



# AGENDA 2022

THE CYCLING OF TOMORROW IS BUILT TODAY



“ *The cycling of tomorrow  
is built today* ”

David LAPPARTIENT  
UCI President

**AGENDA**  
  
**2022**

A portrait of a middle-aged man with short brown hair and blue eyes, smiling. He is wearing a dark blue suit jacket, a white dress shirt, and a red tie. The background is a blurred indoor setting with some structural elements.

# INTRODUCTION

*« The cycling of tomorrow  
is built today »*



Dear friends,

In seeking to shape the future of cycling today, the Union Cycliste Internationale (UCI) must come up with a clear and comprehensive document that sets out both the general path it must take and the raft of measures it plans to implement during my term as President. That is the idea behind the Agenda 2022, which I am delighted to share with you today.

Based on the programme that led to me being elected President of the Federation by the UCI Congress in September 2017, and drafted with the assistance of the members of my Management Committee and the contributions of the many stakeholders, I have been fortunate enough to have spoken with the National Federations, teams, riders and organisers, to name but a few, on my plan for the UCI over these last few months. This Agenda 2022 is the roadmap that sets out the work the UCI will carry out in the coming years.

Structured around five core themes (Vision, Solidarity, Attractiveness, Legacy and Credibility), the UCI's Agenda 2022 covers all the areas for which the Federation is responsible. By way of an introduction, I would like nevertheless to focus on some objectives that I believe to be essential, before inviting you to discover, in the pages that follow, the ways in which we can achieve them.

To my mind, strengthening the position of the UCI and the authority of the UCI President are crucial. Our Federation must be strong if it is to be effective. With this goal in mind, it must first and foremost occupy a prominent position in the Olympic and Paralympic movements.

As the association representing the National Federations, the UCI must strive to do more to serve them. It already possesses the tools to do so, though it is my intention to enhance these tools significantly, a task that involves expanding the activities of the UCI World Cycling Centre and our Solidarity and cooperation programmes in particular.

Cycling is without question one of the greatest sports in the world, and we can be proud of it. However, it cannot rest on its laurels. It is with this spirit in mind that I am striving to develop our sport and because never before has it been more deserving of the title "the sport of the 21st century." The growth in women's cycling and in bike use among the public, and the ability to better exploit the potential of our various cycling disciplines are all key themes for these coming years.

Given that road cycling is the most popular format of our sport, we must map out its future with renewed ambition. It is also essential that we develop it in close collaboration with all its stakeholders.

While our sport has restored its previously tarnished credibility, it needs sustained support to ensure that remains the case. The fight against technological fraud, the ongoing support against doping, and the safeguarding of rider integrity are among my priorities in that respect.

I am counting on every member of the cycling family to commit to making all the objectives of the UCI's Agenda 2022 a reality, and it gives me great pleasure to continue working with you to achieve that goal.



David Lappartient  
UCI President

# THE UNION CYCLISTE INTERNATIONALE



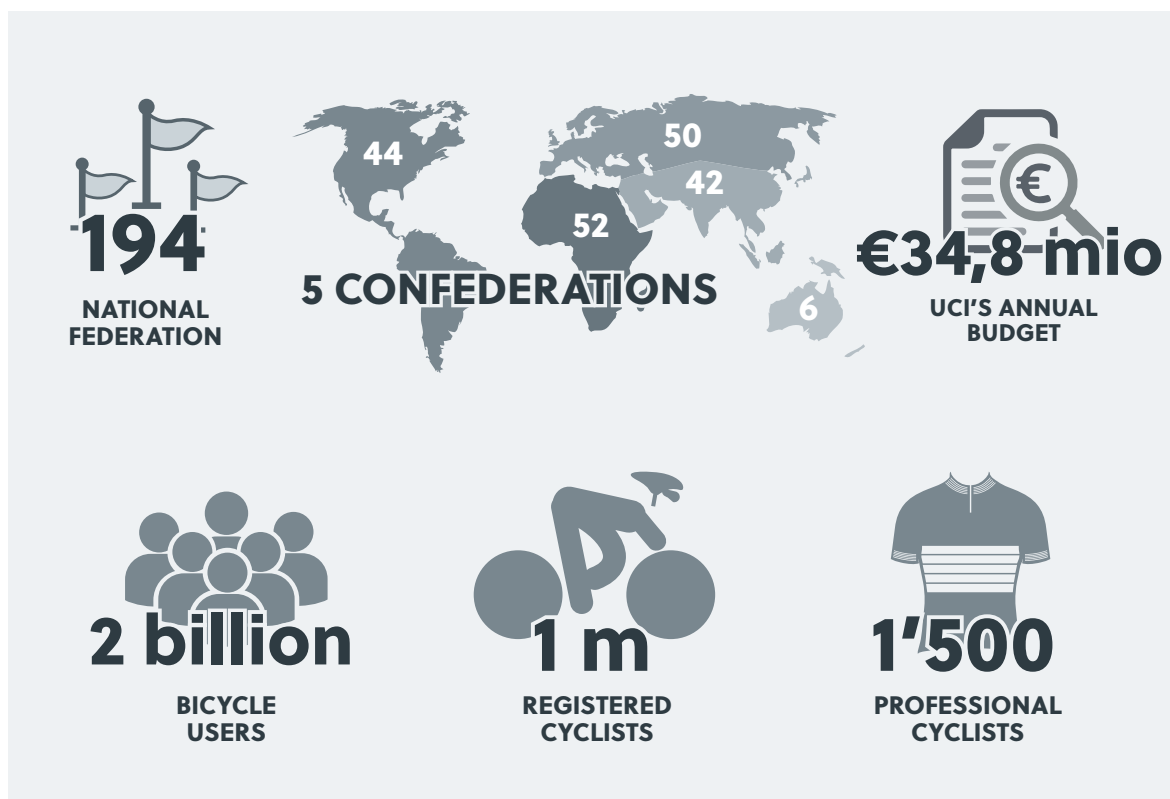
## THE UNION CYCLISTE INTERNATIONALE

Founded in 1900 in Paris, France, the Union Cycliste Internationale (UCI) is world cycling's governing body. Its mission is to develop and oversee cycling in all its forms and for everyone, as a competitive sport, a healthy recreational activity, a means of transport, and as a form of enjoyment.

It represents, before sporting and public institutions alike, the interests of 194 National Federations, five Continental Confederations, more than 1,500 professional riders, more than half a million licensed riders, several million cycling enthusiasts, and two billion bicycle users the world over.

The UCI oversees the development of cycling as a competitive sport and in all its forms around the world. It is committed to meeting the highest standards in all its activities and to earning and maintaining its reputation as an international sports federation of great integrity and achieving excellence in performance.

The UCI manages and promotes nine cycling disciplines: Road cycling, Track cycling, Mountain Bike, BMX Racing, BMX Freestyle, Para-cycling, Cyclo-cross, Trials and Indoor cycling. Five of them are on the Olympic Games programme (Road, Track, Mountain Bike, BMX Supercross and BMX Freestyle Park), while two feature at the Paralympic Games (Road and Track) and four at the Youth Olympic Games (Road, Mountain Bike, BMX Supercross and BMX Freestyle Park). Cycling races have been organised at every Olympic Games of the modern era, and cycling is now the third-largest Olympic sport in terms of medals awarded (66) and athlete quotas (528).





The UCI promotes its own events, among them World Championships in all its disciplines. These competitions see the crowning of the UCI World Champions, who have the honour of wearing the prestigious rainbow jersey for a year. The UCI World Championships represent the high point of the season in each discipline and enjoy extensive media coverage around the world.

The UCI also organises the UCI World Cups, a series of competitions that run throughout the season and comprise events of the highest quality in the various disciplines. The UCI World Cup rankings provide a common thread in each season's narrative. The race for the leaders' jersey represents a major challenge, while the title of UCI World Cup champion is a notable sporting achievement.

To promote the global and equitable development of cycling, the UCI founded the UCI World Cycling Centre (WCC) in 2002. As well as serving as the governing body's headquarters, the UCI WCC is a high-level training and education centre that welcomes more than a hundred promising young athletes every year as well as people taking training courses in cycling professions. The UCI WCC's programmes are designed to give everyone, irrespective of where they come from or the resources available to them in their respective countries, the opportunity to fulfil their potential at national or international level. Daniel Teklehaimanot of Eritrea provides an example of what aspiring riders can achieve. A UCI WCC trainee road athlete between 2009 and 2011, he went on to sign his first professional contract and in 2015 became the first black African rider to wear the polka-dot King of the Mountains jersey at the Tour de France. Meanwhile, Venezuela's Stefany Hernandez – a BMX trainee at the UCI WCC between 2012 and 2016 – was crowned a UCI World Champion in 2015 and won a bronze medal at the Olympic Games Rio 2016.



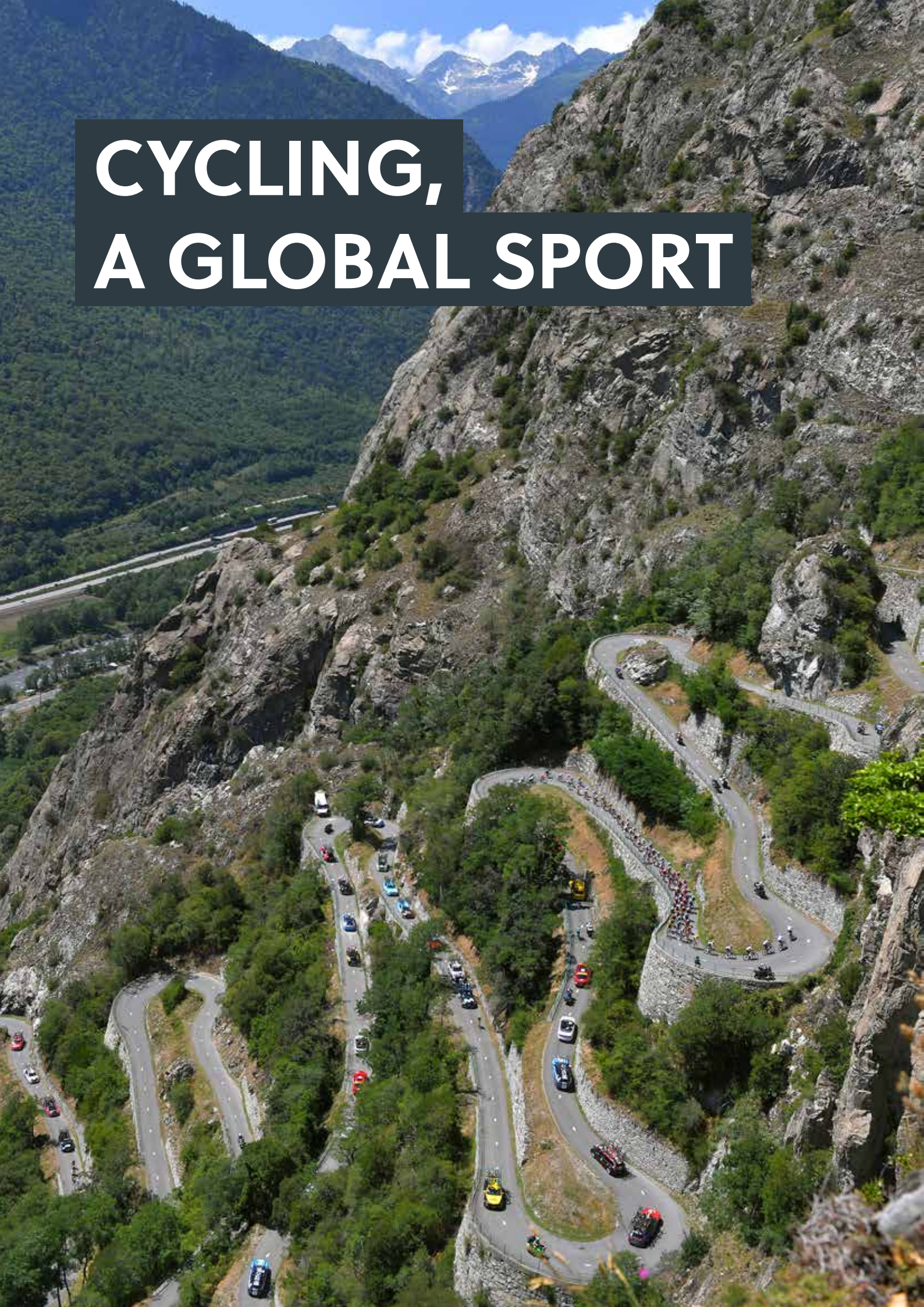
Cycling is also more than just a sport. The bicycle fulfils a number of needs outside the sporting environment, as a means of transport and recreation, which is why the UCI is committed to developing its Cycling for All programmes, which are designed to improve conditions for cycling and its accessibility.

The UCI is responsible for ensuring that cycling operates the most efficient and advanced anti-doping programme, and it works towards this in collaboration with the World Anti-Doping Agency (WADA) and the National Anti-Doping Organisations (NADOs). The UCI is not directly involved in tests and their planning, however. These tasks have been entrusted to an independent body – the Cycling Anti-Doping Foundation (CADF).





# CYCLING, A GLOBAL SPORT





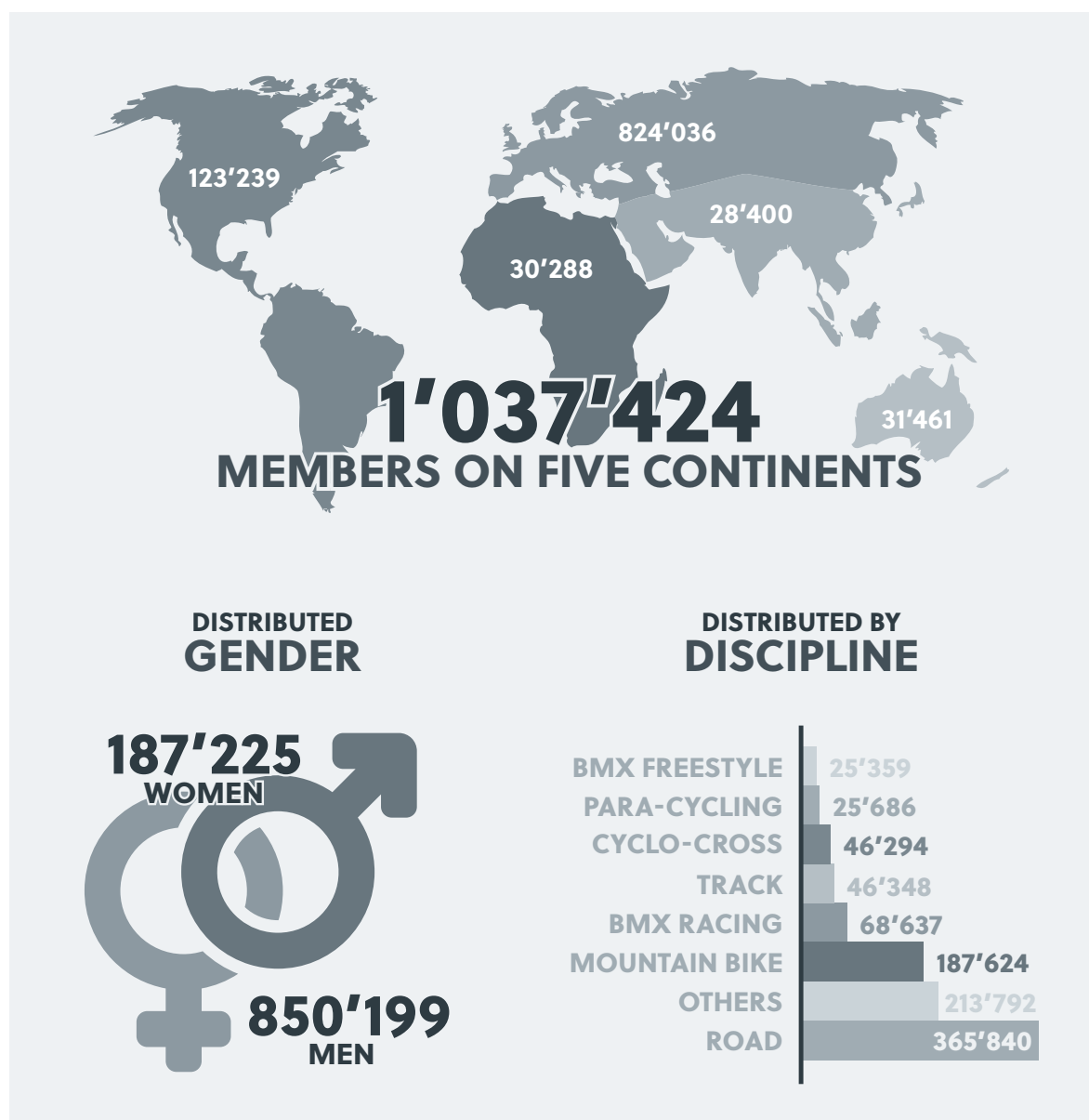
## CYCLING, A GLOBAL SPORT

In the summer of 2018, a questionnaire was sent out to all 194 National Federations that were members of the UCI. Their responses helped establish a global picture of cycling today.\*

On the following pages, you will find extensive information on the number of registered riders, clubs, events, velodromes, BMX tracks and Commissaires around the world, even the cumulative budget of all National Federations affiliated to the UCI, a figure that reflects their standing within international cycling.

*\*Please note that the information provided here is based solely on the answers given by the National Federations.*

## Members



## Clubs

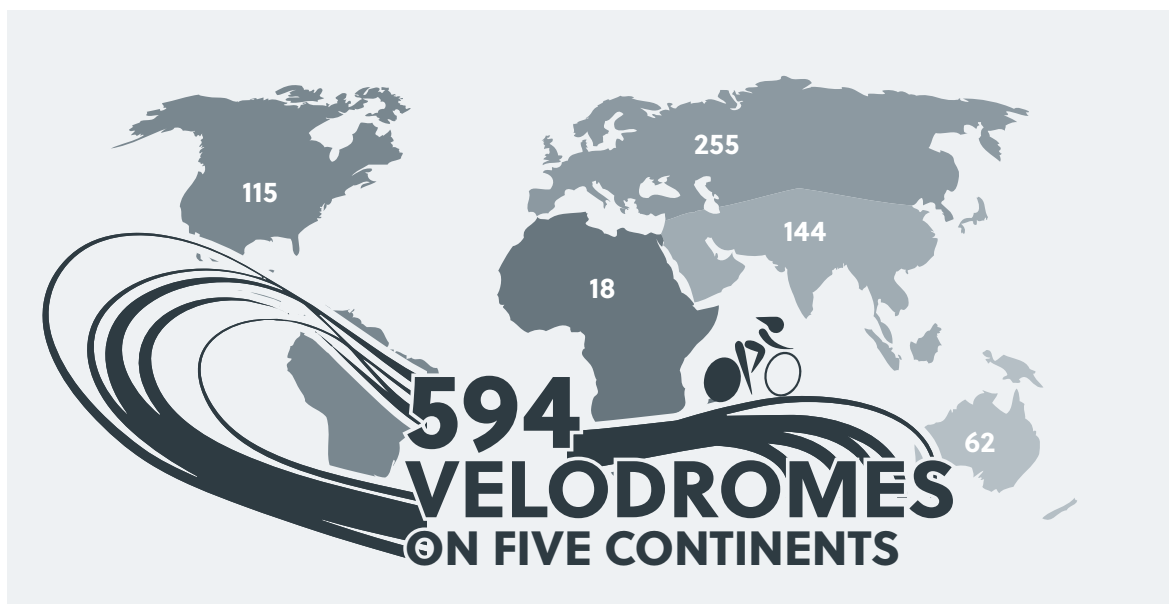


## Events

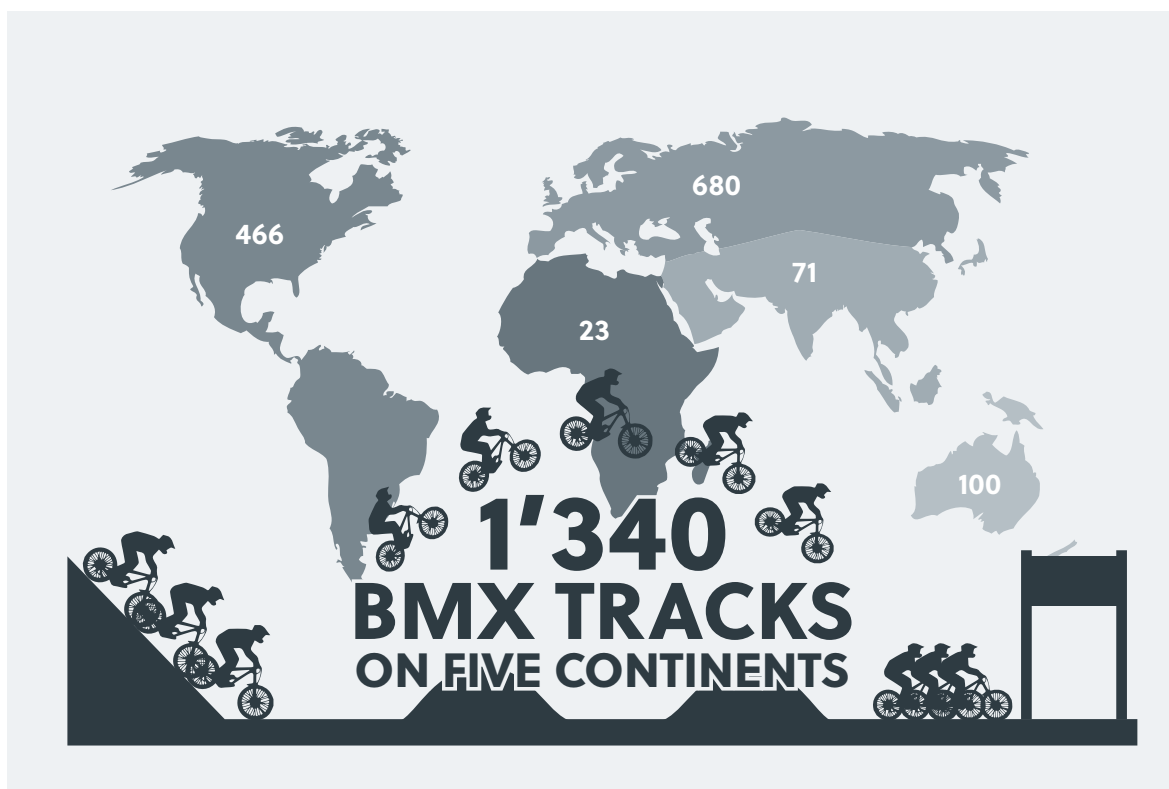




## Velodromes



## BMX Tracks



## Commissaires / Classifiers



## Cumulative annual budget of all National Federations





# THE UCI WORLD CYCLING CENTRE



## THE UCI WORLD CYCLING CENTRE

### A KEY STAKEHOLDER IN DEVELOPMENT AND SPORTING EXCELLENCE

The headquarters of the Union Cycliste Internationale (UCI), the UCI World Cycling Centre (WCC) is also an elite training and education centre recognised by the International Olympic Committee (IOC). Located in Aigle, Switzerland, it plays a central role in the UCI's plans for the global development of cycling.

### ATHLETE TRAINING AT THE UCI WCC

The UCI, in partnership with its National Federations, organises elite training courses in various disciplines at the UCI WCC for talented young riders from around the world. The UCI WCC's training and education programmes seek to nurture the potential of athletes and help them progress so that they can take part in the most prestigious competitions (the UCI World Cup, UCI World Championships and the Olympic Games in particular) and join professional, national or regional teams. The UCI also organises talent-spotting training camps at the UCI WCC for younger athletes (aged 16-18).

### TRAINING IN CYCLING PROFESSIONS AT THE UCI WCC

Training courses for coaches, mechanics, sport directors and riders' agents are also held at the UCI WCC. One of the main objectives of the courses is to give professionals (and athletes) from National Federations lacking the necessary resources the means to fulfil their potential. Enhancing the skills of cycling's stakeholders around the world is crucial to the sport's sustainable development.



## TRAINING PROGRAMMES ORGANISED OUTSIDE THE UCI WCC

The UCI WCC has five satellite centres: in Potchefstroom (RSA), Shuzenji (JPN), Yeongju (KOR), New Delhi (IND) and Mar del Plata (ARG). Working in collaboration with the National Federations, they implement the strategy set out by the UCI WCC in offering training to talented youngsters so that the most promising among them can then go on to the UCI WCC and/or other professional centres. A number of training courses for coaches and mechanics are also organised at the satellite centres and elsewhere in the world by the UCI WCC, under the supervision of its experts and in conjunction with Olympic Solidarity, the Continental Confederations and the National Federations.

## THE UCI WCC'S ACTIVITIES IN FIGURES

The figures below pertain to all UCI WCC activities undertaken from its opening in 2002 through to 2017.

### ► At the UCI WCC:



### ► At the UCI WCC's satellite centres around the world:





## THE UCI WCC AND AGENDA 2022

As President David Lappartient promised during his campaign and as stated in the Agenda 2022, the UCI's 194 National Federations will receive increased support in the coming years. Some measures have already been implemented, such as the allocation of new resources to the UCI's International Relations Department, the creation of the Solidarity and Emerging Cycling Nations Committee, and the consolidation of the UCI's Solidarity Programme. Objectives relating to the UCI WCC are set out in detail in the Agenda 2022, in the section entitled "Make the UCI World Cycling Centre (WCC) the key driver of development and sporting excellence".

The UCI WCC is a vital tool in the UCI's development strategy. The vision that provides the basis for its activities for the period 2019-2025 was approved at the meeting of the Management Committee in Arzon, France, in June 2018. While the focal point of the UCI WCC's strategy will remain the training of athletes in the cycling's five Olympic disciplines (Road, Track, Mountain Bike, BMX Racing and BMX Freestyle), a decision was made to found a centre of further education, whose role will be to offer training to National Federations in all our sport's professions (administrator, commissaire, coach, mechanic, sport director, agent, and various medical occupations). In addition, the global network of UCI WCC satellite centres will be strengthened and new facilities built at the UCI's headquarters in Switzerland.







# AGENDA 2022

« An ambition for cycling »





## KEY AREA I - VISION

### ENHANCE THE AUTHORITY OF THE UNION CYCLISTE INTERNATIONALE (UCI) WITH A PRESIDENT WHO PROVIDES SOLID LEADERSHIP

1. Improve the governance of the UCI
  - a. Strengthen the role of the President and the Management Committee
  - b. Restore the central role of National Federations
  - c. Recognise the contribution of the Continental Confederations
  - d. Consolidate our principles of good governance and transparency to ensure that ethics are respected
2. Make the UCI an International Federation that is strong and respected
  - a. Enhance the UCI's influence ability
  - b. Fulfil the commitments made
3. Consolidate the UCI's position in the Olympic and Paralympic movements
  - a. Incorporate the UCI's strategies within the IOC's Agenda 2020
  - b. Promote Para-cycling in line with the International Paralympic Committee's (IPC) strategic plan
  - c. Ensure that cycling remains a real asset for the Olympic and Paralympic Games
  - d. Support our candidates at the IOC





## KEY AREA II – SOLIDARITY

### INCREASE FOCUSED ON PLACING THE UCI AT THE SERVICE OF NATIONAL FEDERATIONS

1. **Make the UCI World Cycling Centre (UCI WCC) the key driver of development and sporting excellence**
  - a. Strengthen the resources and expand the mission of the UCI WCC
  - b. Set up new UCI WCC satellites
  - c. Develop the expertise of the UCI WCC to enhance its results capability at the highest level
  - d. Develop a policy that supports the construction of sporting facilities around the world
2. **Strengthen the solidarity and cooperation programme**
  - a. Create a solidarity fund for National Federations and Continental Confederations
  - b. Promote cooperation between countries
3. **Modernise the format of our UCI World Championships**
  - a. Regroup the World Championships of our 5 Olympic disciplines and all our summer cycling disciplines together every 4 years
  - b. Create the UCI World Championship for "Emerging Cycling Countries"
  - c. Continue to improve the UCI World Championships
4. **Develop new tools to better serve National Federations**
  - a. Make the UCI a resource centre working for its National Federations
  - b. Create a UCI World Ranking for National Federations

## KEY AREA III – ATTRACTIVENESS

### MAKE CYCLING THE SPORT OF THE 21ST CENTURY

1. Support women cycling and the place of women in the cycling family
  - a. Consolidate the structure of women's Road cycling
  - b. Strengthen the position of women in governance
  - c. Reinforce the place of women in the cycling family
  - d. Ensure equal access for all to the sport
2. Encourage more practice of biking in society
  - a. Help make cycling an integral part of public policy
  - b. Use every opportunity to develop cycling
  - c. Encourage children to learn to ride a bike
  - d. Develop a UCI cycling application and consolidate our digital strategy
3. Promote all cycling disciplines
  - a. Capitalise on the global potential of Track cycling
  - b. Make BMX and BMX Freestyle sports for younger generations worldwide and an ideal access to the practice of cycling
  - c. Make the most of the global exposure of Mountain Bike
  - d. Integrate E-Bike as a new discipline
  - e. Establish a worldwide "Cycling for All" programme
  - f. Promote the universality across all cycling disciplines





## KEY AREA IV – LEGACY

### PURSUE AN AMBITIOUS VISION FOR MEN'S PROFESSIONAL ROAD CYCLING

1. Foster greater collaborations among all members of professional cycling
  - a. Encourage dialogue between stakeholders prior to decisions on key issues
  - b. Promote broader representation and governance of representative structures: the International Association of Cycling Race Organisers (AIOCC); the International Association of Professional Cycling Teams (AIGCP); the Association of Professional Cyclists (CPA)
2. Work with all stakeholders to bring about credible and ambitious reform
  - a. Make a new reform to professional Road cycling
  - b. Improve the business model of professional Road cycling
  - c. Increase the attractiveness of our races
  - d. Modify the mission of the Professional Cycling Council (PCC)



## KEY AREA V – CREDIBILITY

### ENSURE CREDIBILITY OF SPORTING RESULTS AND PROTECT ATHLETES

1. Strengthen the preventive measures against technological fraud
  - a. Implement an effective and credible action plan
  - b. Develop verification tools and have them tested by independent laboratories
2. Contribute to anti-doping efforts worldwide
  - a. Continue to innovate in the fight against doping and maintain good rapport with the World Anti-Doping Agency (WADA) and the IOC
  - b. Continue innovating and roll out a doping prevention plan
  - c. Support the extension of the Prohibited List of substances
3. Protect athletes
  - a. Establish an independent regulatory medical monitoring system
  - b. Guarantee equal opportunity for all athletes
  - c. Enhance race safety and reduce the risk of accidents
4. Develop a policy framework on the risks posed by sports betting
  - a. Strengthen regulations on sports betting
  - b. Work with national governments, institutional bodies and private partners to monitor betting
  - c. Consider the possibility of regulating communication with riders during races





# VISION





## KEY AREA I – VISION

### ENHANCE THE AUTHORITY OF THE UNION CYCLISTE INTERNATIONALE (UCI) THROUGH A PRESIDENT WHO PROVIDES SOLID LEADERSHIP

The Union Cycliste Internationale (UCI) has grown significantly since 1990 and has become one of the best-known of all International Federations. Cycling is developing around the world thanks to the involvement of our National Federations and Continental Confederations, who play a central role in the governance of our sport.

It is vital that the UCI has a strong and respected voice within the international sporting movement. To achieve that goal, the organisation's President must ensure genuine leadership in a transparent, credible and innovative organisation. The UCI must also regain the place it once occupied in the Olympic Movement and thereby make its contribution to the global appeal of sport.

### IMPROVE THE GOVERNANCE OF THE UCI

#### ► Strengthen the role of the President and the Management Committee

The President of the UCI and the members of the Management Committee have the task of setting the policy of our Federation and running it. This term of office presents an opportunity to reaffirm the role of the President and the Management Committee and return to the spirit of the UCI Statutes. With this goal in mind, the President must provide the leadership bestowed upon him through his election, working with the Management Committee in pursuit of a renewed form of governance.

- Restore the President's central role in running the UCI (2018-2022).
- Restate the role of the Management Committee members in setting the policy of the UCI (2018-2022).
- Provide a framework for and support the activity and powers of the Director General and the administration (2019-2022).





## ► Restore the central role of National Federations

The National Federations are the members of the UCI. A mere five in number when the UCI was founded in Paris on 14 April 1900 (Belgium, France, Italy, Switzerland and the USA), they now total 194 across the five continents. Over the years the UCI has widened its brief, powers and expertise, and exists to serve its National Federations without exception and regardless of their size. A fresh emphasis must be given to the central role of the National Federations. They must be allowed to exert their powers and they must be at the heart of our concerns.

- Strengthen the role of the National Federations in the UCI's operations (2018-2022).
- Promote a closer relationship between the UCI and all its National Federations (2018-2022).
- Seek prior consultation with the National Federations whenever necessary (2018-2022).
- Recognise the unique characteristics of the smaller Federations and the Federations of "emerging cycling nations" by creating a Solidarity and Emerging Cycling Nations Committee entrusted with the job of setting up championships for these nations (2018).
- Introduce cycling in countries not affiliated to the UCI, particularly in Oceania, with a view to ensuring that each country has a National Federation that is a member of the UCI (2018-2022).
- Increase the number of UCI members to over 200 (2022).
- Consolidate the International Relations Service (2018).



## ► Recognise the contribution of the Continental Confederations

The Continental Confederations help promote cycling at a continental level and enable the UCI to perform its duties in their respective territories. With a view to developing their duties and activities, the UCI wishes to strengthen its links with the Continental Confederations and increase its support for their growth.

- Increase the support offered by the UCI to the Continental Confederations (2018-2022).
- Increase the funding given to the Continental Confederations (2018-2022).
- Help the Continental Confederations to further improve their governance (2018-2022).
- Recognise the contribution made by the Continental Confederations to the development of cycling (2018-2022).
- Involve the Continental Confederations in the management of solidarity funds (2018-2022).

## ► Consolidate our principles of good governance and transparency to ensure that ethics are respected

Transparency is essential in the world of sport. While the UCI has sometimes lagged in that regard, significant progress has been made in these last few years and it is important that we continue with our efforts. When it comes to governance, the UCI has been regarded as one of the top six International Sports Federations. Our International Federation must keep on developing in terms of good governance. The UCI must be a leader in this field.

- Develop the principles of good governance of the UCI, its Continental Confederations and its National Federations, and ensure they are applied to the letter (2018-2022).
- Amend the UCI Statutes so that these principles may form part of them (2018).
- Give the UCI Ethics Commission increased independence by preventing all elected representatives of the National Federations from sitting on it (2019).
- Introduce a transparent process for managing solidarity funds (2018).
- Draft a detailed annual report on the allocation of solidarity funds (2018).
- Take inspiration from the International Financial Reporting Standards (IFRS) and the good practices of other international organisations (2018-2022).
- Ensure the UCI's activities are regularly audited by independent bodies (2018-2022).
- Publish the pay of the President and the members of the Management Committee on an annual basis (2018-2022).
- Implement a transparent process for awarding UCI events (2018-2022).



## MAKE THE UCI AN INTERNATIONAL FEDERATION THAT IS STRONG AND RESPECTED

### ► Enhance the UCI's ability to influence

Few International Federations have as rich a history as the UCI. It represents one of Olympism's most important sports, a sport that has been on the Olympic programme since the very first Games of the modern era. The UCI's voice must be heard in the international sporting movement, though this, unfortunately, was not the case during the last Olympiad. The UCI must also seek to develop an influential strategy, while strong leadership at the heart of our Federation is also essential.

- Strengthen the presence of the UCI in international bodies (2018-2022).
- Ensure the UCI's proposals for modernising sport are heard (2018-2022).
- Forge new ties with non-governmental organisations (2018-2022).
- Strengthen ties between the UCI and the Swiss authorities (2018-2022).
- Create direct relationships with other International Federations (2018-2022).
- Work with programmes run by the United Nations (UN), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Organisation for Economic Cooperation and Development (OECD), the European Union and any other international organisations (2018-2022).

### ► Fulfil the commitments made

The last UCI presidential election was won by a clear and ambitious programme. If we are to enhance the credibility of our institution, we must stick to our commitments. The aim is to share a programme for the next four years with all cycling's stakeholders. The Agenda 2022 provides a formal framework for these commitments.

- Ensure the Agenda 2022 is widely implemented (2018-2022).
- Draw up a schedule for specifying and rolling out allocated resources (2018-2019).
- Restore the authority of the UCI (2018-2022).
- Keep to the commitments made (2018-2022).



## CONSOLIDATE THE UCI'S POSITION IN THE OLYMPIC AND PARALYMPIC MOVEMENTS

### ► Incorporate the UCI's strategies within the IOC's Agenda 2020

Since Thomas Bach's election as its president, the IOC has committed itself to modernising the Olympic institution. Centred on 40 recommendations, the programme aims to provide lasting safeguards for Olympic values renewed as part of a modern, transparent and connected society, while putting the athlete and the message of peace and solidarity at the heart of the action. It is in this spirit that the UCI must act. The challenges to be met by the UCI are the same of those faced by the IOC. Our Federation will also continue to modernise itself with a view to becoming more credible and efficient, while also enhancing the attractiveness of our sport.

- Limit the cost of bids to host the UCI World Championships and embrace the IOC's "New Norm" (2020-2022).
- Promote legacy and sustainability (2019-2022).
- Promote gender equality (2018-2022).
- Protect honest athletes (2018-2022).
- Develop the universal appeal of our sport (2018-2022).
- Work with the Olympic Channel (2018-2022).
- Develop a youth strategy (2018-2022).
- Support diversity (2018-2022).
- Increase transparency (2018-2022).
- Develop a policy that promotes the cycling legacy of the UCI World Championships (2020-2022).



► **Promote Para-cycling in line with the International Paralympic Committee's (IPC) strategic plan**

Para-cycling integrated the Paralympic Games with two disciplines road and track events. UCI World Championships have been created and we will be continuing to work hard in developing these disciplines. However, there is still much to be done to bring Para-cycling fully into the fold and to continue with its development.

- Reinforce Para-cycling within the vision of Continental Confederations and National Federations (2019-2022).
- Promote collaboration and links between the UCI and the IPC (2019-2022).
- Make Para-cycling an integral part of our athlete training policies at the UCI World Cycling Centre (WCC) (2019-2022).

► **Ensure that cycling remains a real asset for the Olympic and Paralympic Games**

Part of the Olympic programme since the revival of the Games, cycling increased its presence in the 1990s with the introduction of two new events: Mountain Bike and BMX. BMX Freestyle will make its debut on the programme at Tokyo 2020, increasing the profile of our sport even further. Cycling is an undeniable asset in terms of the influence and universal appeal of the Olympic Games. The distancing of our sport from the heart of the Tokyo Olympic Games has alerted us to the need to keep on challenging ourselves. We must work to make cycling one of the leading sports in terms of TV audience, crowds, youth, the development of women's sport, digital integration, and the fight against doping. The UCI will strive to consolidate cycling's position as a major sport on the Olympic programme.

- Promote the introduction of new cycling events while maintaining the place of existing ones (2024).
- Build on the large audiences cycling attracts and on the strong support it enjoys among the public (2020).
- Monitor the presence of cycling at major Olympic sites and at shared sites (2024).
- Achieve gender equality in athlete participation at the Olympic Games Paris 2024 (2019-2024).
- Make cycling a sport that appeals to the world's youth, in conjunction with the UCI's youth strategy (2018-2022).
- Provide high-quality TV production at a reasonable cost, particularly for Mountain Bike and BMX, by harnessing innovations such as tracking (2019-2022).
- Promote the inclusion of E-Bike on the Olympic programme for the 2024 Games (2019-2024).

## ► Support our candidates at the IOC

Cycling contributes to the success of the Olympic Games and our sport has always played a prominent role in promoting the Olympic message and values. If it is to continue contributing to the development of sport and convey the IOC's message, cycling's representatives must sit on its various bodies. With the UCI having had no representation at the IOC since 2013 – the first time this has been the case since 1996 – we are all gauging the loss of influence that this represents for our sport.

- Create a strategy for our relations with the IOC (2018-2022).
- Support any future candidatures by cycling representatives at the IOC (2020-2022).
- Promote the presence of cycling representatives on IOC Commissions (2018-2022).





# SOLIDARITY





## KEY AREA II – SOLIDARITY

### INCREASE FOCUSED ON PLACING THE UCI AT THE SERVICE OF NATIONAL FEDERATIONS

The Union Cycliste Internationale (UCI) is there to serve its member National Federations and it must operate with this in mind. It has the resources and the tools to develop cycling throughout the world. New impetus must be given to the UCI WCC, which will be at the center of our plans to serve athletes and people working in cycling and to promote solidarity. The UCI will also develop other resources with these goals in mind. We must make solidarity a priority goal and pursue a policy for the development of cycling facilities around the world.

Finally, the UCI World Championships, which provide an annual showcase for our disciplines and our sport, will be revamped to increase their appeal even further.





## MAKE THE UCI WORLD CYCLING CENTRE (WCC) THE KEY DRIVER OF DEVELOPMENT AND SPORTING EXCELLENCE

### ► Strengthen the resources and expand the mission of the UCI WCC

The concept behind the creation of the UCI WCC was innovative and genuinely ground-breaking. It has broadened the universal appeal of cycling's disciplines by allowing athletes from around the world to reach the highest level and in some cases win Olympic gold. The UCI must become more involved in the development of the UCI WCC by allocating the resources it needs to perform its functions, once its strategic objectives for this current Olympiad have been redefined. Solidarity funds will also come under the authority of the UCI WCC, which will extend its brief to encompass cycling professions, under the auspices of the University of World Cycling (UWC).

- Organise the UCI WCC according to three core areas: elite, the university of cycling professions, and solidarity (2019).
- Found a University of World Cycling (UWC) in conjunction with education experts (higher education establishments, universities, private and other partners, etc) (2020).
- Construct a new UCI WCC building in Aigle to provide a home for both it and the UMC and assess – together with Aigle Municipal Council – the possibility of providing accommodation for athletes there (2020).
- Create a budget plan for the current Olympiad (2019).
- Create a solidarity fund at the UCI WCC to be managed by a dedicated committee reporting to the UCI Management Committee and the Board of Trustees of the UCI WCC, with the UCI remaining the gateway for solidarity funds for the National Federations (2018).
- Engage with sponsors and cycling stakeholders to generate funding for the UCI WCC (2018).
- Encourage existing UCI partners to take part in the Solidarity Programme and to make more use of the UCI WCC's facilities (2019-2022).
- Promote the development of women's cycling (2018-2022).
- Give official status to our satellites and thereby create a clear and well-defined pyramid structure that allows our athletes to reach the highest level (2018).

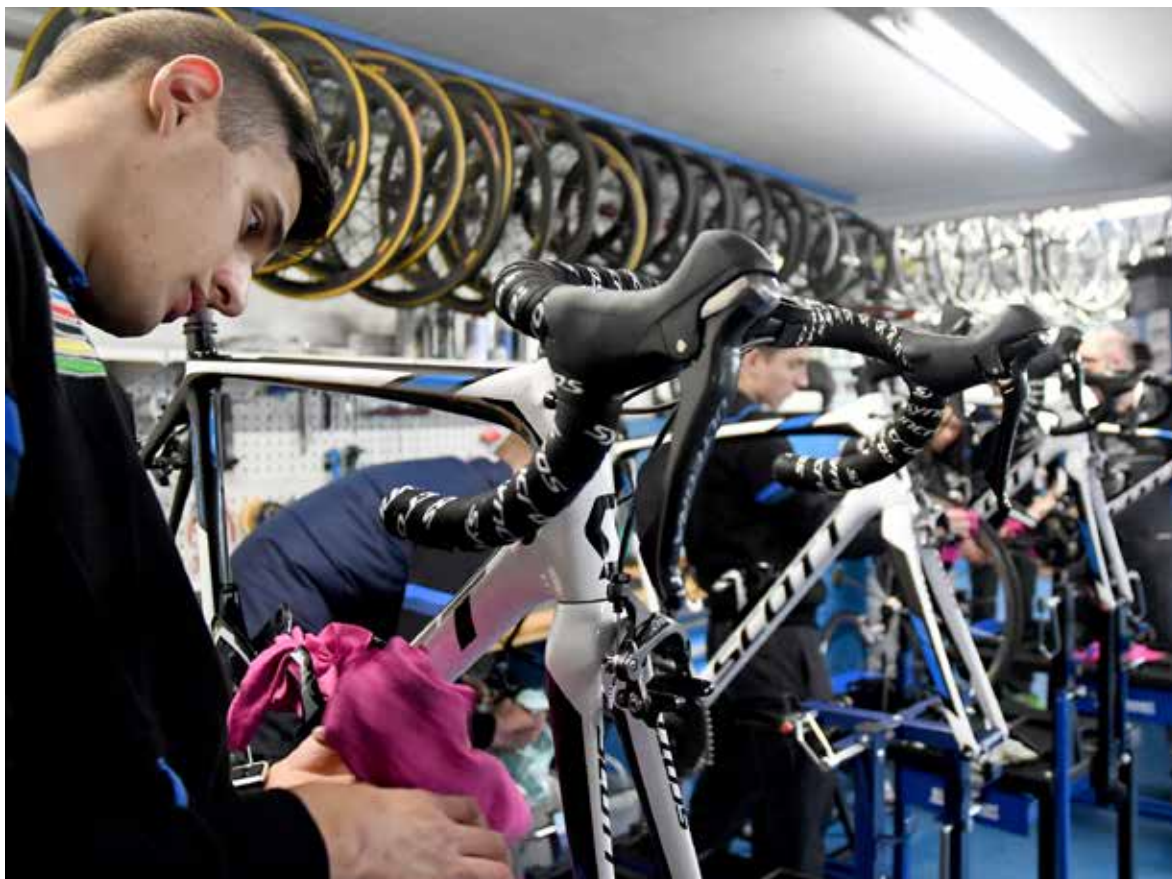


### ► Set up new UCI WCC satellites

Several continental satellites were set up at the same time as the UCI WCC opened in Aigle. New satellites will need to be opened to continue with this strategic vision and to respond to the strong growth of cycling in some countries. A contractual framework will also need to be created with the host countries in question in pursuing this approach, while a performance agreement for the current Olympiad will be set up with each centre.

- Set out an organisational strategic plan for the UCI WCC, approved by the Management Committee of the UCI and the UCI WCC Foundation (2018).
- Draw up a design brief for continental centres, which must be observed prior to the opening of new centres (2018-2019).
- Open three new satellites in Africa, including one Egypt (Track and BMX), one in west Africa and one in central/east Africa (2018-2022).
- Fulfil our commitments by working with the Chinese Cycling Federation to set up a new satellite in China (2020).
- Consider the possibility of a shared satellite for the whole of the Caribbean (2019).
- Set up at least one UCI WCC continental satellite in Oceania in collaboration with the Oceania Cycling Confederation (OCC) (2020).
- Work with the European Cycling Union (UEC) in defining a policy for training athletes and creating continental satellites (2019).
- Create a database of the latest scientific knowledge in cycling (2020).





► **Develop the expertise of the UCI WCC to enhance its results capability at the highest level**

The UCI WCC must continue to set its sights towards the highest level with a view to increasing the number of countries with a chance of winning medals at the UCI World Championships and the Olympic Games. With some National Federations investing ever more resources in cycling, particularly Track cycling, the UCI WCC must continue to be a reference point in terms of expertise and technology in making the highest level accessible and in allowing its athletes to compete with those from the leading nations.

- Organise the UCI WCC and its satellites in such a way that they provide a pathway to the highest level (2018-2022).
- Provide the UCI WCC with the best technical and scientific resources (2019-2022).
- Develop a policy designed to provide UCI WCC athletes with scientific support in their preparations (physiological and biological monitoring, nutritional advice, etc) (2019-2022).
- Build an Olympic-format BMX Freestyle park at the UCI WCC (2018).
- Create a UCI WCC Continental Team for men and for women (2020).
- Develop technical and technological partnerships (2018-2022).
- Involve more UCI partners in the development of these R&D programmes and harness this approach as a way of improving communication and creating opportunities for generating content (2018-2022).
- Make Para-cycling an integral part of the UCI WCC (2020).

► **Develop a policy that supports the construction of sporting facilities around the world**

Several cycling disciplines require specific facilities (Track, Mountain Bike Downhill, BMX Racing, BMX Freestyle, Indoor cycling, etc). The absence of these facilities in some countries restricts the ability of their National Federations to develop cycling. In response to the lack of specialists, documentation and a full inventory, the UCI should do more to help the National Federations implement their plans.

- Take an inventory of sporting facilities around the world (2019-2020).
- Support National Federation projects where there is a lack of expertise (2019-2022).
- Identify specialists who can support national projects (2019).
- Create documentation in different languages and detailing the design briefs for a range of cycling facilities, all with a view to encouraging construction (2020-2022).
- Create a position for a sporting facilities advisor at the UCI (2019).
- Promote the dissemination of UCI WCC expertise in the development and operation of future and existing sporting facilities (2019-2022).

**STRENGTHEN THE SOLIDARITY AND COOPERATION PROGRAMME**

► **Create a solidarity fund for the National Federations and Continental Confederations**

The resources available to National Federations vary considerably from one to another. We must, therefore, faithfully pursue a policy of solidarity to ensure cycling can develop in every country around the world and to help those Federations with fewest resources at their disposal.

- Work in partnership with and step up our collaboration with Olympic Solidarity (2018-2022).
- Identify a budget line that can be allocated to solidarity (2019-2022).
- Make the UCI WCC the tool through which solidarity initiatives can be delivered (2019).
- Set up a solidarity fund application process, channelled through the UCI (2018).
- Find sponsors who can match-fund the UCI Solidarity investment (2018-2022).
- Increase this type of funding from €2m per year (2018) to €4m (2022) (2018-2022).
- Set out clear eligibility and allocation criteria in line with the principles of good governance (2018).
- Draft a framework document that informs National Federations of the initiatives for which solidarity funding is provided (2018).
- Draft an annual report on the use of this solidarity funding, which will be presented to the UCI Congress (2018-2022).



## ► Promote cooperation between countries

Some National Federations possess recognised cycling know-how and cooperation programmes. Some countries have also set up ministries dedicated to cooperation and to share knowledge through a common language. Steps should be taken to promote the implementation of cooperation programmes between states and regions.

- Encourage National Federations or their regional organisations to set up cooperation programmes (coaches, commissaires, elite, equipment, etc) (2019-2020).
- Compile an inventory of cooperation programmes between countries and provide guidance for them (2019-2022).
- Strengthen relations between the UCI and the organisations identified (Commonwealth Games Federation, Union Francophone de Cyclisme, regional and multi-sport organisations, etc) to promote this type of cooperation (2019-2022).
- Document these cooperation initiatives at the UCI WCC (2019-2022).



## MODERNISE THE FORMAT OF OUR UCI WORLD CHAMPIONSHIPS

- **Regroupe the World Championships of our 5 Olympic disciplines and all summer cycling disciplines together once every 4 years**

The Cycling World Championships make a huge contribution to our sport and to the UCI. Held in 1893, the inaugural world championships were a track event. The competition has grown and grown since then, with the rainbow jersey now recognised around the world and making a valuable contribution to the unique character of cycling. The UCI World Championships must keep on evolving if they are to generate even greater appeal and passion. With that in mind, a proposal will be made to bring all five Olympic disciplines and all our summer cycling disciplines together at a unified UCI World Championships held every four years, in the year before the Olympics.

- Consider the possibility of making the UCI World Championships an event featuring all five Olympic disciplines and taking place the year before the Olympic Games, from 2023 (2019).
- Make the world championships a direct qualification event for the Olympic Games, in line with criteria that have yet to be defined (2023).
- Assess the possibility of making the UCI Para-cycling Road and Track World Championships part of the event (2019).
- Consider the possibility of making Mountain Bike (cross-country and downhill), Mountain Bike Marathon, Mountain Bike Eliminator, Trials, Gran Fondo, and Indoor cycling part of these combined UCI World Championships (2018).
- Put together a new marketing programme offering a transversal approach for all Olympic disciplines, and rethink media coverage and formats with a view to better managing media expectations throughout the event (2019-2023).
- Evaluate the possibility to introduce E-Bike to the UCI World Championships (2018-2019).

- **Create the UCI "Emerging Nations of Cycling" World Championships**

The UCI's 194 National Federations differ in terms of size and the extent of their development. Some of them have great difficulty in preparing riders to qualify for the UCI World Championships due to the size of the nation in question or the lack of a cycling culture. To help these countries move forward and reach achievable objectives, the UCI "Emerging Cycling Countries" World Championships will be founded and will be based, by way of example, on the model of the Games of the Small States of Europe.

- Organise the UCI "Emerging Cycling Countries" World Championships, comprising the five Olympic disciplines, every four years (2022).
- Define the qualification criteria for countries wishing to compete at the championships (2019).
- Consider the possibility of integrating qualification criteria for the UCI World Championships for each discipline (2019).



### ► Continue to improve the UCI World Championships

The UCI World Championships should be open solely to national teams and should strive to visit every continent and showcase attractive and exciting events. It is also essential that cycling fans can join in the UCI World Championships party by riding circuits in events organised exclusively for them.

- Remove the team time trial event from the UCI Road World Championships programme (2019).
- Create a mixed national team time trial relay event (2019).
- Organise the first UCI Road World Championships in Africa (2025).
- Organise a mass-participation cycling event at the UCI World Championships (2018), with a specific day being set aside for the event.
- Prevent the use of earpieces at the UCI Road World Championships (2018).
- Revert to the circuit-only format for the UCI Road World Championships (with the exception of the section between the start point and the circuit) (2020).
- Ensure that different types of circuits are used on a rotational basis to guarantee that riders of all types can excel at the UCI Road World Championships (2020-2022).
- Adopt the latest available technologies (TV production, branding, Look & Feel, etc) to modernise the event (2019-2022).
- Create a UCI E-Bike World Championships (2019).



## DEVELOP NEW TOOLS TO BETTER SERVE NATIONAL FEDERATIONS

### ► Make the UCI a resource centre working for its National Federations

The UCI should address the concerns of its National Federations and be there to serve them. With this in mind, resources should be made available to the National Federations.

- Set up a documentary database (2020).
- Share the cost of purchasing equipment (2020).
- Consolidate technical solutions (2020).
- Revamp the International Relations department (2018).
- Develop an intranet for use by the National Federations (2019).
- Set up a database containing the latest scientific knowledge in the field of cycling (2020).

### ► Create a UCI National Federations World Ranking

The Federations have tremendous potential in terms of sport and they are continuing to grow. While some achieve excellence across all disciplines, others excel in one discipline in particular. With a view to creating competition between the Federations and recognising what they have to offer, the UCI will set up an annual Federations ranking.

- Create an annual Federations ranking for each discipline, taking the differences between National Federations into account (2018).
- Create an annual rolling National Federations ranking (2018-2022).
- Create a general ranking taking all disciplines into account and leading to the award of the UCI National Federations world title and set up a ranking for continents (2018).
- Present trophies to the winning Federations at the annual UCI Gala or the UCI Congress (2019).



# ATTRACTIVENESS



## KEY AREA III – ATTRACTIVENESS

### MAKE CYCLING THE SPORT OF THE 21ST CENTURY

Cycling is a sport with a rich history, and has continued to evolve over the years, embracing new variants to keep up with the times. We are witnessing significant growth in cycling in all its forms all over the world: recreation, education, competition, well-being, transport, etc.

The bicycle is the solution to a number of social problems and its benefits cannot be disputed. The UCI must tap into this passion to make cycling and bike riding the sport of the 21st century. Every population group should be targeted: women, children, patients, people at risk of developing health problems, people who use bikes to get around, etc. The sheer range of bicycles, which can be used for so many different purposes, means we can reach every population group. Our International Federation must be the driving force behind the concept of "Living for Cycling".

### SUPPORT WOMEN CYCLING AND THE PLACE OF WOMEN IN THE CYCLING FAMILY

#### ► Consolidate the structure of women's Road cycling

Women's Road cycling has been growing fast throughout the world for several years now, with some superb races being organised, sometimes in conjunction with events on the UCI Men's WorldTour. The standard of these races is improving all the time, while media coverage and interest among the public is also growing. However, much still needs to be done to provide more solid foundations for women's Road cycling, which has some way to go before it can rival its male counterpart. With that in mind, the UCI will continue with the actions it has undertaken.

- Increase the appeal and media coverage of the UCI Women's WorldTour (2019).
- Create a shared "Over The Top" (OTT) platform dedicated to women's cycling, while respecting existing TV coverage (2019).
- Encourage the organisers of the UCI Men's WorldTour to set up a women's event (2019-2022).
- Make the UCI Women's Teams financially viable (2019-2022).
- Work towards better structuring of UCI Women's Teams, offering genuine status to competitors (2019-2022).
- Set up a globally renowned, UCI-backed women's stage race (2020).
- Review the structure of the UCI International Women's Calendar (2019).
- Help National Federations put an action plan in place for the development of women's cycling (2019-2022).





### ► Strengthen the position of women in governance

It has not escaped our attention that women are grossly underrepresented in the governance of our sport, whether it be at the UCI, the Continental Confederations or the National Federations. In taking the same approach as the IOC in this matter, we must be proactive. We will also implement an action plan.

- Set up a programme designed to nurture talented women and promote their access to positions of responsibility (2019-2022).
- Amend the UCI Statutes to guarantee the presence of two women among the seven European members of the UCI Management Committee (2019).
- Ensure female representation of at least 25% per continent among the 45 voting delegates at the UCI Congress (2019).
- Amend the statutes of the Continental Confederations to ensure that women account for at least 25% of the members of their Management Committees (2019).
- Amend the UCI Statutes to include the obligation on the part of the National Federations to ensure female representation on their executive committees (2019).
- Aim to make 25% of commissaires women (2018-2022).

## ► Reinforce the place of women in the cycling family

In addition to sports-related aspects and governance, the UCI must seek to consolidate the place of women in the cycling family and prevent unwanted behaviour. We will strive to be a leading Federation in this respect.

- Draw up a charter promoting equal opportunities (human resources, pay, etc) (2019).
- Obtain EDGE certification (2020).
- Draft a Women and Cycling manifesto (2020).
- Increase the number of female Commissaires in all disciplines (2019-2022).
- Draw up a "podiums charter" promoting increased gender equality at awards ceremonies (2018).
- Set up a point of contact in whom women and female riders and employees can confide in the event of them suffering harassment or abuse (2018).
- Clarify the UCI's Code of Ethics as a mean of fighting harassment and abuse in cycling more effectively (2019).
- Develop our communication tools in favour of women in cycling (2019-2022).

## ► Ensure equal access for all to the sport

For many years our sport mainly organised competitions for men only. It was not until 1984 that female cyclists competed at the Olympic Games for the first time, on the road, with women's track events being introduced to the programme four years later. We have gradually made up for that delay by making gender equality a reality, though there is still much to be done. The UCI will continue to make every effort to ensure women enjoy equal access to the sport.

- Strive to ensure equal access for men and women to competitions organised by the UCI (2019-2022).
- Alter the format of the UCI Mountain Bike World Championships team relay to ensure equal participation between men and women (2019).
- Increase the number of riders in the women's track team sprint to three (2021).
- Give women the same opportunities to qualify for the UCI World Championships (2020).
- Promote the gradual phasing-in of equal prize money for women and men (2019-2022).
- Draft a strategic plan in collaboration with the UCI WCC to enable the creation of women-only training courses on cycling professions (2019-2022).
- Promote access for women to all cycling professions (mechanics, coaches, sports directors, etc) (2019-2022).



## ENCOURAGE MORE PRACTICE OF BIKING IN SOCIETY

### ► Help to make cycling an integral part of public policy

We are witnessing significant growth in cycling all over the world, with much at stake for society. Cities are introducing major cycling development programmes, while public authorities are promoting the health benefits of riding a bicycle. We must play a part in this process, while also drawing on our time-honoured expertise in the sphere of competition.

- Promote the development of cycling mobility (2018).
- Implement the UCI's Cycling for All manifesto (2019).
- Work with stakeholders promoting bike use in society (2018).
- Encourage stakeholders to be environmentally responsible at cycling events (2018-2022).
- Get the National Federations involved in rolling out the programme (2019).
- Develop the UCI Bike City label (2019).
- Promote cycling as an environmentally friendly form of transport (2019).
- Encourage public authorities to promote bike use as a way of improving people's health (2018).
- Make the UCI a leading global point of contact for cycling mobility (2018).
- Set up a high-level committee to work with leading stakeholders in encouraging more people around the world to take up cycling (2019).
- Pass on the latest epidemiological knowledge on the health benefits of cycling (2018).
- Develop cycling as a healthy pursuit (2018-2022).
- Harness the various facets of cycling to increase our standing (2019-2022).
- Promote the impact of cycling within the framework of the UN's 17 Sustainable Development Goals (2019).
- Help promote the UN's World Bicycle Day (2018).
- Take inspiration from the work carried out in conjunction with public authorities at the UCI WCC in Aigle (2018).



## ► Make the most of every opportunity to develop cycling

Cycling is in vogue and we now have a number of opportunities to develop our sport. We must take them in order to develop all our disciplines and cycling in all its forms.

- Promote the development of E-Bike and create competitions devoted to it (2019-2022).
- Promote the inclusion of BMX Freestyle on the World Beach Games programme (2019).
- Promote the inclusion of Indoor cycling on the Indoor Games programme (2019).
- Promote the inclusion of cycling on the Urban Games programme (2019).
- Run a positive campaign on the passion for cycling: "#CYCLINGISPASSION" (2019).
- Recognise cycle polo as a new UCI discipline (2020).
- Bring E-Bike activities together to create an opportunity to develop the discipline (2018-2022).

## ► Encourage children to learn to ride a bike

Both recreational and competitive in nature, cycling appeals to society's youngest members. Some Federations have been successful in developing cycling schools at club level and giving young people the chance to enjoy cycling in all its forms. In looking to build on this success, the UCI must engage in a global programme that shares the same objective.

- Bring together the stakeholders working to promote cycling among young people (2020).
- Implement a children's cycling development strategy for children, taking inspiration from the Bikeability (British Cycling) and PeopleForBike programmes (2019).
- Develop a world cycling schools programme (2020-2022).
- Share the expertise of leading Federations (2019-2022).
- Make this objective an integral part of the UCI Solidarity Programme (2020-2022).





### ► Develop a UCI cycling application and consolidate our digital strategy

Society is becoming more and more connected, and cycling is part of that trend, one that is revolutionising every aspect of the sport. While cycling already has its own specific applications, the UCI must make its own move into this area, through an app targeted at the general public and comprising modules aimed at both beginner and proficient cyclists. In doing so, the UCI can connect and bring together communities of cyclists around the world. We could also tap into the experience gained by pioneering Federations. And by rolling out a comprehensive and targeted digital strategy, we can give cycling fans the chance to follow our athletes and events.

- Make the UCI a connected Federation (2020-2022).
- Create an application for the general public and designed to develop cycling in conjunction with the National Federations (2020).
- Create a UCI-approved expert cyclist module (2021).
- Work with stakeholders to make our events and athletes accessible on a dedicated digital platform (2020).

## PROMOTE ALL CYCLING DISCIPLINES

### ► Capitalise on the global potential of Track cycling

Track cycling is the UCI's biggest Olympic discipline, with 12 medal events now on the programme following Madison's upcoming return at the 2020 Tokyo Olympic Games. Its universal appeal must be enhanced by making better use of the existing global network of velodromes. The reform of its operating model and the creation of a series of events receiving extensive media coverage would also raise the profile of Track cycling.

- Create a development strategy for our velodromes (2020-2022).
- Work with the Continental Confederations to reform Track cycling (2020).
- Create a UCI Track cycling WorldTour involving high-profile teams, velodromes and events for a global audience (2020).







- Make BMX and BMX Freestyle sports for younger generations worldwide and an ideal access to the practice of cycling

Created in the 1970s in the USA, BMX has grown fast around the world and became an Olympic discipline at the 2008 Games in Beijing. Enjoyed on all five continents, it is an exciting, short-format discipline aimed at young cycling fans. Aware of BMX's potential for development, the UCI will pursue an ambitious action plan, not least because BMX provides a perfect route for younger riders (aged between four and six) into riding. Owing to its specific nature, BMX is ideal for nurturing technical skills and provides an entry point to other disciplines. BMX can also compete with other sports enjoyed by youngsters, such as football.

- Develop BMX tracks across the world (2019-2022).
- Make support resources available for the creation of BMX tracks (2020-2022).
- Introduce BMX into disadvantaged urban areas (2020-2022).
- Support BMX Freestyle's appearance on the Olympic programme by developing it on a global level (2018-2020).
- Provide training for BMX Racing and BMX Freestyle coaches through the UCI WCC and the National Federations (2019-2020).
- Implement pilot schemes at our National Federations with a view to encouraging young children to take up BMX (2019-2022).

## ► Make the most of the global exposure of Mountain Bike

Mountain Bike has grown very quickly around the world and has the widest appeal of any discipline in our sport, along with Road cycling. The Mountain Bike industry is flourishing, with new formats appearing all the time. The UCI must play its part in developing the discipline by rolling out a targeted strategy.

- Create permanent recreational Mountain Bike facilities in line with and in conjunction with pilot Federation schemes (2020-2022).
- Develop Enduro racing at the UCI (2019-2022).
- Draw on Mountain Bike to introduce cycling at schools (2020-2022).
- Promote compact competition formats staged in city centres (2020-2022).
- Create and develop snow biking, a Mountain Bike speciality, and organise international competitions, a World Cup and the UCI World Championships (2019-2022).







### ► Integrate E-Bike as a new discipline

The ongoing digital revolution has totally transformed our lifestyles, including the way in which we play sport. eSports have made their appearance, and the IOC has chosen to take an interest in this new form of competition, which represents a whole new concept in sport. Cycling has a significant advantage over other sports in that connected cyclists can engage in both real and virtual sport at the same time. In response to this social phenomenon, the UCI must be at the forefront of the International Federation movement and create a structure for E-Bike.

- Draw conclusions from the process of reflection engaged in by the IOC on the subject of eSports (2019-2022).
- Bring together, structure and organise E-Bike activities (2018-2022).
- Organise the UCI E-Bike World Championships and national and continental championships (2019).
- Promote the inclusion of E-Bike on the Olympic programme (2024).

### ► Establish a worldwide "Cycling for All" programme

Recreational cycling is an area of considerable potential for our National Federations. However, an appropriate policy must be pursued at a local level, if we are to reach out to all audiences, particularly people who take part in cycle-sport and Gran Fondo events.

- Bring all Cycling for All stakeholders together (2019-2022).
- Encourage national stakeholders to come together within the framework of our Federation (2020-2022).
- Create a global cycle-sport strategy (2020).
- Promote the creation of a Cycling for All licence at all National Federations (2020-2022).



► **Promote the universality across all cycling disciplines**

The UCI must safeguard the universal appeal of its disciplines, which is an essential element when it comes to the inclusion of events and disciplines on the Olympic programme and their continued presence on it. We must pay special attention to this factor, while also recognising that some older disciplines have not achieved the universality level that they should have. We will strive to include these objectives in relation to the universal appeal of our programmes.

- Ensure the participation of as many countries as possible in each discipline (2019-2022).
- Implement a strategy that enables National Federations to get involved on an international level, commensurate with their level of expertise (2019-2022).
- Develop the universal appeal of Cyclo-cross (2019-2022).
- Support the Continental Confederations in this strategy (2019-2022).



# LEGACY



## KEY AREA IV – LEGACY

### PURSUE AN AMBITIOUS VISION FOR MEN'S PROFESSIONAL ROAD CYCLING

Professional Road cycling is the flagship of our sport and attracts more media coverage than any other discipline. Boasting deep roots and a history stretching back over 100 years, Road cycling and the exploits of its champions have always aroused passion and fervour among its fans. Its legendary races provide the high point of the cycling season year after year and attract millions of spectators and viewers. Professional Road cycling has now gone global and enjoys a strong presence on all five continents. With the aim of ensuring it adapts to the realities of the 21st century, the UCI embarked on a reform of professional Road cycling in 2012. Given the fact that such reform has since been to most stakeholders, our strategy must be reviewed and embrace a genuine vision for our sport. Cycling has tremendous potential; we must engage in a project that makes it one of the world's biggest sports.

### FOSTER GREATER COLLABORATIONS AMONG ALL MEMBERS OF PROFESSIONAL CYCLING

#### ► Encourage dialogue between stakeholders prior to decisions on key issues

Discussions between the stakeholders of men's professional Road cycling can sometimes be tense. While these tensions often arise when talk turns to the reform, other issues that are central to the proper functioning of our sport can also be a source of discord (standard rider contracts, minimum pay, the obligations of organisers and teams, etc). A preferable course of action would be to arrange for more formal dialogue between stakeholders prior to decisions being made by the UCI, as opposed to re-engaging in debate following a vote.

- Promote dialogue with cycling's stakeholders (2018).
- Abide by and apply the decisions made (2018).
- Provide a formal regulatory framework for dialogue on an equal footing between the (AIOCC), the (AIGCP), and the (CPA), prior to a decision being made by the UCI (2020).





► **Promote broader representation at and governance of representative structures (AIOCC, AIGCP, CPA)**

While the bodies representing organisers, teams and riders are essential to the proper functioning of men's professional Road cycling, they represent only some members of the wider family. The UCI has every interest in engaging with strong and fully representative bodies. While there is no wish to interfere in these bodies, the need to make them more representative and improve their governance must be discussed.

- Help make representative bodies even more representative in nature (2019).
- Engage in dialogue with the AIOCC, AIGCP and CPA on ways of improving their governance (2019).
- Set up a body to oversee management of prizes allocated to the CPA and comprising all stakeholders: AIOCC, AIGCP, CPA and the UCI (2018).

## WORK WITH ALL STAKEHOLDERS TO BRING ABOUT CREDIBLE AND AMBITIOUS REFORM

### ► Make new reforms to professional Road cycling

Men's professional Road cycling must be organised in a clearer way if we are to increase its appeal and its growth around the world, attract new sponsors, ensure the continuity of existing structures, and keep existing fans engaged and attract new ones. The reform implemented in 2017 does not meet these objectives and it is necessary, therefore, to draw up an ambitious project of our own that enables men's professional Road cycling to achieve the status of a major global sport. To ensure this happens, the leadership of the UCI President must be recognised by the stakeholders of professional cycling. The UCI must set clear guidelines in relation to the calendar, race formats, the funding of professional teams, the generation of revenue, budget management, and system regulation. This reform will be discussed in 2018 through an extensive consultation and will be implemented from 2020 onwards.

- Consolidate the global standing of cycling by drawing on the sport's roots (2020).
- Promote the creation of new events around the world (2020-2022).
- Refuse any form of closed systems for organising cycling (2020).
- Guarantee regulatory stability with a view to encouraging investment (2020).
- Enable teams to develop in a stable environment (2020).
- Build an organisation based on sporting value and the quality of organisations (2020).
- Make genuine opportunities available to second-tier stakeholders (2020).







### ► Improve the business model of professional Road cycling

While men's professional Road cycling enjoys considerable popular support, its business model must be developed in the interests of the wider cycling family. Many organisers struggle to balance their budgets, and teams are almost entirely dependent on their title sponsors. Moreover, few sponsors are global operators and the economic value of our sport is relatively low in comparison to the world's leading sports. Improvements must be made to cycling's business model to make it more stable and attract new investors.

- Bring Road cycling back into the era of professionalism by making it a major global sport on an economic level (2020).
- Assess the possibility of organisers pooling TV rights on a voluntary basis, with the involvement of the UCI (2020-2022).
- Make sure telemetry data is broadcasted (2020).
- Ensure standardised, high-quality TV production through the pooling of production resources (2020-2022).
- Engage in a discussion on sharing resources acquired through prize money paid to teams (2020).
- Organise races at the highest level, retaining the UCI WorldTour designation and organising races into two categories: one featuring the one-day classics and the other the stage races (2020).
- Provide prize money for these series (2020).
- Sequence events on the calendar by continents and types of race (2021-2022).
- Create a unique digital platform with the support of all stakeholders, under the auspices of the UCI (2020).
- Organise our sport in a clearer way (2020).
- Assess the possibility of managing team budgets (2021).



## ► Increase the attractiveness of our races

The popularity of men's professional road cycling is founded on its unpredictability and the exploits of its champion riders. It must be said, however, that some races lack appeal, particularly stage races, which can lead to a loss of interest among fans and TV viewers. The contribution made by technologies sometimes results in our races becoming overly similar too each other. If we are to revive interest in cycling, we need to tackle this issue.

- Set up a working group to look at the appeal of races and consider the issues at stake (2019).
- Review race formats (2020).
- Manage the use of new technologies (2020).

## ► Modify the mission of the Professional Cycling Council (PCC)

Founded by the UCI, the PCC runs the UCI WorldTour. Its functions have varied little since its creation, and the interface with the second tier of professional cycling ought to be strengthened. With that objective, changes will be made to the way the PCC operates.

- Broaden the PCC's functions to include the second tier of professional cycling, under the control of the UCI Management Committee (2020).
- Set out a regulatory framework for the PCC in the UCI Regulations (2020).
- Strengthen the presence of the National Federations in the PCC. (2018-2022)
- Recruit a UCI WorldTour Director as a preferred point of contact with its stakeholders (2020-2022).





# CREDIBILITY





## KEY AREA V – CREDIBILITY

### ENSURE CREDIBILITY OF SPORTING RESULTS AND PROTECT ATHLETES

Cycling is a wonderful sport in which the exploits of riders strike a chord with the watching world. To ensure that people continue to follow our sport with passion, we must guarantee the credibility of race results. Our credibility has been undermined by numerous doping scandals and cases of suspected technological fraud. The UCI must now shoulder this responsibility, which is vital to the future of cycling.

### STRENGTHEN THE PREVENTIVE MEASURES AGAINST TECHNOLOGICAL FRAUD

#### ► Implement an effective and credible action plan

Detected at the 2016 UCI Cyclo-cross World Championships, the first case of technological fraud provided proof that mechanical doping was a reality. More cases have since been uncovered in amateur cycling. The UCI will take all necessary measures in stepping up the fight against technological fraud by implementing a credible and effective plan. The future of our sport depends on it.

- Use all existing technological resources to make controls tighter (2018).
- Assess the possibility of imposing stiffer penalties, both on athletes, their entourages and teams (2018).
- Encourage nations to impose specific criminal penalties (2018-2022).
- Analyse performances so that controls can be targeted (2018-2022).







► Develop verification tools and have them tested by independent laboratories

We must always keep abreast of technological developments and miniaturisation. We must prioritise the search for the most appropriate technological control solutions so that we can keep the pressure up on cheats. The UCI will carry out controls using equipment approved by independent laboratories, and the funding needed to roll out these technologies will be made available.

- Develop a new generation tablet that is more efficient and cheaper and thus more likely to be used around the world by our National Federations (2019).
- Use X-ray technology with recognised partners in checking bikes before and after races (2018).
- Conduct more thorough checks by taking bikes apart if necessary (2018-2022).
- Develop onboard magnetometer technology to prevent, in real time, the possible use of electric aids in competition (2020).
- Have measuring tools validated by scientifically renowned, independent laboratories (2018-2020).

## CONTRIBUTE TO ANTI-DOPING EFFORTS WORLDWIDE

- Continue to innovate in the fight against doping and maintain good rapport with the World Anti-Doping Agency (WADA) and the IOC

The doping scandals of recent years have saddled cycling with a very negative image. Our sport has genuinely grown in terms of awareness and the UCI has been very coherent in its efforts to tackle the problem. Our Federation has been a global leader in this respect. It was the first to introduce anti-doping controls, to carry out analyses detecting the presence of EPO, to measure haematocrit levels, to introduce the biological passport, and to delegate its anti-doping programme to an independent body: the Cycling Anti-Doping Foundation (CADF).

The fight against doping is ongoing, however. It is a fight that needs to be stepped up, in collaboration with the main stakeholders: WADA, the IOC and government authorities.

At the meeting of its Executive Commission on 1 June 2016 the IOC announced that it will continue to advocate that all tests be carried out independently of sporting organisations and that national and international anti-doping programmes be harmonised under the supervision of a new body. The UCI has already taken action in this respect by creating the CADF. Nevertheless, we must keep on innovating to become even more effective in this fight.

- Assess the possibility of opening the CADF up to other sports (2020-2022).
- Work with the International Testing Agency (ITA) set up by WADA and the IOC on technical issues and information gathering (2019).
- Demand that the World Anti-Doping Code be amended so that riders returning "positive" or "abnormal" test results are provisionally suspended. (2018-2020).
- Consolidate, if necessary, the process guaranteeing independence in the legal management of the Anti-Doping Rule Violations (ADRVs) (2020-2022).
- Draft a "clean cycling" charter and put it before cycling's stakeholders (2019).
- Create a link between the number of ADRV committed by countries and their Olympic Games quota places (2022-2024).







### ► Continue innovating and roll out a doping prevention plan

While some National Federations have always been at the forefront of the fight against doping, others have lagged and held back by deep-rooted doping cultures. Education and prevention policies thus need to be strengthened and innovative actions and experiences shared.

- Ensure cycling takes the lead in the fight against doping by means of innovative and ground-breaking initiatives (2018-2022).
- Set up a doping prevention plan in conjunction with administrators, technical staff, fitness coaches and young riders (2018-2022).
- Set up a post dedicated to doping prevention (2020).
- Request that certain targeted National Federations come up with an education and anti-doping plan (2018-2022).
- Implement a specific initiative in South and Central America in conjunction with WADA, the National Anti-Doping Organisations (NADOs), Regional Anti-Doping Organisations (RADOs), the Pan American Cycling Confederation (COPACI) and our National Federations (2019-2022).

### ► Support the extension of WADA's Prohibited List

WADA determines which products should go on the Prohibited List. A glance at the List reveals that some products that have been scientifically proven to have an effect on the performance of cyclists continue to be permitted. We must campaign hard for the List to be extended to include certain products.

- Explore, along with WADA, the possibility of preventing the use of certain non-prohibited medications in competition, in view of their health effects (2018-2019).
- Demand that tramadol and other pain-relief medications be prohibited in cycling (inclusion in section P1: "Substances prohibited in certain sports") (2018-2019).
- Call for the regulation of prohibited substances and for methods to be harmonised by enforcing a single mode of prohibition: "at all times and in- and out-of-competition" (2019-2020).



## PROTECT THE ATHLETES

### ► Establish an independent regulatory medical monitoring system

Shaken to its core by a series of doping scandals between 1995 and 2010, the sport of cycling subsequently adopted a policy that focused on the fight against this scourge rather than on medical fitness, which is oriented towards safeguarding the health of athletes and gauges the effects of taking certain permitted and prohibited substances.

- Integrated the IOC's Medical and Scientific Commission (2020).
- Set out a specific medical fitness policy for the benefit of athletes (2018-2019).
- Engage in independent regulatory medical supervision of teams, applicable in every country (2019-2020).
- Recruit a UCI Medical Director, a full-time doctor who is responsible particularly for coordinating this supervision and providing a preferred point of contact with teams and other stakeholders (2018).
- Create an epidemiological database of medical fitness and biological criteria and which respects medical confidentiality (2019-2022).
- Embark on and promote the development of research into cycling-related epidemiology and medicine, particularly for the benefit of lesser-known disciplines (2019-2022).
- Develop the relevant medical fitness criteria (2019-2022).
- Pool blood testing with that carried out by the CADF for the biological passport, with a view to cutting down the number of actual tests conducted and reducing costs (2018-2019).
- Remind team doctors that they are required to approve local cortisone injections and to prescribe a minimum eight-day suspension from work and competition (2019).
- Introduce a no-start rule in the event of inadequate parameters, such as a very low cortisol test reading, with a suspension from competition (2019).
- Approve the use of easily accessible matrices other than blood (or urine) with a view to identifying biological criteria for non-starts (2019-2022).
- Improve, if necessary, the administration of Therapeutic Use Exemptions (AUT) in conjunction with WADA (2019).





### ► Guarantee equal opportunity for all athletes

It is essential that the UCI guarantees that athletes are able to compete on an equal footing with each other and that the athlete is more important than the equipment used. In response to the laxity of recent years, our Federation must take a stricter line in ensuring that every athlete has the same opportunities, while also ensuring there is a place for continued innovation.

- Review procedures for the approval of equipment (2019).
- Introduce a rule that states that only equipment launched on to the market by 1 January at the latest may be used for competitions, in particular, for the Olympic Games (2019).
- Ban the use of prototypes in competitions (2019).
- Draft a strict procedure governing the use of new equipment in competition (2018).

### ► Enhance race safety and reduce the risk of accidents

Race safety is an essential factor in protecting riders. In recent years there have been too many accidents that could easily have been avoided had stricter rules been in place. The growing number of urban developments has also made competitive road cycling more dangerous. The UCI, which is already dealing with this issue, must improve race safety further still in conjunction with all stakeholders.

- Make race safety a priority (2018-2022).
- Carry out a scientific study on the rise in the number of race falls and on the reasons for them so that the necessary conclusions can be drawn (2019-2020).
- Consolidate the action plan drawn up by the UCI, in collaboration with race organisers, while also taking riders' concerns into consideration (2020).
- Alter the size of the peloton in response to race conditions (2020).
- Stiffen the penalties imposed in the event of safety rules being violated (2020).
- Make a decision on the use of disc brakes with a view to enhancing safety (2018).

## DEVELOP A POLICY ON THE RISKS POSED BY SPORTS BETTING

### ► Strengthen regulations on sports betting

The significant growth of sports betting has had an impact on competition, with the consequences of this being felt through match fixing. Our sport must protect itself from this phenomenon, and this objective involves tightening our regulations.

- Take stock of the sports betting industry and propose appropriate regulations (2019).
- Prevent certain forms of betting identified as posing a risk, such as live betting and head-to-head betting (2019).
- Carry out preventative work and raise awareness among young riders as to the risks of sports betting (2019).
- Regulate team sponsorship by betting companies and work with the financial heads of teams to ensure operational independence in particular (2020).

### ► Work with national governments, institutional bodies and private partners to monitor betting

Some countries have introduced sports betting legislation as a mean to control operators. The expertise they have acquired could be valuable for the UCI in its strategy to guarantee the credibility of its competitions.

- Liaise with government agencies overseeing sports betting (2019).
- Play a part in ongoing monitoring so that it may be implemented in cycling (2020).
- Factor the thoughts of the sporting world into the process (2019).

### ► Consider the possibility of regulating communication with riders during races

The possibility of communicating with riders during a race poses a risk to cycling in that it could lead to events being fixed, as is the case in other sports. The potential risks to our sport must therefore be assessed.

- Consider the possibility of banning or regulating communication with riders during races (2020).



# NATIONAL FEDERATIONS



AFG	AFGHANISTAN	ASIA	CMR	CAMEROON	AFRICA
ALB	ALBANIA	EUROPE	CAN	CANADA	AMERICA
ALG	ALGERIA	AFRICA	CPV	CAPE VERDE	AFRICA
AND	ANDORRA	EUROPE	CAY	CAYMAN ISLANDS	AMERICA
ANG	ANGOLA	AFRICA	CAF	CENTRAL AFRICAN REPUBLIC	AFRICA
AIA	ANGUILLA	AMERICA	CHA	CHAD	AFRICA
ANT	ANTIGUA AND BARBUDA	AMERICA	CHI	CHILE	AMERICA
ARG	ARGENTINA	AMERICA	TPE	CHINESE TAIPEI	ASIA
ARM	ARMENIA	EUROPE	COL	COLOMBIA	AMERICA
ARU	ARUBA	AMERICA	COM	COMOROS	AFRICA
AUS	AUSTRALIA	OCEANIA	CGO	CONGO	AFRICA
AUT	AUSTRIA	EUROPE	COK	COOK ISLANDS	OCEANIA
AZE	AZERBAIJAN	EUROPE	CRC	COSTA RICA	AMERICA
BAH	BAHAMAS	AMERICA	CIV	COTE D'IVOIRE	AFRICA
BRN	BAHRAIN	ASIA	CRO	CROATIA	EUROPE
BAN	BANGLADESH	ASIA	CUB	CUBA	AMERICA
BAR	BARBADOS	AMERICA	CUR	CURACAO	AMERICA
BLR	BELARUS	EUROPE	CYP	CYPRUS	EUROPE
BEL	BELGIUM	EUROPE	CZE	CZECH REPUBLIC	EUROPE
BIZ	BELIZE	AMERICA	PRK	DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	ASIA
BEN	BENIN	AFRICA	COD	DEMOCRATIC REPUBLIC OF THE CONGO	AFRICA
BER	BERMUDA	AMERICA	DEN	DENMARK	EUROPE
VEN	BOLIVARIAN REPUBLIC OF VENEZUELA	AMERICA	DJI	DJIBOUTI	AFRICA
BOL	BOLIVIA	AMERICA	DMA	DOMINICA	AMERICA
BIH	BOSNIA AND HERZEGOVINA	EUROPE	DOM	DOMINICAN REPUBLIC	AMERICA
BOT	BOTSWANA	AFRICA	ECU	ECUADOR	AMERICA
BRA	BRAZIL	AMERICA	EGY	EGYPT	AFRICA
IVB	BRITISH VIRGIN ISLANDS	AMERICA	ESA	EL SALVADOR	AMERICA
BRU	BRUNEI DARUSSALAM	ASIA	ERI	ERITREA	AFRICA
BUL	BULGARIA	EUROPE	EST	ESTONIA	EUROPE
BUR	BURKINA FASO	AFRICA	ETH	ETHIOPIA	AFRICA
BDI	BURUNDI	AFRICA	FIJ	FIJI	OCEANIA
CAM	CAMBODIA	ASIA	FIN	FINLAND	EUROPE

MKD	FORMER YUGOSLAV REPUBLIC OF MACEDONIA	EUROPE
FRA	FRANCE	EUROPE
GAB	GABON	AFRICA
GAM	GAMBIA	AFRICA
GEO	GEORGIA	EUROPE
GER	GERMANY	EUROPE
GHA	GHANA	AFRICA
GBR	GREAT BRITAIN	EUROPE
GRE	GREECE	EUROPE
GRN	GRENADA	AMERICA
GUM	GUAM	OCEANIA
GUA	GUATEMALA	AMERICA
GUI	GUINEA	AFRICA
GBS	GUINEA-BISSAU	AFRICA
GUY	GUYANA	AMERICA
HAI	HAITI	AMERICA
HON	HONDURAS	AMERICA
HKG	HONG KONG, CHINA	ASIA
HUN	HUNGARY	EUROPE
ISL	ICELAND	EUROPE
IND	INDIA	ASIA
INA	INDONESIA	ASIA
IRQ	IRAQ	ASIA
IRL	IRELAND	EUROPE
IRI	ISLAMIC REPUBLIC OF IRAN	ASIA
ISR	ISRAEL	EUROPE
ITA	ITALY	EUROPE
JAM	JAMAICA	AMERICA
JPN	JAPAN	ASIA
JOR	JORDAN	ASIA
KAZ	KAZAKHSTAN	ASIA
KEN	KENYA	AFRICA
KOR	KOREA	ASIA

KOS	KOSOVO	EUROPE
KUW	KUWAIT	ASIA
KGZ	KYRGYZSTAN	ASIA
LAO	LAO PEOPLE'S DEMOCRATIC REPUBLIC	ASIA
LAT	LATVIA	EUROPE
LBN	LEBANON	ASIA
LES	LESOTHO	AFRICA
LBR	LIBERIA	AFRICA
LBA	LIBYA	AFRICA
LIE	LIECHTENSTEIN	EUROPE
LTU	LITHUANIA	EUROPE
LUX	LUXEMBOURG	EUROPE
MAC	MACAO, CHINA	ASIA
MAD	MADAGASCAR	AFRICA
MAW	MALAWI	AFRICA
MAS	MALAYSIA	ASIA
MLI	MALI	AFRICA
MLT	MALTA	EUROPE
MTN	MAURITANIA	AFRICA
MRI	MAURITIUS	AFRICA
MEX	MEXICO	AMERICA
MON	MONACO	EUROPE
MGL	MONGOLIA	ASIA
MNE	MONTENEGRO	EUROPE
MAR	MOROCCO	AFRICA
MOZ	MOZAMBIQUE	AFRICA
MYA	MYANMAR	ASIA
NAM	NAMIBIA	AFRICA
NEP	NEPAL	ASIA
NED	NETHERLANDS	EUROPE
NZL	NEW ZEALAND	OCEANIA
NCA	NICARAGUA	AMERICA
NIG	NIGER	AFRICA



NGR	NIGERIA	AFRICA	ESP	SPAIN	EUROPE
NOR	NORWAY	EUROPE	SRI	SRI LANKA	ASIA
OMA	OMAN	ASIA	SUD	SUDAN	AFRICA
PAK	PAKISTAN	ASIA	SUR	SURINAME	AMERICA
PAN	PANAMA	AMERICA	SWZ	SWAZILAND	AFRICA
PAR	PARAGUAY	AMERICA	SWE	SWEDEN	EUROPE
CHN	PEOPLE'S REPUBLIC OF CHINA	ASIA	SUI	SWITZERLAND	EUROPE
PER	PERU	AMERICA	SYR	SYRIAN ARAB REPUBLIC	ASIA
PHI	PHILIPPINES	ASIA	TJK	TAJIKISTAN	ASIA
POL	POLAND	EUROPE	THA	THAILAND	ASIA
POR	PORTUGAL	EUROPE	TLS	TIMOR LESTE	ASIA
PUR	PUERTO RICO	AMERICA	TOG	TOGO	AFRICA
QAT	QATAR	ASIA	TTO	TRINIDAD AND TOBAGO	AMERICA
MDA	REPUBLIC OF MOLDOVA	EUROPE	TUN	TUNISIA	AFRICA
ROU	ROMANIA	EUROPE	TUR	TURKEY	EUROPE
RUS	RUSSIAN FEDERATION	EUROPE	TKM	TURKMENISTAN	ASIA
RWA	RWANDA	AFRICA	UGA	UGANDA	AFRICA
SKN	SAINT KITTS AND NEVIS	AMERICA	UKR	UKRAINE	EUROPE
LCA	SAINT LUCIA	AMERICA	UAE	UNITED ARAB EMIRATES	ASIA
VIN	SAINT VINCENT AND THE GRENADINES	AMERICA	TAN	UNITED REPUBLIC OF TANZANIA	AFRICA
SMR	SAN MARINO	EUROPE	USA	UNITED STATES OF AMERICA	AMERICA
STP	SAO TOME AND PRINCIPE	AFRICA	URU	URUGUAY	AMERICA
KSA	SAUDI ARABIA	ASIA	UZB	UZBEKISTAN	ASIA
SEN	SENEGAL	AFRICA	VAN	VANUATU	OCEANIA
SRB	SERBIA	EUROPE	VIE	VIETNAM	ASIA
SEY	SEYCHELLES	AFRICA	ISV	VIRGIN ISLANDS	AMERICA
SLE	SIERRA LEONE	AFRICA	YEM	YEMEN	ASIA
SIN	SINGAPORE	ASIA	ZAM	ZAMBIA	AFRICA
SXM	SINT MAARTEN	AMERICA	ZIM	ZIMBABWE	AFRICA
SVK	SLOVAKIA	EUROPE			
SLO	SLOVENIA	EUROPE			
SOM	SOMALIA	AFRICA			
RSA	SOUTH AFRICA	AFRICA			



# **AGENDA**

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# **2022**