



Oceania Cycling
Confederation

PACIFIC DEVELOPMENT PLAN

REVISED VERSION - MAY 2017



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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.

Fig 1: DEVELOPMENT PLAN COMPONENTS

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.

INFRASTRUCTURE



MANAGEMENT

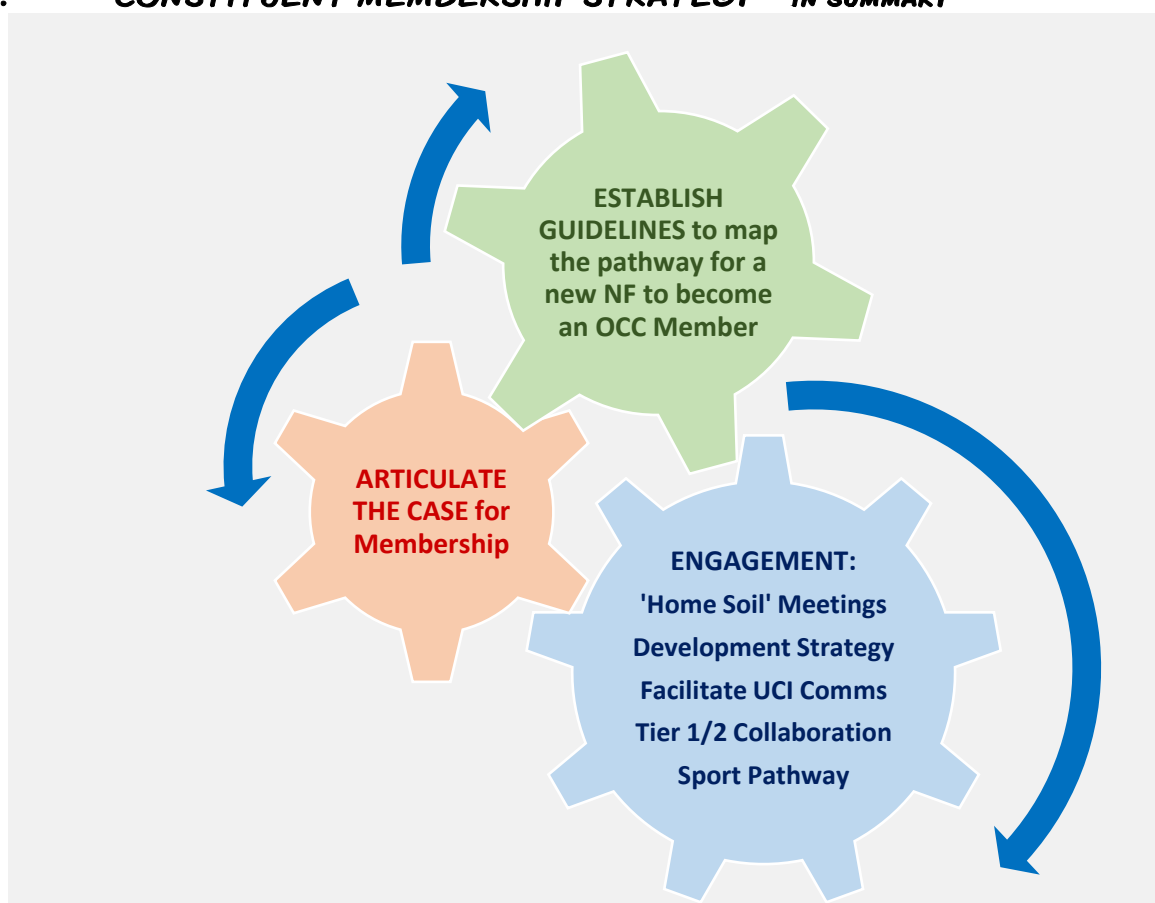
RIDING

A. INFRASTRUCTURE

A.1. Governance and Administration

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Constituent Membership	<p>Establish new National Federations in Pacific Islands and formally affiliate them with OCC / UCI.</p> <p>Affiliate USA/FRA Protectorates as Associate Members</p> <p>Retain existing Member NFs</p>	<ul style="list-style-type: none"> o Affiliation essential for OCC to invest in cycling programs o Limited knowledge re incorporation and affiliation processes o Minimal external engagement to date o USA/FRA Protectorates can only affiliate as Associate Members – but they are important for the development of a Pacific cycling culture 	<p>Implement a Constituent Membership Strategy that includes:</p> <ul style="list-style-type: none"> - Guidelines resource - Engagement program - Communications Plan to articulate the case (Ref: Fig 2) <p>Work with UCI to accommodate special Pacific issues and Associate Membership</p>	<p>Strategy and Resources Implemented - End 2016</p> <p>New Full Member NF - AGM 2017</p> <p>New Associate Member NF - AGM 2017</p>	

Fig 2: CONSTITUENT MEMBERSHIP STRATEGY – IN SUMMARY



KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Administration & Governance Skill Base	Pacific NFs operating by modern best practice protocols Clubs formed and affiliated with NFs with tailored governance support	<ul style="list-style-type: none"> ○ Limited HR and contemporary governance skills ○ Limited indigenous involvement ○ Limited resources ○ Volunteer staff ○ Very few clubs exist in most NFs. Mainly riding 'bunches' 	Resources (training & documentation) required to assist administrators; - Association management guidelines - Constitution template - Basic governance policy templates - Finance skills - Help options via OCC Resource also tailored for Clubs	Resource produced - End 2017 (Delivered on-line and reinforced via engagement and training opps) New clubs formed and affiliated 2017 & ongoing	
Membership Management	Efficient systems for volunteer personnel to administer member records, statistics and reports	<ul style="list-style-type: none"> ○ Current membership in Pacific not a priority – either not recorded or <i>ad hoc</i> ○ Limited volunteer HR base with varying skills and resources ○ Need simple system, non-bureaucratic 	Provision of a simple operating system and database to record membership and report Provision of a resource including benefits of membership and how to join / how to recruit	Operating system - 1 st half 2018 Resource produced - End 2017 Membership reports produced - 2018 stats	
Sovereignty	OCC affiliated NFs the sole authority for "all things cycling" in the Pacific	<ul style="list-style-type: none"> ○ 'Ground-floor' opportunity for 1 peak cycling body ○ Threat from cyclo-tourism & private promoters ○ Governments must be assured of the competency of the OCC cycling NFs to deliver safe events 	All programs integrated for sport & recreational cycling; - Skill & devel't programs - Safety & education - Event authority – neg with Governments	Strategy articulated to NF Members – in person and in guidelines - Ongoing Govts lobbied to endorse and recognise NFs. - Ongoing	

Fig 3: CONTENTS OF NF GUIDELINES RESOURCE – IN SUMMARY

Association Handbook:



NB: The Guidelines must be produced in abridged and practical formats applicable to the Pacific environment.

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Insurance	A customised and affordable Pacific-wide Insurance program with 2 objectives: - Member protection - UCI Compliance	<ul style="list-style-type: none"> Exposure of riders, coaches & officials Threat to UCI/OCC compliant affiliation Low affordability High market financial risk for underwriters Legal frameworks may not support P&P Liability cases Variation in health systems challenging for Accident cover International cover required – UCI Regs 	<p>Explore globally licenced underwriters, existing Pacific providers, and value of OCC corporate status.</p> <p>Target establishment of a Pacific Insurance Program inclusive of:</p> <ul style="list-style-type: none"> - Basic PL cover - PL top-up option - Personal Accident option - Insurance available for International Licences 	<p>Options assessed - 2nd Qtr 2017</p> <p>Insurance Program in place - Commence 2018</p>	

Fig 4: COMPONENTS OF A PACIFIC CYCLING INSURANCE PROGRAM

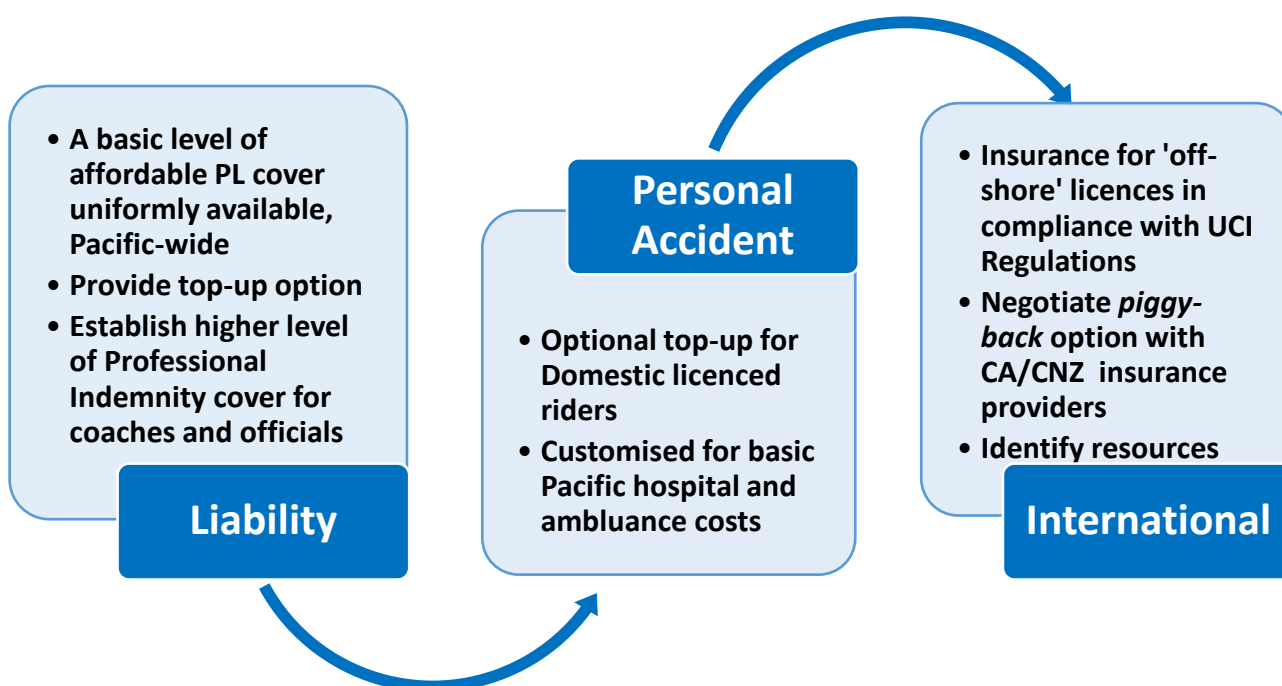
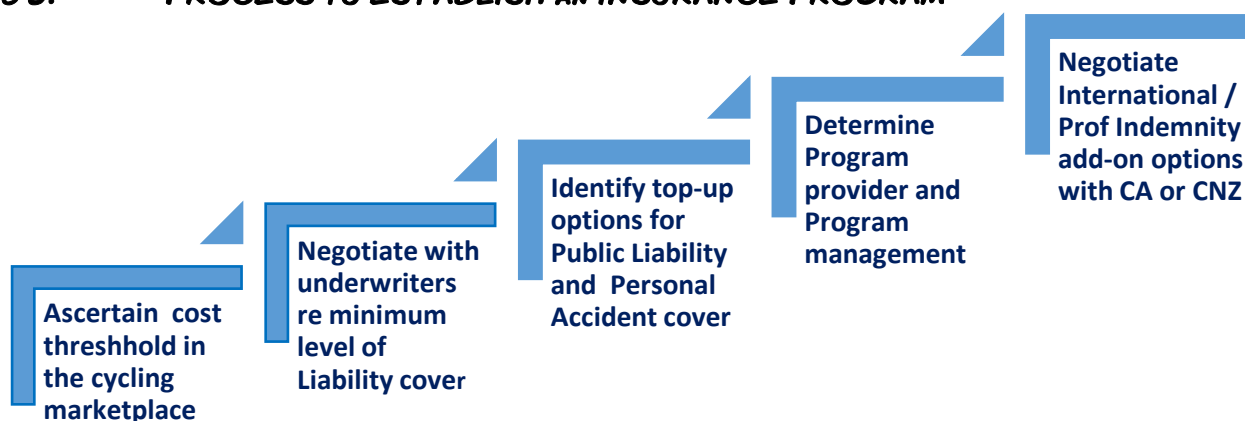


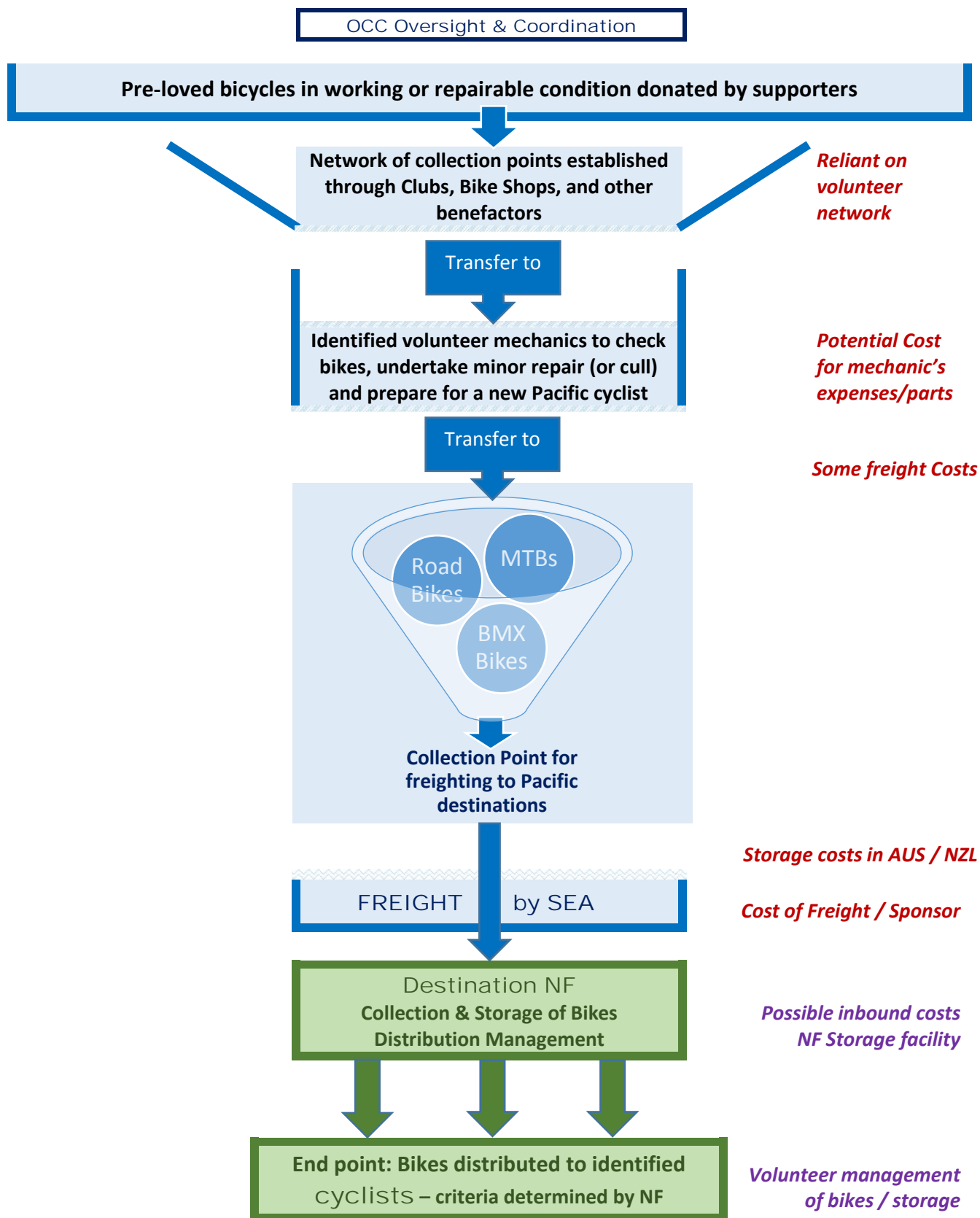
Fig 5: PROCESS TO ESTABLISH AN INSURANCE PROGRAM



A.2. Facilities and Equipment

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
On Road	Provide guidelines for NF's to use in identifying safe and appropriate road courses for sport and recreational events	<ul style="list-style-type: none"> Very limited access to roads. In some countries; very few sealed roads mean no closures available Many roads in poor condition 	Develop guidelines and safety issues for identifying Road Course – customised for Pacific conditions	Resource produced - End 2017	
Off Road	Provide guidelines and expertise, as required, to assist with the creation of accessible, safe & environmentally compatible off-road courses for MTB, BMX and CX	<ul style="list-style-type: none"> Govt lobbying may be required for regular access to trails for MTB Environmental management req. CX considered with short-courses close to populated areas BMX tracks ideal for recreation but comp courses come with safety responsibility 	<p>Target existing trails for MTB XC rides & racing</p> <p>Identify land and/or public areas that may accommodate CX courses</p> <p>Encourage the development of BMX tracks to target younger age groups</p>	A progressive increase in off-road facilities (courses) available for cycling across the Pacific - Ongoing	
Track	Support Track cycling where facilities exist	<ul style="list-style-type: none"> Not a priority due to cost of velodromes Outdoor velodromes a potential option and provide off-road riding opportunity 	Provide support and advice to the building of Velodromes where there is Govt interest and community momentum	(No specific outcomes)	
Bicycles	<p>Create opportunity for greater accessibility to, and affordability of, bicycles</p> <p>Promote a standard level of bike to enable affordable access and a level competitive scenario</p>	<ul style="list-style-type: none"> Past programs of refurbished bikes need to be ongoing and coordinated centrally to be effective Commercial imperatives of imports will dominate the market 	<p>Establish a recycled bike program –. Coordinate volunteer clubs/persons in AUS & NZL to source working-order recycled & re-conditioned bikes.</p> <p>- OCC to promote via Comms Plan and oversight operations</p> <p>Explore market and identify recommended affordable bikes for racing and events</p>	<p>Commence Recycled Bike program + Comms plan - 2018</p> <p>Investigate & recommend standard bike - End 2017</p>	
All Facilities	Establish register of courses available	<ul style="list-style-type: none"> Limited or informal data 	Conduct audit of cycling courses used by NFs	Audit complete - 3 rd Qtr 2017	
Bike Maintenance	Ensure maintenance of bikes in working order to avoid any obstacles to riding	<ul style="list-style-type: none"> Bike mechanics not consistently available Bikes provided to local riders often suffer damage by extended family Need maintenance self-sufficiency 	<p>Include basic bike maintenance in delivery of Coaching courses</p> <p>Encourage NFs & clubs to obtain lock-up facility or shed for 'loan' bikes</p>	Maintenance included in Courses - 3 rd Qtr 2017	

Fig 6: PROPOSED BIKE RECYCLING PROGRAM – POSSIBLE OPERATION PLAN



*Suggest target of a nominal budget expense allocation of \$10,000
- may be minimised by sponsorship & volunteer contribution*

A.3. Coaching and Officiating

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Coaching	Increase the number of people with entry level accreditation to coach and deliver skill development in the Pacific	<ul style="list-style-type: none"> Entry level coaching skills priority in short term Budgetary issues for course delivery Identify personnel to deliver training + Bike maintenance 	Coaching Strategy: ⇒ Customise courses ⇒ Identify presenters ⇒ Determine budget ⇒ Prioritise delivery regions ⇒ NF to identify key participants ⇒ DELIVER COURSES	Courses ready - 3 rd Qtr 2017 Pilot delivery - 3 rd Qtr 2017 Course delivery - 2018 Accreditations - Ongoing	
Officiating	Increase the number of people with qualification to officiate safe events and races	<ul style="list-style-type: none"> Abridged racing rules & events / safety the short term priority Budgetary issues for course delivery 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 - 3 rd Qtr 2017 Pilot delivery - 3 rd Qtr 2017 Course delivery - 2018 Accreditations - Ongoing	
Volunteers	Encourage more volunteers to assist with the conduct of cycling events	<ul style="list-style-type: none"> Customise traffic management protocols for Pacific Package safety criteria Recognition tips 	Develop a short-course training program for Volunteers - Can be delivered during Offic'g / Coach training	Courses ready - End 2017 Course delivery - 2018	

A.4. Safety and Event Management

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Safety	Cycling events conducted in a safe environment for participants	<ul style="list-style-type: none"> Critical to the integrity of cycling as an emerging sport Currently <i>ad hoc</i> Safety must be inherent in: <ul style="list-style-type: none"> 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 - 3 rd Qtr 2017	
Event Management	Well run cycling events for the enjoyment of all participants	<ul style="list-style-type: none"> Key to attracting riders to cycling and fair competition environment Insurance missing 	Establish set of abridged and practical guidelines for the conduct of events – recreation rides and/or racing	Guidelines resource - 3 rd Qtr 2017 Insurance - 2018	

B. RIDING – ‘On the Bike’

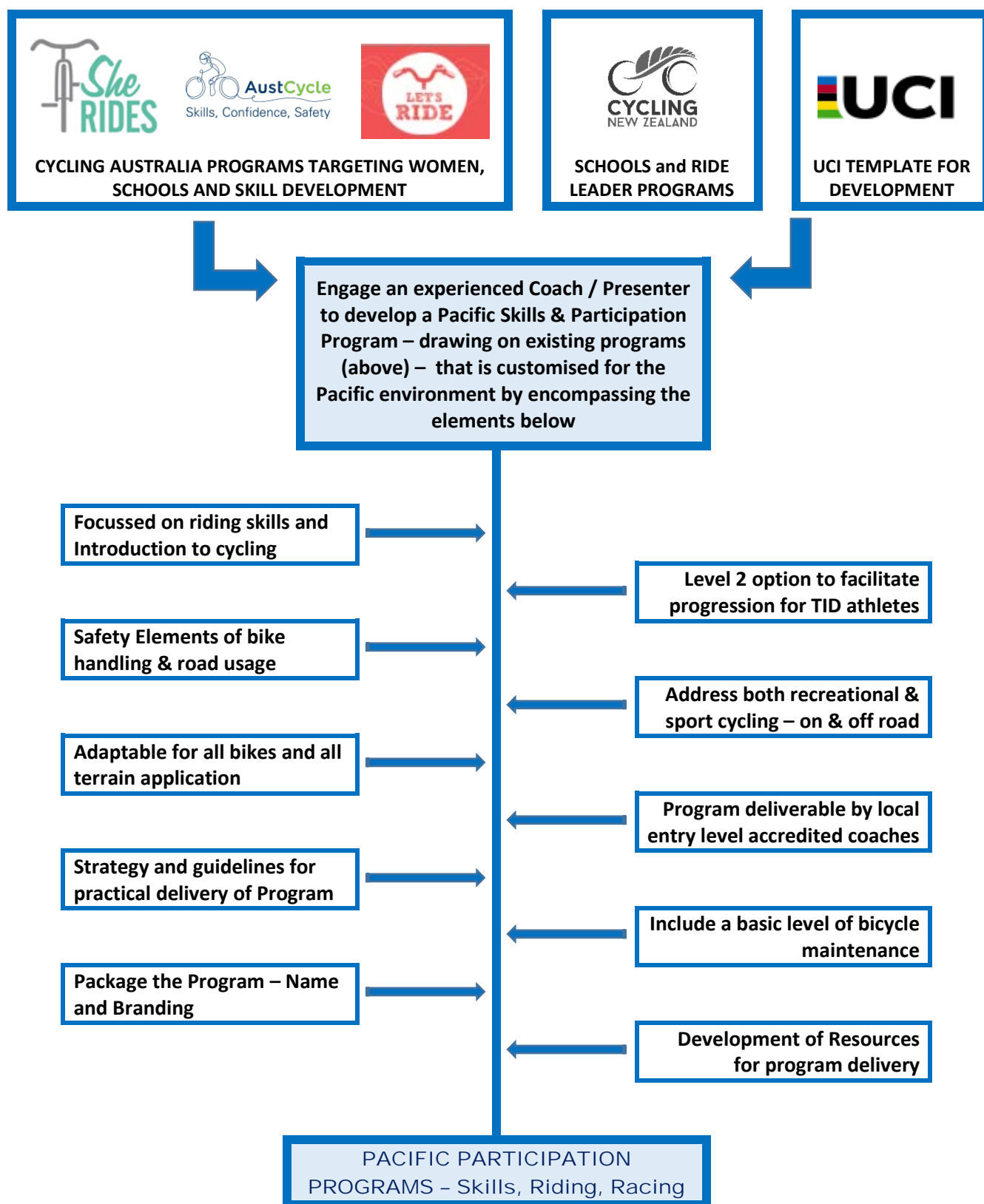
B.1. Skill Development Programs

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Programs	Provision of skills based programs to help cyclists develop confidence and enjoyment	<ul style="list-style-type: none"> Include basic riding skills and safety Include basic bike maintenance Negotiate with CA/CNZ to customise programs 	Adopt program(s) currently conducted by CA/CNZ that target entry level skills development	Customised program(s) ready for launch - 3 rd Qtr 2017	
Events	Riding available in safe environment to enable cyclists to develop riding skills	<ul style="list-style-type: none"> Need to address all options for on and off road to cater for respective local conditions and available facilities 	Develop a resource guiding the conduct of events tailored to introductory cycling	Resource produced - 3 rd Qtr 2017	
Advanced	Provision of programs for development of; - road skills for commuting, defensive riding in traffic, etc - riding for fitness	<ul style="list-style-type: none"> Customise for a range of Pacific road & trail conditions Coach approved fitness programs Safety a key component for all above programs 	Adopt and customise existing road cycling and fitness programs	Resources produced - End 2017	

B.2. Participation and Sport Programs

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Entry Level	Coaching and Programs available to prepare and develop cyclists for event riding and racing	<ul style="list-style-type: none"> Next step up from skill development programs (<i>B1 above</i>) Bunch riding skills on roads Off-road skills for trail riding 	Adapt programs from Coaching resources available – UCI, CA, CNZ Focus on general riding before intro to racing <i>(Ref: Fig 7 overleaf)</i>	Programs available for Pacific Coaches - 3 rd Qtr 2017	
Racing	Coaches and coaching programs for racing cyclists	<ul style="list-style-type: none"> Discipline specific skills required for riders as they advance 	Adapt programs from Coaching resources available – UCI, CA, CNZ Introduce Sport Strategy targeting specific disciplines <i>(Ref: Fig 8 & 9)</i>	Programs available for Pacific Coaches - 3 rd Qtr 2017	
Juniors	Programs specifically targeting ‘kids on bikes’	<ul style="list-style-type: none"> Limited resources and facilities steers us towards BMX 	Introduce BMX as a major Pacific program for junior cyclists	Program introduced - 4 th Qtr 2017	

Fig 7: PACIFIC PARTICIPATION PROGRAM COMPONENTS – IN SUMMARY



*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

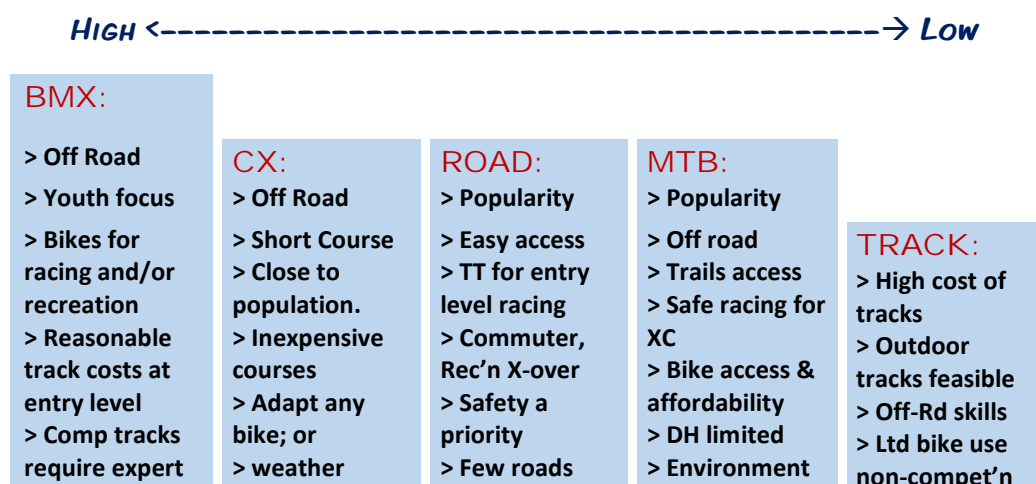


Fig 9: SPORT DISCIPLINE PROGRAM STRATEGIES

Core Components:



BMX

Provide resource template for the construction of recreation-based BMX tracks (playgrounds). Engage local authorities & local businesses to provide construction input	BMX bikes are cheapest of all to access as a new purchase. Recycled Bikes program	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
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CX

Identified land in parks or vacant blocks where a CX course can be constructed – close to town. Flexibility in courses.	MTB XC bikes or Road Bikes with off-road tyres, & even BMX bikes are all adaptable	Same progression of skills training. Provide template of rules in modified form.
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MTB

Identify trails on accessible land that can be adapted for XC competition.	MTB XC and Hybrid bikes are the most common in retail outlets.	Skills training progression Abridged rules for competition.
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ROAD

Identify Roads where traffic is manageable. Potential weekend Kermesse courses. Recreational rides where racing is traffic-limited	Identify recommended entry level road bikes for competition. Recycled bikes program.	Skills development must include building confidence in bike handling and defensive riding in traffic. Time trials ideal for intro to competition.
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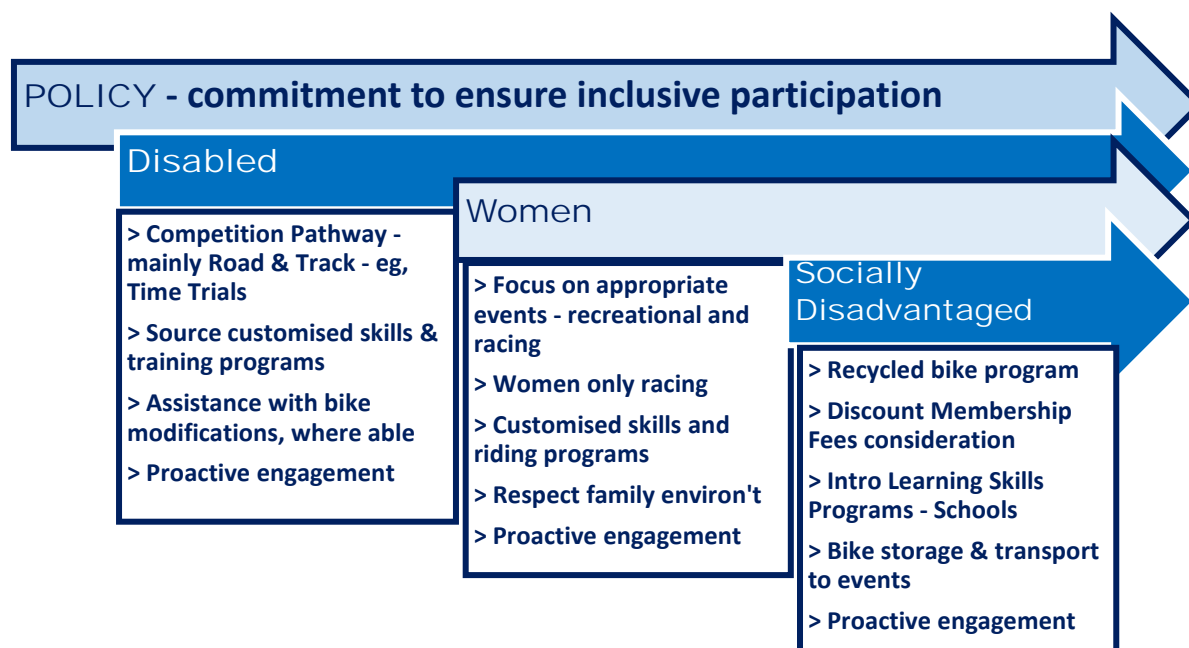
TRACK

Identify existing tracks	Specialist bikes only	Good off-road environment for learning
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B.3. Inclusion

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Cycling For All	Opportunity for all demographics – including women, disabled and socially disadvantaged – to participate in cycling activity	<ul style="list-style-type: none"> Many Pacific societies are emerging from historic patriarchal cultures and will require proactivity to provide opportunities for women Very little activity promoted for adults with a disability Cost and equipment a major hurdle for many indigenous communities 	<p>Develop an OCC Inclusion Policy for adoption by member NFs</p> <p>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</p> <p>Identify sport pathway for Para-cyclists</p>	Policy and Guidelines produced - End 2016	

Fig 10: INCLUSION STRATEGY COMPONENTS



B.4. Cycling Pathway

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Pathway	Articulate the cycling pathway to provide incentive for developing cyclists	<ul style="list-style-type: none"> Entry level to be common for racing & recreational riding Practical steps for advancement 	Present a Cycling Pathway instructively and diagrammatically for participants to aspire to. (Ref: Fig 11 overleaf)	Pathway articulated - 3 rd Qtr 2017	
Elite	Major international opportunity available for Pacific NFs on a competitive basis	<ul style="list-style-type: none"> Difficult to compete with AUS & NZL Need aspirational stepping stone 	<p>Hold Pacific Champs (Oceania B)</p> <p>Bid for future Pacific Games inclusion</p>	B Champs - 2018 Cycling in the Pacific Games - Target 2023	

FIG 11: CYCLING PATHWAY

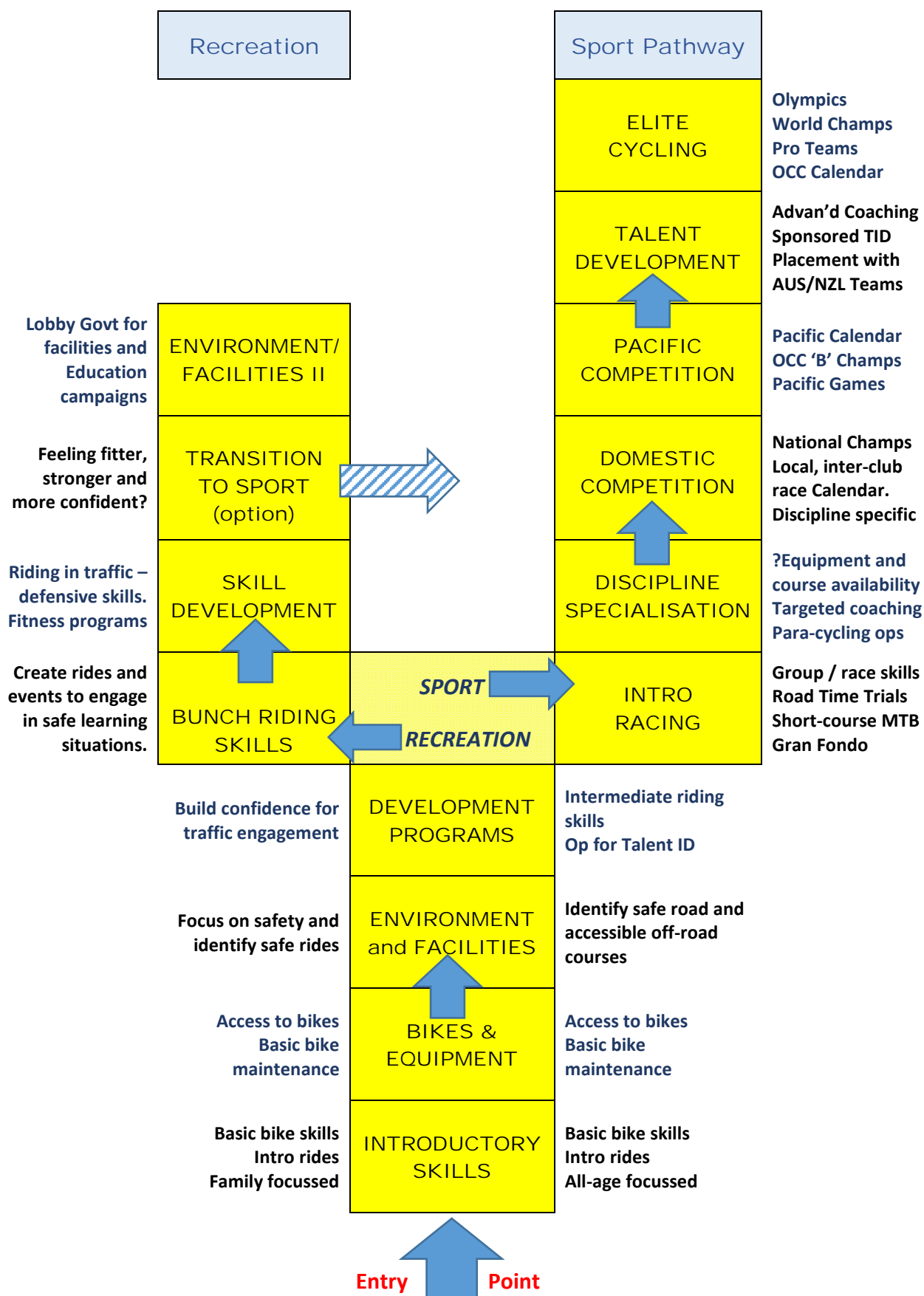
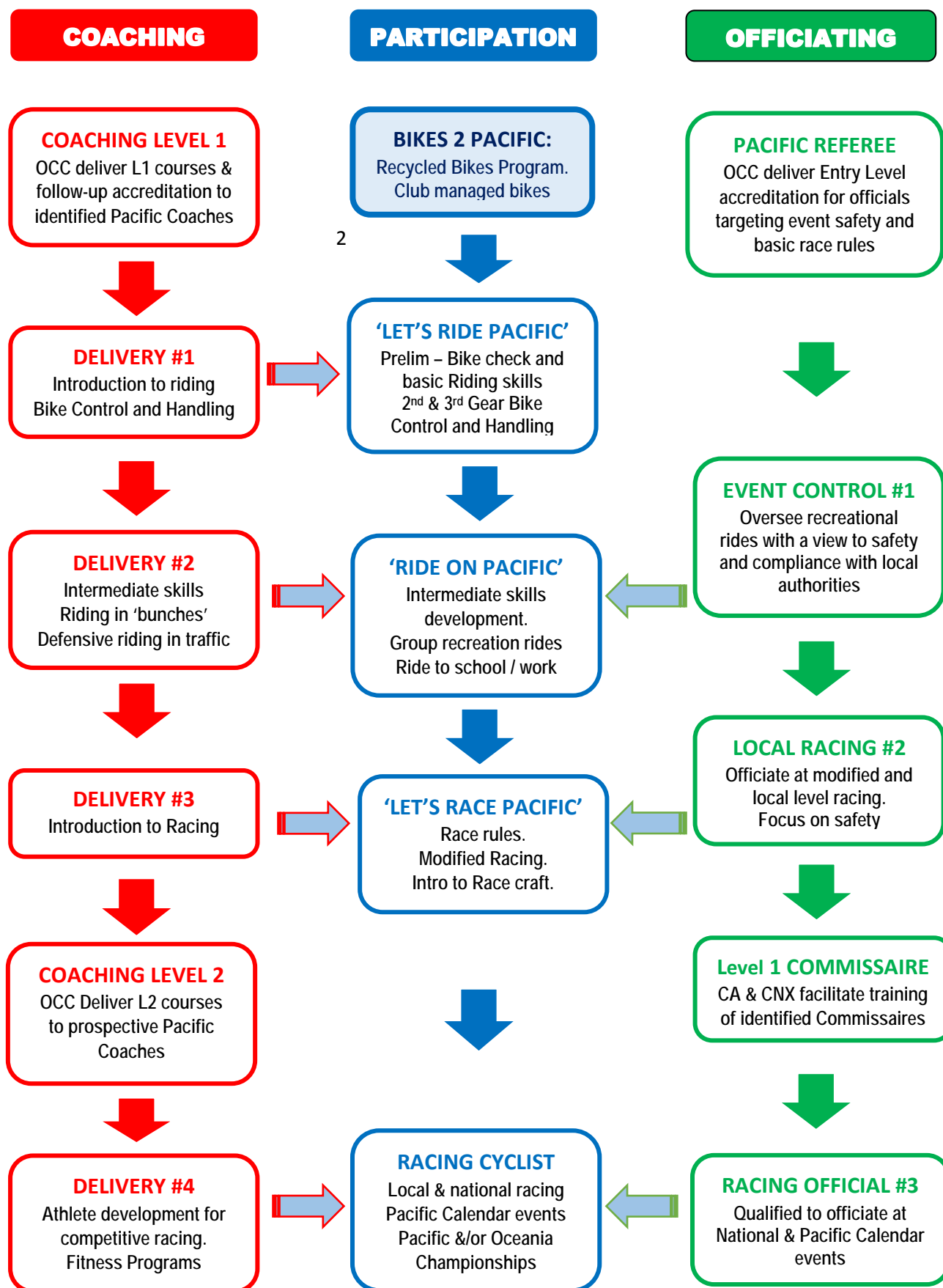


Fig 12: PACIFIC TECHNICAL PROGRAMS INTEGRATED FLOW CHART



C. PROGRAM MANAGEMENT

C.1. Program Leadership

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Governance I	Steer the Pacific Development Program through proactive direction, management and financial oversight	<ul style="list-style-type: none"> Volunteer Board of Directors Needs to be a long term program to be viable & successful 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 - 2 nd half 2016 Monthly or Qtrly Reports tabled / Clear directions given / Expenses within Budget / Meetings held - Ongoing	
Governance II	Establish a Pacific Development Sub-committee	<ul style="list-style-type: none"> Limited time by volunteer Directors Committee to focus on program specifics and identify priorities for Executive 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 - 2 nd Qtr 2017 Working Group Appointed - 2 nd Qtr 2017	
Management	The appointment of a Pacific Development Manager (PDM) to lead and coordinate the program	<ul style="list-style-type: none"> Limited resources – part-time role Communication skills to engage NF's Understanding of coaching, officiating & training Finance & reporting critical 	Identify resources to fund a PDM; - UCI - Governments - Corporate Appoint a PDM	Funds available - End 2016 PDM in place - 1 st Qtr 2017	
Technical	Qualified trainers / presenters to deliver courses	<ul style="list-style-type: none"> Primarily targeting entry-level coaching and officiating Critical to deliver a wide range of skills - Administration - Events & safety - Volunteer M'tment 	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	<ul style="list-style-type: none"> Limited \$\$ & HR resources 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



C.2. Marketing and Communications

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Communication and Marketing Plan	i) Provide an info source for Pacific cycling membership and general public. ii) Promote Cycling in the Pacific	<ul style="list-style-type: none"> Relevant resource information Promotion of cycling benefits Government lobbying 	Develop Pacific-focussed Communications and Marketing Plan	Plan completed - End 2017	
Website	Establish OCC website as information hub of all things 'cycling' for Pacific NFs	<ul style="list-style-type: none"> Encompass range of information: <ul style="list-style-type: none"> ⇒ 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 - 3 rd Qtr 2017	
Calendar	Develop a Pacific Cycling Calendar and introduce a Pacific Series	<ul style="list-style-type: none"> Tiered Events <ul style="list-style-type: none"> ⇒ 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	<ul style="list-style-type: none"> 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 - 3 rd Qtr 2017	

Fig 14: MARCOMMS STRATEGY COMPONENTS

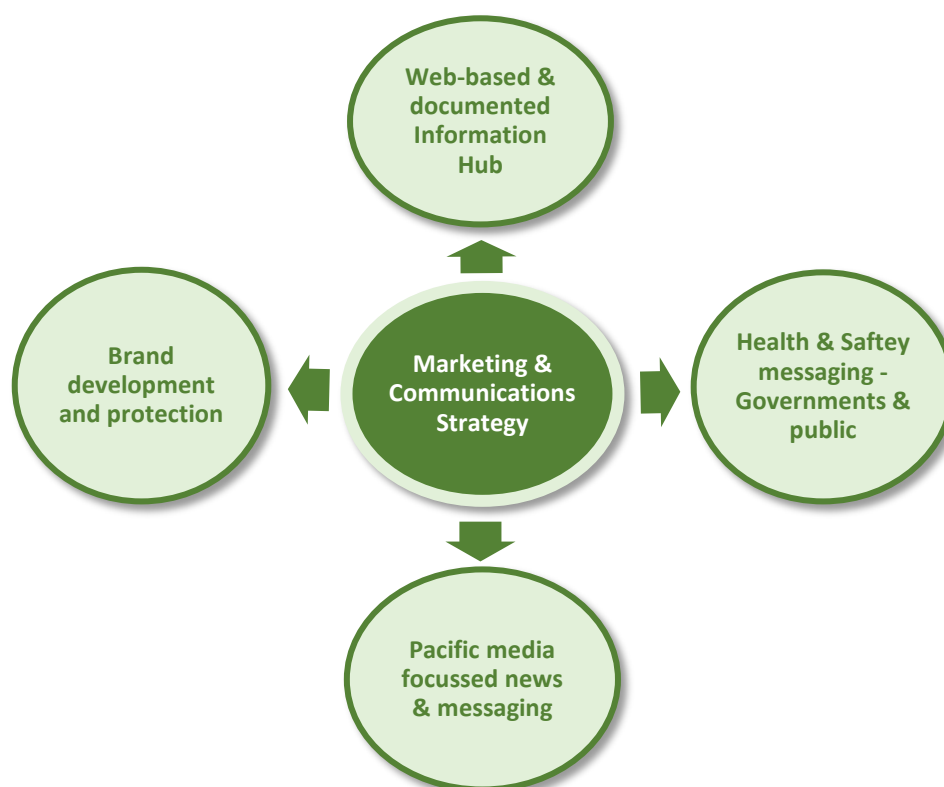


Fig 15

CORE WEBSITE COMPONENTS – FOR DEVELOPMENT

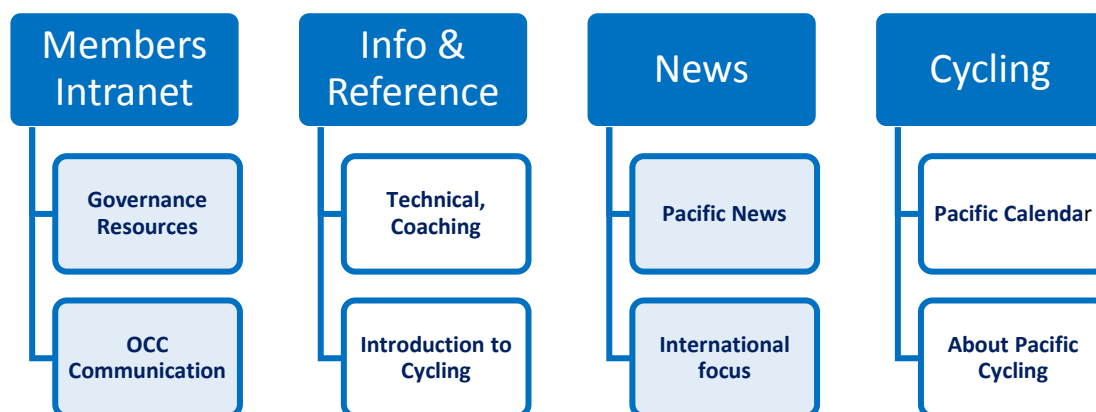


Fig 16: BRANDING – OPTIONAL NAME & LOOK FOR CONSIDERATION, ONLY

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

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Government Engagement	Pacific Governments (& their relevant departments – Sport, Health, Education) are supportive and facilitative of the values of cycling for health, sport and environment	<ul style="list-style-type: none"> Include benefits of cycling for health and environmental transport options Directly link to NCD and Climate Change Add safety message for all road users Engagement at highest level 	<p>Develop a Communications Plan and resources articulating the value of cycling to communities</p> <p>Delivery Plan to engage with Governments – at senior OCC level</p>	<p>Communication Plan & resource developed - End 2017</p> <p>Roll-out delivery - ASAP and ongoing</p>	

Fig 17: GOVERNMENT COMMUNICATIONS STRATEGY – COMPONENTS

Health	Environment	Safety	Social
<ul style="list-style-type: none"> Benefits of Cycling for an active and healthy community Benefits of Cycling in relation to campaign against NCDs 	<ul style="list-style-type: none"> Promote Cycling as an alternate transport option Articulate connection with fighting climate change 	<ul style="list-style-type: none"> Engage government support in promoting cycling safety Share the Road message flows over to all road users 	<ul style="list-style-type: none"> Highlight social benefits of cycling & engagement in sport Potential economic benefits of Cycling events

C.4. Resourcing and Budget

KRA	Objectives	Parameters	Strategic Action	Deliverables	✓
Financial Resources	Generate sufficient funds to implement the Pacific Development Plan	<ul style="list-style-type: none"> Limited resources Incorporation of OCC important for Grants Need supporting program & materials Build integrity and organisation repute 	<p>Develop supporting material to seek Grants and Sponsorship</p> <p>Implement a 4-Sector Fundraising & Resource Strategy</p>	<p>Material produced - 3rd Qtr 2017</p> <p>New income generated - 2018</p>	
Human Resources	Engage appropriate skilled personnel to lead and deliver the Pacific Development Plan	<ul style="list-style-type: none"> \$\$ & human resources are limited Identify qualified & skilled people available part-time 	<p>Identify:</p> <ul style="list-style-type: none"> - Available resources - Skilled delivery network - Program Management - Volunteer network 	<p>Team in place - end 2017</p>	
Budgeting	Ensure most efficient and effective use of resources to develop cycling in the Pacific	<ul style="list-style-type: none"> Financial and human resources are limited Significant Pacific region to cover and high needs – a must to prioritise 	<p>Stage I – Indicative costs of programs & initiatives identified</p> <p>Stage II – Resources and priorities identified; full budget developed to start implementation</p>	<p>Stage I - 1st Qtr 2017</p> <p>Stage II - end 2017</p>	

Fig 18:**BUDGET EXPENSE CONSIDERATIONS**

PROJECT MANAGEMENT COMMITMENT			
Item	\$ AUD	€ EUR	Notes
Project Governance & Leadership – OCC Executive, Sub-committee and NF working group	-	-	Included in OCC Operations Budget:
Project Management Consultant: Pacific Development Manager	5,000 / quarter 3,000 / annum	3,350 2,000	<i>Included in</i>

PROJECT EXPENDITURE BUDGET – Phase 1: 2016			
Item	\$ AUD	€ EUR	Notes
Strategic Planning	-	-	Included in contract for strategic planning consultant
Development Planning – Situation Audit – Pacific Development Plan	1,500	1,000	Development of documentation and Plan included in planning consultation AU\$1.5k in consultant expenses attending OCC Annual Conference to present Plan

PROJECT EXPENDITURE BUDGET – Phase 2: 2017			
Item	\$ AUD	€ EUR	Notes
Coaching course syllabus	-	-	Using existing course material – CA & CNZ
Let's Ride Pacific – introductory skills & participation program	750	500	AU\$750 – 1 st draft re-branding of CA product – 10hrs x \$75/hr – acc. coach review
Pacific Referee – customised officiating program for Pacific	750	500	AU\$750 – review of draft rules, development of syllabus and presentation material – 10 hours @ \$75/hr
Development of #2 and #3 Participation Programs	2,250	1,500	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
Branding and Packaging of Resource Material	2,700	1,800	Allowance for branding (1500), presentation material (1000), and web preparation (200)
Delivery of Pilot – Multi-focus pilot covering Coach training, Pacific Referee training and Lets ride Pacific skills delivery	4,800	3,200	Presenter = 1; Fiji location AU\$2000 – fees at 5 days x \$400/day AU\$1300 – return air fare & transfers AU\$600 – accommodation 3 nights at \$200 AU\$400 – per diem @ 4 days x 2 AU\$500 – facility / contingency
TOTAL	11,250	7,500	Total phase 2 expenditure

○ Exchange rate: \$AUD 1.00 = €EUR 0.667 rounded to 3:2 for a provisional budget

PROJECT EXPENDITURE BUDGET – Phase 3: 2018	
Implementation of Plan – to be determined: extent and capacity dependent on resources available	

RESOURCE & FUNDRAISING STRATEGY

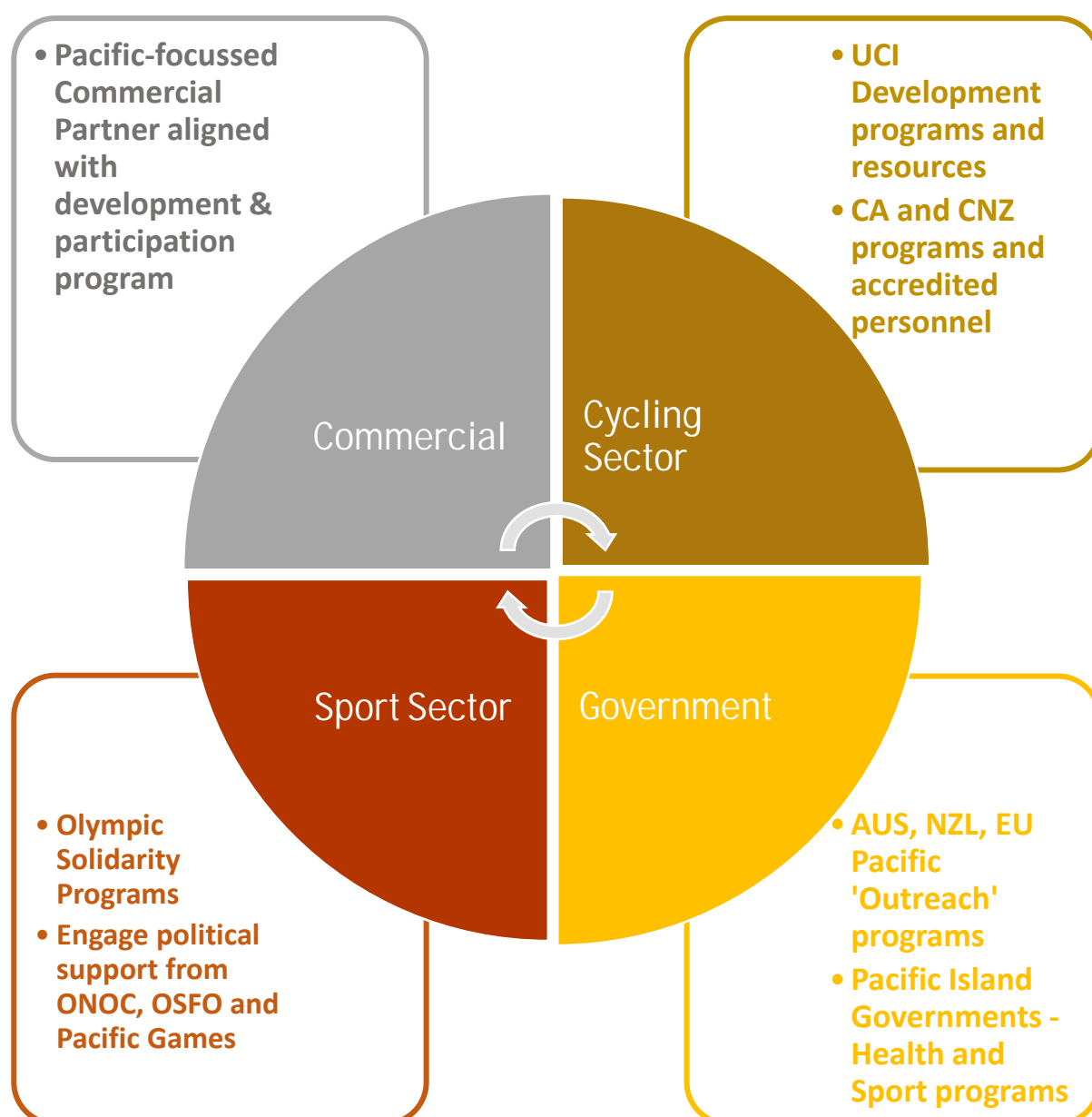
With limited resources available from OCC and Member NFs, fundraising is critical to the success of any development strategy for Pacific cycling. The proposed resourcing plan is based on funding and support from 4 sectors – CYCLING – GOVERNMENT – SPORT – COMMERCIAL.

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



DELIVERABLES

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

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

✓	Completed	●	Work in progress
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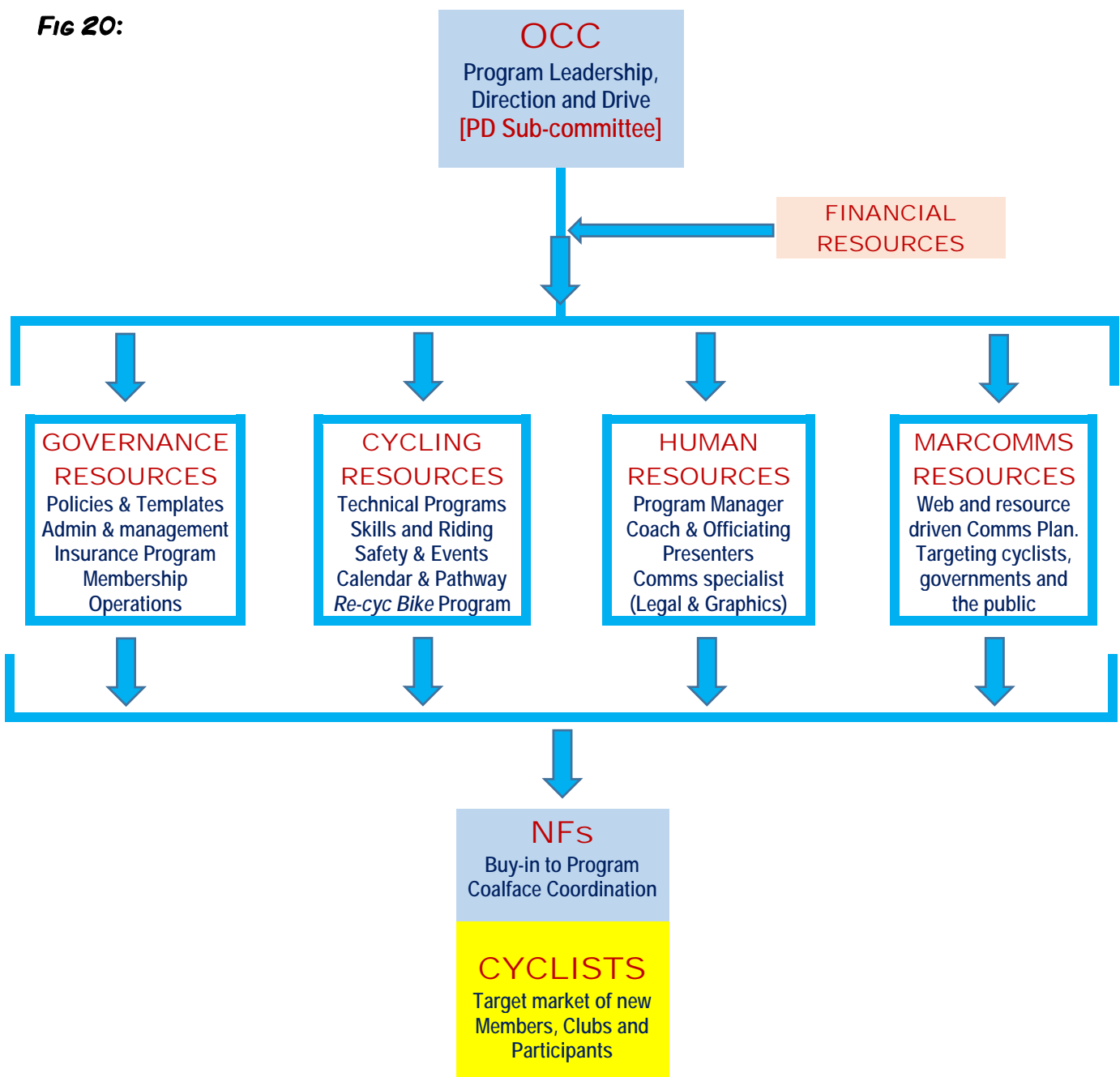
'IN A NUTSHELL'....

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:



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:	Key Elements	Comments / Action
COACHING	<ul style="list-style-type: none"> Agreed the key priority was to train Pacific coaches to (AUS/NZL) Level 1 qualification 	<i>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</i>
PROGRAMS	<ul style="list-style-type: none"> Support coaching expertise with customised development and participation programs targeting skill development and introduction to racing Focus on Youth 	<i>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.</i>
EQUIPMENT	<ul style="list-style-type: none"> Bike recycling program identified as critical to establish a regular long-term supply of bikes for resource-poor communities Bikes targeted for schools and indigenous communities Tahiti also noted need for track bikes and BMX starting gate 	<i>The bike recycling program will take a little time to establish and collate 'willing' providers along the way. Again CA & CNZ indicated support.</i> <i>Important that local NFs take control of distribution, and maintenance</i>
OFFICIATING	<ul style="list-style-type: none"> Identified importance of good standard of commissairing for athlete development and event safety A customised, consistent, entry-level qualification is required 	<i>A customised program focussed on safety and introductory racing rules is the initial priority with a phased introduction of UCI level accreditation over time.</i>
EVENTS	<ul style="list-style-type: none"> Development of a Pacific Calendar a priority New Caledonia Junior Road Tour a potential target event for talented youth Proposed Plan resources to support event management and safety. 	<i>A calendar virtually emerges instantly with the collation of existing major events from each NF.</i> <i>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.</i>

PACIFIC GAMES	<ul style="list-style-type: none"> Priority for Cycling to be included in the Pacific Games Agreed to target: <ul style="list-style-type: none"> Cycling inclusion in 2023 Pac Games Road Race & Time Trial MTB XC and DH 	<i>Important for athlete incentive and cycling credibility in the Pacific</i> <i>NB:</i> <ul style="list-style-type: none"> - 2023 Games still a long shot. - All agreed on Road and MTB - Aware MTB DH may be problematic
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	<ul style="list-style-type: none"> Require: <ul style="list-style-type: none"> 6 nations minimum per event NF elite athlete development Political engagement Medium-term strategy to conduct OCC Pacific Championships: <ul style="list-style-type: none"> Propose 2018, 2020, 2022 Possible hosting in tandem with OCC Championships for road and MTB Alternately, Guam to consider host 	<ul style="list-style-type: none"> - Agreed 6 NFs should be achievable by 2023 – or Plan hasn't succeeded - NFs committed to athlete devel't - OCC Exec needs to strategise political process & implement ASAP <p><i>Pacific Champs (OCC 'B') will both develop athletes and justify legitimacy of cycling for Pac Games</i></p> <p><i>Acknowledged the 'cost challenge' of participation and travel</i></p>
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Identified Responsibilities:		
OCC	<ul style="list-style-type: none"> Facilitate personnel to deliver coaching and officiating training/courses Facilitate personnel to present skill development and training programs Political negotiation for inclusion in Pacific Games Facilitation of introduction of Pacific Championships Fundraising & marketing to attain resources for Pacific development 	<p><u>Cost Factors:</u></p> <ul style="list-style-type: none"> - Included in 2017 budget provision - Included in 2017 budget provision - May entail some travel costs - Will require negotiation with OCC Champs hosts & possible costs - Quantum of service delivery will be proportionate to resources available
NFs	<ul style="list-style-type: none"> 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 	

Meanwhile:		
PLAN IMPLEMENTATION	<ul style="list-style-type: none"> 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 	