



Strategic Plan

2022 - 2025



Executive Summary

The Cayman Islands Cycling Association (“Cayman Cycling”) is the governing body for cycling in the Cayman Islands and is run by a small volunteer Board of Directors, working together to promote, support and develop our sport in the Cayman Islands.

Cycling in Cayman has undergone a transformation in the last 3 years, with increased participation in the sport locally and a return to international competition. We see Cayman Cycling’s role in this transformation as continuing to lead, regulate and empower. Key to this will always be engaging and supporting our partners to collectively develop our community.

Cayman Cycling is affiliated with the Cayman Islands Olympic Committee (CIOC) which provides leadership for Olympic sports in the Cayman Islands and is recognized by the Cayman Islands Department of Sport. Cayman Cycling was recognized as a Not-for-Profit organization under Section 80 of the Cayman Islands Companies Law, effective July 2018.

Cayman Cycling holds affiliate memberships with the Pan American Cycling Confederation (“COPACI”) and the Union Cycliste Internationale (“UCI”) which allows cyclists from the Cayman Islands to compete in COPACI & UCI sanctioned international and continental events including:

- Olympic Games
- Commonwealth Games
- World Championships
- Pan American Games
- Central American and Caribbean Games
- Pan American Cycling Championships
- Caribbean Cycling Championships

Cayman’s cycling athletes currently participate in the **road cycling** discipline, which comprises two variations of the discipline - road racing and time trials. Road cycling is one of several disciplines governed by the UCI and is also the primary Olympic discipline for the sport. In the past we participated in other disciplines, such as Track cycling, and are looking to the future, currently exploring the development of BMX, one of the fastest-growing disciplines in cycling today.



Established in 1982, the creation of our Association was seen as the first step in developing the sport of cycling in the Cayman Islands and to champion athletes representing the sport locally and internationally.

And for the past 40 years we have strived to achieve just that. Cayman has a long, rich cycling history with past athletes flying the Cayman flag at several Olympic Games, Commonwealth Games, and numerous international & regional events.

Like our cycling community here in Cayman, our sport is vast, diverse, and constantly evolving. More than just a sport, cycling is an activity that transcends competition and as such, our purpose is simple – inspire the cycling community in the Cayman Islands. This community will undoubtedly become the essence of the organization and the sport, so with this in mind, Cayman Cycling has begun a membership drive to establish more a regular communication channel with our cycling community – a mandate of building participation and support for the future.

As with all endeavours, the level of financial support is often an important driver in the success. We are grateful to have had access to funding support and it will be critical to continue these relationships - working together towards common goals. Currently, funding is acquired from:

- **Internal financing** via race fees, fundraising activities etc.
- **Olympic Solidarity** through the CIOC for international games
- **Event-based support** from the CIOC
- **Annual Purchase Agreement** support from the Ministry of Youth, Sports, Culture & Heritage

Achieving financial balance that sustainable is an accomplishment we are excited to work towards. With an aim to lessen the reliance on Government & the CIOC, it is our intent to seek private sector partners to provide additional financial capital.



Over the next four years, Cayman Cycling will work towards a Roadmap that concentrates on four interrelated areas of strategic focus.

We will create **GOVERNANCE** that will provide a framework and culture to help deliver policies and strategic objectives with transparency, diversity and inclusion, accountability, and integrity.

We recognize that to ensure continued growth in cycling, creating **YOUTH PATHWAYS** will not only drive the flow of participation, but provide a springboard to help identify & develop future champions.

An essential element to the elevation of the international profile of our sport, ensuring continued **NATIONAL TEAM DEVELOPMENT** will support our athletes, coaches, and officials in preparing for the world stage and help create lifelong ambassadors for our sport and Cayman Islands community.

Frequent participation in **INTERNATIONAL COMPETITION** will build the experience and requirements that will be needed to elevate our cyclists to be able to return to top-level racing at regional and Olympic Games.

This plan sets out the framework, objectives and strategic initiatives that will guide Cayman Cycling on this pathway over the next 4 years. Over this period our competitive, demographic, and economic landscape will continue to evolve, but with the building blocks of our plan already taking shape, we will no doubt move forward with the ability to adapt and evolve along with it.

Daniel Cummings
President



2022–2025 Roadmap

Governance

Cayman Cycling is committed to establishing a framework and culture to help deliver policies and strategic objectives with transparency, diversity and inclusion, accountability, and integrity.

We will create and continually review, governance that ensures appropriate representation by athletes, coaches and technical experts while meeting the objectives and requirements of the UCI, CIOC and COPACI.

The objectives for the next four years as they relate to governance include:

- Evaluating the composition of the board to ensure it adequately represents the national team, development programs, and brings an independent perspective to matters under consideration
- Ensuring implementation of and compliance with the Child Abuse Prevention Policy; and
- Ensuring implementation of and compliance of an Anti-doping policy in line with the World Anti-doping Agency (WADA)
- Adopting policies to comply with the following policies and guidance published by the Registrar of Non-Profit Organizations:
 - i. Complaints, Investigations, and Enforcement;
 - ii. Reporting a Complaint on a Non-Profit Organization;
 - iii. Risk Management;
 - iv. Addressing the Risk of Targeted Financial Sanctions;
 - v. General Guidance and Best Practices;
 - vi. Dissolution of Non-Profit Organizations;
 - vii. Best Practices to Prevent a Non-Profit Organization from being Abused for Terrorist Purposes; and



Youth Pathways

To ensure a steady flow of talent in the sport, is important for us to create youth focused initiatives and programs that will bring the next champions of cycling to the forefront.

We see BMX as a great pathway for young cyclists to get started in the sport. As mentioned, it is one of the fastest-growing disciplines in cycling today, and from an early age, kids that begin their journey into cycling via BMX, learn key cycling skills, confidence, and safety awareness - skills that will carry them forward in the sport at every level and connect them through the challenges of cycling.

The benefits of this are two-fold, in that our athletes that display a significant BMX talent can be kept on an Olympic pathway in that discipline or an athlete can be transitioned to road cycling if their skill set leans more in that direction.

Excellence in this discipline will feed onto the other strategic areas, including adding athletes to the National Team pool at the Junior level (under 18). Cycling of all disciplines has seen a resurgence at the collegiate level and developing junior cycling talent, offers another sporting opportunity for scholarships and participation at that level.

The creation of a BMX track is an immediate focus for us as we feel dedicated space to develop our young cycling talent is a necessity and one we hope to have implemented within the next 12 to 18 months.



National Team Development

Cayman Cycling is committed to long-term development of our athlete's success as well as increasing the number who represent us at the international level as part of the national team.

Being selected to represent your country in anything you do, is always an honor and cycling is no different. Equally important, are understanding the pathways that an athlete can take to achieve that honor. Along with the continued support for our existing national athletes, we are currently working on the logistics and criteria for two opportunities will create a feasible pathway for additional athletes looking to represent their country.

Firstly, the goal of a new **National Development Team**, will be targeted at educating and empowering the top junior, U23 and elite men and women riders in the Cayman Islands to succeed at the highest levels of competitive cycling. Consistent high-level training and meaningful racing opportunities will aim to develop smarter, more prepared, resilient athletes who will stay engaged with the sport in the long-term. Qualified athletes from this pool would have the opportunity to represent the country at the various international meets and key events identified in International Events section.

The glory associated with being recognized as the best in your country is always a top achievement for any athlete. To align ourselves with other nations in the cycling world, we intend to implement a **national championship** as a pathway for Caymanian cyclists to represent their country. The winners of the various divisions will gain entry into the National Development Team and also form part of the representation of Cayman at the Caribbean Championships each year in October.



International Competition

Cayman Cycling has recently returned to regular international competition, committed to providing our athletes the opportunities to compete against some the best cyclists and teams in the region and the world.

A key component to the strategy behind race selection is to ensure we are garnering as many UCI Rider and Country points as possible. These points are important for participation in top-level events, such as the Pan Am Games, World Championships, and the Olympics, where the UCI can decide to award non-qualified nations the opportunity to enter riders. Additionally, we plan to increase our participation in regional events that are also recognised by the UCI and provides a springboard to enter these international event

The main objectives for the participation and qualification in international events have been outlined and set in by Cayman Cycling. The objectives for the next four years as they relate to the continued advancement of the National Team include:

- Qualifying for and participating in key events
- Increasing the number of riders attending the events
- Enhance our race preparation including technical requirements, race strategy, equipment & nutrition
- Providing the best possible racing-focussed equipment



International Events

2022

Pan American Cycling Championships	May 11 th - 16 th	San Juan, Argentina	N Forbes
U23 Caribbean Games	June 29 th – July 3 rd	Guadeloupe	V Magalhaes N Forbes
Athlete Development /Cayman Cycling Training or camp	July	TBC – prior to Commonwealth Games	N Forbes
Commonwealth Games	July – 7 August	Birmingham	V Magalhaes N Forbes M Testori
Cycling World Championships	September	Australia	TBD
Athlete Development /Cayman Cycling Training or camp	September/October	TBC – prior to Caribbean Championships	
Caribbean Cycling Championships	October	Guyana	V Magalhaes N Forbes M Testori



2023

Athlete Development /Cayman Cycling Training or camp	February	TBC – prior to Commonwealth Games	N Forbes
Pan Cycling Championships	March/April	TBC	V Magalhaes N Forbes M Testori Additional names TBD
Athlete Development /Cayman Cycling Training or camp	July	TBC	V Magalhaes N Forbes M Testori Additional names TBD
XXIV Central American and Caribbean Games	June 23 – July 8	San Salvador, ESA	V Magalhaes N Forbes M Testori Additional names TBD
Junior World Championships	August	TBC	No junior candidates currently
UCI Cycling World Championships	3 -13 August 2023	Glasgow, Scotland	TBD
Caribbean Cycling Championships	September	TBC	V Magalhaes N Forbes M Testori Additional names TBD
XVIII Pan American Games (Note - Olympic Qualifier event)	20 Oct- 5 Nov	Santiago, CHI	TBD



2024

Athlete Development /Cayman Cycling Training or camp	February	TBC - prior to Pan Am Cycling Championships	V Magalhaes N Forbes M Testori Additional names TBD
Pan American Cycling Championships	May	TBC	V Magalhaes N Forbes M Testori Additional names TBD
Athlete Development /Cayman Cycling Training or camp	June	TBC – prior to Olympics	V Magalhaes N Forbes M Testori Additional names TBD
Olympic Games (Note qualification events)	26 July – 11 August	Paris	
Cycling World Championships	September 21 to 29	Zurich	TBD
Caribbean Cycling Championships	October	TBC	V Magalhaes N Forbes M Testori Additional names TBD



2025

Athlete Development /Cayman Cycling Training or camp	April	TBC	V Magalhaes N Forbes M Testori Additional names TBD
Pan American Cycling Championships	May	TBC	V Magalhaes N Forbes M Testori Additional names TBD
Athlete Development /Cayman Cycling Training or camp	June	TBC – prior to Island Games	V Magalhaes N Forbes M Testori Additional names TBD
Island Games	July	Orkney	Development Team TBC
Athlete Development /Cayman Cycling Training or camp	September	TBC – prior to Caribbean Cycling Championships	V Magalhaes N Forbes M Testori Additional names TBD
Caribbean Cycling Championships	October	TBC	V Magalhaes N Forbes M Testori Additional names TBD