacific Championships</td>
</tr>
<tr>
<td>• Fundraising &amp; marketing to attain resources for Pacific development</td>
</tr>
<tr>
<td><strong>Cost Factors:</strong></td>
</tr>
<tr>
<td>- Included in 2017 budget provision</td>
</tr>
<tr>
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<tr>
<td>- May entail some travel costs</td>
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<tr>
<td>- Will require negotiation with OCC Champs hosts &amp; possible costs</td>
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<tr>
<td>- Quantum of service delivery will be proportionate to resources available</td>
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</tbody>
</table>

| **NFs**                      |
| • Identify personnel willing to commit to be trained as coaches and officials |
| • Athlete development for Pacific Games and Championships |
| • Active engagement with respective NOC |
| • Proactive support for Pacific Calendar |
| • On-ground management of recycled bike program |

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<th>Meanwhile:</th>
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<tbody>
<tr>
<td><strong>PLAN IMPLEMENTATION</strong></td>
</tr>
<tr>
<td>• While giving priority to items identified above, Development Consultant to progress with development of identified Plan resources, implementing fundraising strategy and coordination of Pacific Development activities</td>
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