

**A BRIGHT FUTURE
FOR A CHANGED SPORT**

Pat McQuaid

UCI President

Dear friends and colleagues,

My life has always been about cycling. In one respect I was born to the sport. My father was an Irish international cyclist, as was my uncle. As a child, I enjoyed nothing more than watching my father racing. He stopped competing in 1961 and four years later I started racing myself as a young junior – an almost unbroken family continuum.



Born to cycling: Pat, aged five with his father Jim.

We were a family of ten children: seven boys and three girls. All seven boys raced and five of us went on to represent Ireland internationally as cyclists.

Cycling has never been just a hobby for me. It has been my whole life, personal and professional.

There are many things that I love about cycling. It is one of the few sports that you can enjoy at all stages of life. There is nothing like time spent on a bike. It is wonderful because you are out in the countryside, outside in nature, among friends. Cycling gives you the most wonderful sense of freedom that very few other sports can give you.

I will never forget what it was like to race internationally and to achieve success at the highest level as an amateur rider. My priority at that time though was to go to university to study Physical Education to teach sport to children, rather than pin my whole career on making it as a professional cyclist in Europe.

My career as a cyclist, international race organiser and administrator has given me a unique insight into all elements of the sport. The pinnacle of my achievements as a race organiser was bringing the Grande Depart of the Tour de France to Ireland in 1998. This chapter of my career forged my unwavering and unstinting ambition to clean up our sport whilst also shaping my vision for a global UCI World Tour.

In 1997, I was nominated by my Federation in Ireland and elected to the board of the UCI. I spent eight years as President of the UCI Road Commission, where I was responsible for the U23, Women and Junior disciplines, and was subsequently very honoured to be elected UCI President in 2005.

My passion for cycling has never dimmed. I am extremely honoured to be President of the UCI and to spend each day working to promote and develop the sport that I love.

My enthusiasm, vision and ambition for what our sport can achieve burns as brightly today as ever and I have set an ambitious agenda to continue developing the sport worldwide and to strengthen the UCI's position as a pioneer at the forefront of the fight against doping in sport.

I am extremely happy to be judged on my record over the past eight years.

My two overriding priorities as UCI President have been to bring the sport of cycling to new countries around the world so that they too can come to experience everything that I love about the sport, and to combat doping in cycling.

I believe that I have been successful in achieving both of these objectives but I also recognise that there is more work to be done. The phenomenal success of cycling at the London 2012 Olympic is testament to how far our sport

has come in recent years and how far it has developed worldwide.

The culture of cycling has changed since I became UCI President. Today's riders can race and win clean. An ever growing number of riders are clearly manifesting that reality and they are absolutely right in saying that they should not have to atone for the sins or misdeeds of past generations or the few who continue to cheat.

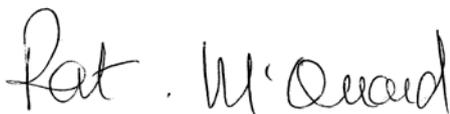
The challenge to ensure a clean sport is unrelenting. We may not have eradicated doping completely. There will always be some riders who persist but we are catching them and the peloton has rightly condemned them for their actions and the damage they do to our sport.

My mission now is to ensure that today's riders can continue to race and win clean and that they are never faced with having to make the same choices as past generations. I want to maintain the new culture and era of clean riding that exists today. I welcome the support that I have received from riders and teams and all within the cycling family as I work to ensure that we have a clean sport and that we never stop moving forward toward cycling's bright future.

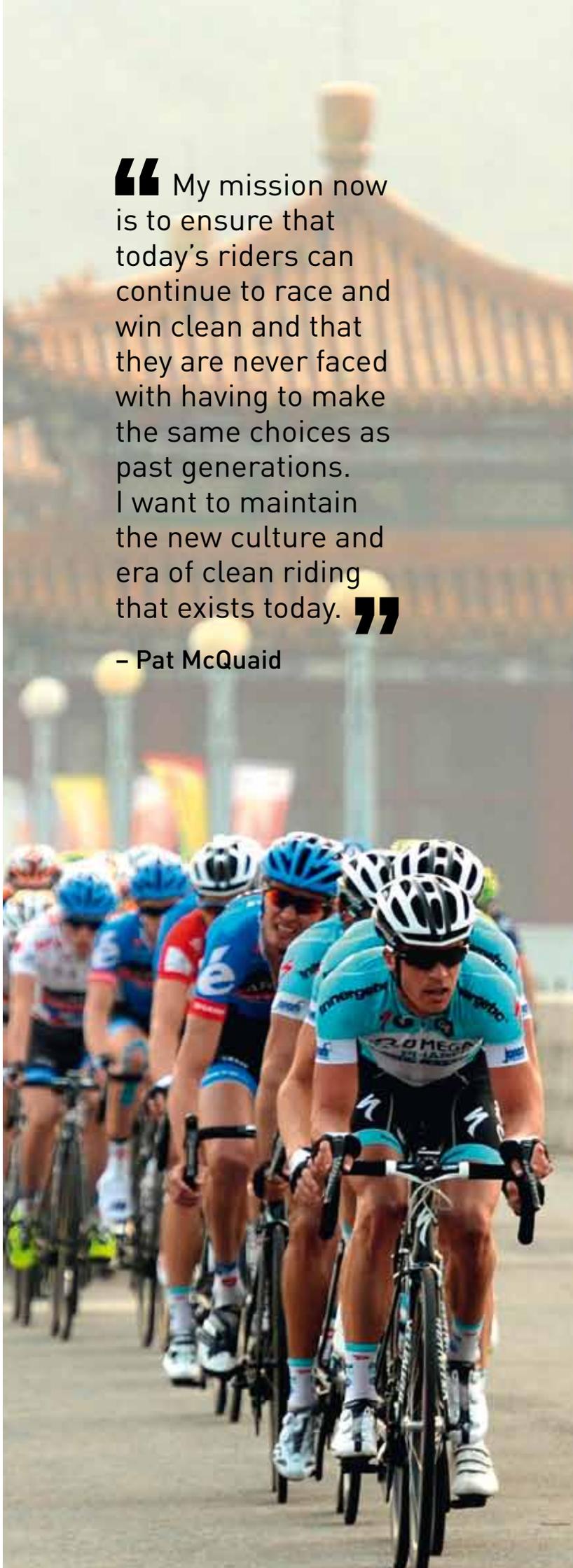
I stand four-square behind my record in cycling. I am heartened by the many telephone calls and letters that I have received from a great majority of national federations and cycling officials all around the world urging me to stand for a third term and I have been left in no doubt about their considerable support for the work that I am doing.

I look forward with confidence to the UCI Congress in September and the prospect of being re-elected – in what would be my final term - to deliver the ambitious agenda and vision that I have for the sport and that I am delighted to set out in this manifesto.

Sincerely yours,



Pat McQuaid – UCI President



“ My mission now is to ensure that today's riders can continue to race and win clean and that they are never faced with having to make the same choices as past generations. I want to maintain the new culture and era of clean riding that exists today. ”

– Pat McQuaid

AN IOC MEMBER FOR CYCLING

It has been a great privilege for the past three years to serve as a member of the International Olympic Committee (IOC).

Each and every national cycling federation around the world depends on cycling's position as a 'core sport' in the Olympic and Paralympic Games in order to receive funding from their respective governments. Preserving cycling's position as a core Olympic sport is therefore critical to the development of our sport worldwide.

It is of vital importance that the UCI President is an IOC member. There have been some calls in recent years for cycling to be dropped from the Olympic programme. I have always stood up for cycling in the face of such proposals. My position as an IOC Member has been an asset for cycling and my influence and good standing within the IOC has protected cycling's reputation and safeguarded its place as one of the core sports at the 2016 Olympic Games in Rio.

I will be clear in stating that the UCI will lose its IOC member and my voice and influence within the IOC if I am not re-elected. This is a reality and taking the IOC's selection protocols into account, it is almost certain that it will be many

years in the future before a UCI President is once again selected as an IOC member.

As a member of the IOC I am extremely well placed to work alongside my colleagues in the Olympic Movement to advance cycling and to ensure that its standing remains strong and positive.

As a member of the IOC I have been able to influence and contribute to policies in two crucial areas that relate to cycling.

I am a member of the IOC's 'Women in Sport' Commission and 'Entourage' Commission which deals with the entourage around athletes. I have brought a wealth of knowledge to the 'Entourage' commission based on the UCI's experience of those who facilitate and enable doping within teams.

In addition, as a member of both the IOC's 'Women and Sport' and 'Entourage' Commissions, I have been able to influence and contribute to policies in these two crucial areas relating to cycling.

Not only that, when cycling seeks to introduce new disciplines into the Olympic and Paralympic





programmes, or adjustments to existing disciplines, I have been able to bring influence to bear on these decisions.

One of my proudest achievements as an IOC member was my success in securing the introduction of BMX as a new discipline in the Olympic programme. It made its Olympic debut at the Beijing Olympic Games in 2008 and has given young cyclists the world over an opportunity to realise the dream of competing in the Olympic Games.

One of the the priorities for the IOC and its new President will be the introduction of new events and disciplines for future Olympic Games that

appeal to the modern audience particularly youth. It is extremely important that UCI has influence in those discussions and having an IOC member is critical to that.

I recently chose to step down from my position as an appointed Member of the Candidate Selection Commission for the 2020 Olympic Games in order to refocus this time and energy on the future development of cycling, which has included the completion of the UCI Stakeholders Consultation 'A Bright Future for Cycling' and the implementation of its recommendations.



FOUR PRIORITIES FOR A NEW TERM



Cycling has changed since I became UCI President in 2005.

In my two terms as President, I focused on two important priorities: the fight against doping in cycling and the globalisation of the sport.

It is now possible to race and win clean and there is a new culture within the peloton where riders support and believe in clean cycling.

Cycling has prospered and grown from being a predominantly European sport to a global one with riders from 44 countries now competing in the UCI World Tour and races taking place on five cycling continents.

Europe is cycling's heartland and I respect the traditions and heritage that have made our sport what it is today. Cycling has a duty of care to realise its global potential but we must never lose sight of the enormous work that our federations throughout Europe conduct each year to preserve and promote all that is beautiful about our sport.

The greatest cycling races on the global stage have been fought out in Europe for generations and their place in the cycling calendar should never be sidelined or replaced by a so called "Champions League of Cycling". I will never support such proposals which do nothing to promote the global development of our sport.

If I am re-elected in September, I will continue the work that I have been doing as UCI President and head of the Management Committee for the past eight years.

Having listened intently to the views expressed by cycling's many stakeholders in the consultation that I initiated earlier this year, I am determined to act and respond to their valuable feedback and to widen my focus.

Cycling must stay the course and I have therefore set four priorities for the next four years.

- 1. TO PRESERVE THE NEW CULTURE AND ERA OF CLEAN CYCLING**
- 2. TO ENSURE EQUALITY IN CYCLING THROUGH THE DEVELOPMENT OF WOMEN'S CYCLING**
- 3. TO MODERNISE THE WAY THAT CYCLING IS PRESENTED AS A GLOBAL SPORT**
- 4. TO FOSTER THE GLOBAL DEVELOPMENT OF CYCLING**

All of the actions and reforms proposed in my manifesto for the coming four years are within the existing planned budget and financial resources of the UCI. The majority of the initiatives outlined in this document have already received approval from, or are under discussion by, the UCI Management Committee.

1 PRESERVE THE NEW ERA AND CULTURE OF CLEAN CYCLING

Cycling has been transformed since I became UCI President. There has been a sea change in behaviour and in attitudes to doping in cycling. It is now possible to race and win clean.

During the past eight years I have introduced the most sophisticated and effective anti-doping infrastructure in world sport to cycling. Our sport is leading the way and I am proud

that other sports are now following in its footsteps.

Today, the UCI invests more than \$7.5 million a year in maintaining its anti-doping programme as a signatory of the WADA Code. That is more than four times the \$1.75 million that it was spending on the same programme when I became President in 2005.

“ A lot of people are beaten before they start, thinking if somebody's better than them they must be on drugs. I've never had that attitude. Kids can't be allowed to develop that attitude. I'm doing it clean. I hope that inspires kids to believe it's possible. The professional peloton has definitely improved. Obviously, it's impossible to say that it's 100% clean, but I won Liege-Bastogne-Liege, the biggest race of the year – one of the hardest races of the year – clean. I think people have welcomed that as a sign that cycling has made a huge step forward. I always believed it was possible and now I know it's possible. That's a huge thing to be able to say. ”

– **Daniel Martin**, Team Garmin-Sharp, 2013 Tour de France stage and Liège-Bastogne-Liège winner



Cycling's anti-doping infrastructure has enabled the UCI to catch and prosecute the riders who refuse to embrace the new culture of clean cycling. Our sport has paid a high price for that success, but the misdeeds of a few should not be allowed to tarnish the reputation of today's riders or the new culture of clean cycling.

As painful as the process to clean up cycling continues to be, we should never lose confidence in the strength of our anti-doping infrastructure to protect clean riders, to act as

a deterrent to doping, or to enable the UCI to monitor and target riders and to remove those who cheat from our sport.

During my tenure as UCI President, I have also introduced measures to prevent athletes convicted of doping from becoming team staff members. This is an integral part of my ambition to ensure that

today's riders are no longer influenced by those who sustained the culture of doping within our sport.

Cycling must stay the course and I will not shirk from defending our sport from those who seek to damage its reputation. I will continue to educate those who attack cycling about why other sports can learn from its pioneering

example and I refuse to allow any individual or any organisation to make the UCI, or cycling, the whipping boy for doping in sport. My membership of the IOC's Entourage Commission will also be central to driving reform in this area of cycling.



I remain committed – as does the UCI Management Committee – to conducting an independent audit into the UCI's actions during the years when Lance Armstrong was winning the Tour de France. The UCI's invitation to WADA to work with the UCI on this stands.

If WADA will not, however, work with us, the UCI will press ahead itself and appoint independent experts to carry out this audit.

The Management Committee, meeting in Bergen last month, together with the sub-committee appointed to establish the audit together with WADA, have reiterated their total commitment to completing the process.

Once the audit is completed, I and the UCI Management Committee remain totally committed to some form of 'truth process' for professional cycling.

“ Objectively... more has been done to combat doping during McQuaid's tenure than in the entire century preceding it. ”

– Herbie Sykes, Maglia Rosa

MY RECORD TO DATE

2006

The UCI introduced the **external quality control programme for laboratories** conducting health blood test analyses – the same programme that WADA introduced for ABP labs.

2007

The UCI launched the “**100% Against Doping**” programme.

The UCI helped develop the first **biological passport programme**. By the end of that year, this new system was established as a new method to detect blood doping. The UCI was the pioneer in the development of what has since

become the new cutting-edge tool in the fight against doping.

However, the efficacy of the programme should not simply be measured through the number of athletes who are caught and punished, but also on the deterrent effect that the programme has on riders thinking about doping to

win. Athletes wanting to change team, for example, or who want to be selected for their national teams, are now usually asked by the team's management to show their blood passport values.

The UCI paved the way for other anti-doping organisations, which have in turn adopted a biological passport system.

2008

The UCI created the **Cycling Anti-doping Foundation (CADF)** to manage the activities and funding of its anti-doping programme.

UCI introduced the **mandatory use of an electronic whereabouts system (ADAMS)**, as well as a blood anti-doping test for growth hormones.

2009

UCI launched the “**True Champion or Cheat**” programme, as well as the introduction of the Ethical Evaluation as part of the Pro Teams registration process.



“ I do think it’s possible to win the Tour clean, and to win stages in the Tour clean. I think stages like today show it’s possible, and that projects like my team show that in cycling there are a lot of people working on new ideas to make cycling clean. I’m proud of this win, as a sign that you can participate in the Tour and win in the Tour clean. ”

– **Marcel Kittel** (Argos - Shimano), winner of stage one of the 100th Tour de France and first time Tour stage winner

I am also committed to strengthening the independence of the UCI’s Cycling Anti Doping Foundation. No anti-doping test result is ever solely seen by the CADF. The results of every single test are seen by multiple anti-doping organisations, including WADA, USADA, AFLD and CONI, and the UCI should continue to share responsibility for anti-doping with these organisations.

In recent months, I have led a wide ranging consultation process with cycling’s stakeholders. The UCI Stakeholders Consultation recommended

that the UCI increase the independence of the CADF. I support that recommendation and the decision of the UCI Management Committee to do so and to approve the appointment of a fully independent board for the CADF. This process is already underway.

The CADF should also be independent in managing communications with the public and the media. It makes practical sense for the CADF to put a standalone communications structure in place to report its activities and to liaise with the media.

2011

UCI was the first anti-doping organisation to introduce a **‘no-needle’ policy**. This policy was later also adopted by the IOC at the London 2012 Olympic Games.

2012

The UCI introduced rules prohibiting anyone involved in doping from becoming team staff members.

2013

The UCI adjusted its no-needle policy to forbid athletes from competing within eight days of receiving a local injection of glucocorticosteroids.

The UCI launched a free 24-hour confidential anti-doping helpline for

professional riders, taking calls in French and English. Athletes can call the helpline if, for example, they are being pressurised to dope, if they have participated in organised doping, or if they know or suspect doping activities are taking place.

Today

Cycling conducts the **most out-of-competition tests of any International Federation**. In 2012, the UCI carried out a total of 14,168 anti-doping tests. This included 7,558 in-competition tests and 6,610 out-of-competition tests. Of these, 5,218 tests were carried out for the

UCI’s biological passport programme.

The UCI’s **anti-doping budget** in 2012 was more than USD 7million. The majority of this – almost USD 4m – was spent on out-of-competition and pre-competition testing of pro-riders.

NEW POLICY PROPOSALS AND REFORMS

I am committed to staying the course in working to ensure that today's riders can continue to race and win clean and they are never faced with having to make the same choices as past generations, in continuing to change the culture of our sport and in ensuring that the UCI never loses sight of realising its end goal of making cycling cleaner than any other sport.



“ It is disgraceful to be systematically dragged through the mud and bashed by some who seek either to make money on us, or to seek notoriety. If the culture of doping took place in the 90s, for fifteen years our sport has been combatting this scourge of doping. Our generation is talking and thinking about the present and especially the future, but certainly not the past. ”

– Professional Cyclists Association (CPA)

As a re-elected President, I commit to the following:

- I will increase UCI World Tour teams' contributions to anti-doping in order to fund and increase the independence of the CADF.
- All anti-doping activities will be handled by the CADF, which I will ensure is as independent as the WADA Code permits it to be. This includes the appointment of a totally independent Board, a process which is already underway.
- The CADF will move to new premises outside of the UCI. The CADF will also operate a stand-alone communications structure to report its activities and to liaise with the media independently of the UCI.
- The UCI will continue its close and effective day-to-day cooperation with WADA and all anti-doping organisations.

“ You can't generalize everyone. It is possible to win the Tour de France without doping. Cheaters will not get away with it now we have the biological passport. ”

– Eddy Merckx, five time Tour de France winner

- The UCI will establish an independent audit of its actions during the years when Lance Armstrong was winning the Tour de France. The UCI will aim to work in partnership with WADA on this. Once the audit is completed, the UCI will establish a 'truth process' for professional cycling and I will work closely with the new President of WADA who will be elected later this year and who will come from the sports world and likely be an IOC member with whom I have a strong relationship. This will enable the UCI to repair and renew working relations with the leadership of WADA and to build upon the excellent day-to-day working relations and co-operation that exists between the UCI and WADA.
- I will instigate sanctions against teams and entourages found guilty of doping.



2 ENSURING EQUALITY IN CYCLING

The UCI must bring a new focus on developing women's cycling. Inequality in any sport is unacceptable. No distinction should be made between the achievements of men and women in cycling. It is not acceptable that women in cycling do not receive the same pay, prize money and conditions as men. It is past time for this inequality to be brought to an end.



In the recent Stakeholder Consultation, respondents stressed the importance of promoting women's cyclists and events.

My work to ensure equality in cycling will also be advanced and progressed through my role as a member of both the IOC 'Women in Sport' and 'Entourage' Commissions.

MY RECORD TO DATE

- I have overseen the introduction of equal prize money for men and women at all UCI World Championships – a significant step forward in guaranteeing a healthy and fair future for cycling.
- In 2014, equal prize money will also be extended to the UCI Continental Championships. I will also continue to press for this fundamental principle to be applied to all levels of competitive cycling.
- As a member of the IOC's Women in Sport Commission, I was responsible for introducing gender equality in the Olympic Games, such as men and women both having five track events included in the programme.
- I have also encouraged more women to join cycling's administration. The introduction of the UCI Athletes Commission has brought both male and female athletes together in identifying and putting forward new proposals to develop women's cycling.

NEW POLICY PROPOSALS AND REFORMS

- I will establish an independent UCI Women's Commission, separating women's cycling from the UCI Road Commission. This new Commission will be responsible for developing all disciplines of women's cycling.
- I will continue to push for equality in prize money, pay and conditions at every level of cycling and in every discipline.
- I will ensure that Olympic funds are split equally between development of both men and women's cycling.
- I will ensure the UCI develops a new global women's elite race calendar that is easy to understand.
- I will seek to ensure that events seeking World Tour status are given priority if they have a women's event – and that teams seeking World Tour status should also be given priority if they have a women's team.
- I will ensure the UCI helps promote the women's sport at an elite level by working with event organisers, teams, broadcasters and sponsors.
- I will encourage more women to hold decision-making positions in cycling, something I have specifically appealed for in past Congress addresses.



3 MODERNISE THE WAY THAT CYCLING IS PRESENTED AS A GLOBAL SPORT

Cycling is now a global sport. The UCI World Tour is broadcast to audiences in 175 countries. In just the past six years, the total number of teams has risen from 153 to 230. Cycling has to change and modernise to adapt to what the media and fans expect of the sport.

The UCI Stakeholder Consultation produced a wealth of invaluable feedback about how the people most involved in our sport would like to see it evolve. Having established the consultation, I have now incorporated much of its feedback into my programme for the coming four years.

MY RECORD TO DATE

Establishment of the UCI Bike City programme and other green initiatives. Copenhagen was the first city to be awarded the UCI Bike City label in 2007. Other cities include Melbourne (Australia).

BMX has been a huge success in the Beijing and London Games. All of our federations are seeing rapidly increasing numbers of youngsters coming into the sport via BMX. My expectation is that as these youngsters develop and grow older, they will move into other cycling disciplines. There is plenty of historical evidence to suggest that will happen.

Overseen calendar reform to produce Europe Tour, Africa Tour, America Tour, Asia Tour and Oceania Tour.

New initiatives to improve technology in cycling including:

- Open dialogue with the bike industry
- Approval for frames and forks
- The introduction of wheel testing programme for 2014
- A technological moratorium to facilitate and kick-start the quest for durable geo-positioning and data transmission technologies

An over-arching initiative to explore how new technologies, including new media initiatives that make cycling more attractive to watch on television and on-line, can be developed to benefit the entire cycling family.

New initiatives for riders including:

- Created an Athletes' Commission and legitimated its status within the Olympic movement
- Initiated consultations with riders on a board range of topics including safety

- Pushed for better representation within UCI Commissions and working groups
- Promoted the Proteam Solidarity Programme aimed at providing athletes in developing countries with top pro equipment.
- Oversaw in June 2012 the signing of new Joint Agreements between AIGCP and CPA
- Supported the creation of PCC-funded project aimed at giving riders better insurance coverage
- Established a quarterly newsletter from the Sports & Technical Department aimed at keeping all stakeholders, including riders apprised on relevant issues
- Created the position for a riders' ambassador (currently vacant)
- Promoted riders' agent regulations and the compulsory UCI licence for riders' agents thereby providing added protection for riders
- Reinstated riders' race reports on UCI WorldTour events

The creation of the "UCI reCycling" guidelines to enable event management companies to deliver sustainable events which protect the environment. These guidelines provide a practical framework for addressing a range of environmental issues as they relate to transport, catering, accommodation, marketing and communication at race and sportive events.

Creating the UCI Eco-Cyclo Patrol programme which supports teams of international volunteers who participate in mass participation events in different countries to educate fellow riders on the value of protecting the environment that cyclists enjoy worldwide.



NEW POLICY PROPOSALS AND REFORMS

A. CALENDAR

- Pro-cycling competes against all other top-level sports for entertainment and for TV air time, so it must modernise to ensure the brighter future we're all working towards.
- The UCI must continue to ensure that what we are delivering is what the media and cycling fans want.
- I will work with stakeholders to reorganise the existing calendar to create a simpler, multi-tiered competition structure that promotes the ideal of 'the best riders in the best races'. It will also include a set of criteria against which aspiring UCI World Tour races, particularly in underrepresented parts of the world, can be assessed.
- While I will encourage working with investors to ensure investment in new races and the UCI World Tour, I will oppose the establishment of private leagues or a World Championship.

B. NEW REVENUE MODELS

- I will ensure that within the parameters of the UCI World Tour, the UCI will work with stakeholders to share revenues more equitably.

C. NEW TECHNOLOGIES

- The UCI needs to explore and embrace using new technologies to modernise the experience for riders and for fans.
- We need to embrace new innovations, including introducing cameras on bikes and helmets; communicating real-time data for race fans; GPS rider tracking; and generally engaging more with the worldwide cycling community through social media.



D. RIDERS

- I will ensure that the system that allocates and distributes UCI World Tour points system is reformed to make it more transparent, simpler and better understood.
- I will create an annual course at the WCC University for riders who are retiring, to help them with their post-competitive career.
- I will revise the process for selecting UCI World Tour teams to ensure that it is more transparent, as recommended by the UCI Stakeholder Consultation.
- I will reform the sizes of Grand Tour teams, which was also recommended by the UCI Stakeholders Consultation.

E. NEW DISCIPLINES

- I will use my influence within the IOC to ensure when new disciplines are being introduced in future Olympic Games that UCI be given the opportunity to introduce BMX Freestyle. This natural extension to BMX racing will deliver a new youth audience to the Olympic family and enhance the position of UCI within the Olympic Programme.
- I will use my influence within the IOC to ensure that one more endurance event is added to track racing. This will balance up the number of sprint and endurance events and the increased opportunity to win World and Olympic medals will encourage more road riders to participate in track racing.

F. GREEN POWER OF CYCLING

- Cycling has a huge contribution to make towards solving green issues, such as saving energy and reducing traffic and pollution.
- I want to expand the UCI Bike City programme by reaching out to more city authorities to promote cycling as an environmentally-friendly leisure sport as well as a gentle means of transport.

I will ensure that the UCI establishes good working relations with Government and local authorities, where the opportunity to do so exists, in order to harness cycling's potential to contribute to environmental protection.



4 FOSTERING THE GLOBAL DEVELOPMENT OF CYCLING

Today, cycling is truly a global sport. The World Tour peloton is now made up of riders representing 44 countries. I would very much like to see the completion of a genuine 'World Tour', one in which the very best teams and riders in the world compete in some of the biggest markets in the world.



The breakthrough and success of African riders and teams this past couple of years underscores my success and ambition to globalise cycling as a sport. There is a great deal of raw talent coming from places such as Ethiopia, Eritrea, and Rwanda. These are countries that have always produced good athletes and we see now that they have exceptionally talented cyclists.

I have been to these countries and I have seen first hand the positive impact that cycling has had and how new countries have embraced our sport. I am heartened that my experience of travelling to these new race events around the world is becoming as familiar as my experience of travelling to the classics, the Tour de France, Giro d'Italia and Vuelta á Espana each year.

The World Cycling Centre in Aigle has now become a 'University of Cycling', attended since its inception 11 years ago by athletes from 118 nations. I want to expand the activities of the WCC in Aigle to train even more athletes, more coaches, more mechanics, more soigneurs and more administrators. The WCC has been called our 'Crown Jewel' – one of the major success stories of the UCI and I want this to continue.

MY RECORD TO DATE

- In my time as President, there has been enormous growth both in the number of races as well as the number of teams competing across all five UCI Continents.
 - Races in the UCI Asia Tour have increased in number from 13 to 30
 - Races in the UCI America Tour have increased in number from 19 to 26
 - Teams in the UCI Europe Tour have increased in number from 96 to 106
 - Teams in the UCI Africa Tour have increased in number from 2 to 7
 - Teams in the UCI Oceania Tour have increased in number from 2 to 5
- I have established and developed an international network to identify and train athletes comprising WCC, UCI Continental Centres, UCI National Technical Centres and UCI satellite centres.
- I have overseen the emergence of African, Asian and American cycling as new forces in world cycling.
- I have overseen the launch of the Tour of Beijing, two Tours in Canada and the Tour Down Under in Australia.
- I introduced Paralympic Cycling, signing an agreement with the International Paralympic Committee (IPC) in 2007 that made the UCI responsible for governing the sport.
- I have helped professionalise Confederations and National Federations around the world.
- I have developed and launched the UCI Sharing Platform events, open to all affiliated National Federations, to enable them to meet in person, share experiences, learn from each other and establish long-lasting contacts.
- I have established the UCI World Cycling Forum, bringing together all of cycling's stakeholders, the first edition of which is scheduled for November 2014.



NEW POLICY PROPOSALS AND REFORMS

- I will develop a long-term strategic plan and vision for the UCI (as recommended by KPMG).
 - I will use my influence as an IOC member to introduce Freestyle BMX to the Olympic Games and to ensure that cycling always remains a core sport in the Olympic programme.
 - I will maintain and improve the Olympic Games format for MTB. I will also increase the development of mass participation events such as MTB Marathon and Enduro. I am also committed to developing the Downhill World Cup.
 - I will continue to develop new GCP events and ensure greater transparency around the profits of races.
 - I will ensure the UCI expands its Continental and National Federation department in order to:
 - Provide financial and service support to all confederations to help them professionalise their administration
 - Help continental confederations develop professional marketing strategies.
 - I will continue to build on this year's highly successful UCI Sharing Platform. The second Sharing Platform takes place in Africa in November 2013 and will be hosted in other continents in the years to follow.
- I will continue to develop next year's World Cycling Forum. Next year's event will improve the administrations of the national federations worldwide.
 - I will expand the activities of the WCC in Aigle to train even more athletes, coaches, mechanics, commissaries and soigneurs.
 - I will introduce new courses to the WCC to train national federation administrators.
 - The UCI marketing department will be made responsible for developing universal marketing and presentation templates to assist national federations throughout the world in promoting their achievements and securing government funding.
 - The UCI will restructure and enhance its communications structures, including marketing, social media and Internet platforms, to ensure that it better communicates and engages with all of its stakeholders.

“ This is enormous. It was a very big stage. I didn't expect to win because I didn't know how well I could climb here. This is my first year as a pro and my first participation in the Tour of Turkey. It was my dream to win such a race, that's why I was in tears when I crossed the line. It was the best stage to win here. ”

– **Natnael Berhane** (Team Europcar), won stage 3 of this year's Tour of Turkey and so became the first African rider to win at HC level.

PATRICK MCQUAID



- BORN:** 5 September 1949, Dublin, Ireland
- EDUCATION:** Degree Physical Education, University of London (1973)
- CYCLING CAREER:** Discipline - Road
Irish National Road Race Champion (1974)
Tour of Ireland (1975 and 1976)
Tour of the Pennines (1978)
- PROFESSIONAL TEAM:** Viking–Campagnolo (1978 – 1979)
- CAREER:** Physical Education Teacher (1973 – 1985)
Cycle Race Promoter (1985 – 2005), responsible for the promotion and organisation of:
- Nissan Classic Tour of Ireland (1985 – 1993)
 - Kelloggs Tour of Britain (1986 – 1994)
 - Tour of the Philippines (1993 – 1996)
 - Tour of Langkawi (1993 – 2005)
 - Grand Depart of the 1998 Tour de France in Ireland
 - PruTour of Britain (1998 – 1999)
- SPORTS ADMINISTRATION:** National Coach Irish Cycling Federation (1981 – 1984)
Board Member Irish Cycling Federation (1985 – 1994)
President Irish Cycling Federation (1994 – 1998)
Member of the UCI Management Committee (1998 –)
President of the UCI Road Commission (1998 – 2005), responsible for the organisation for:
- UCI Road Race Olympic Games 2000, Sydney
 - UCI Road Race Olympic Games 2004, Athens
- President of the UCI (2005 –), responsible for:
- all cycling disciplines at the Olympic Games 2008 in Beijing and 2012 in London
- Vice-president and Member of the Council of ASOIF (2009 –)
Member of Executive Committee and Foundation Board of WADA (2009 – 2013)
Member of the Board of Sports Accord (2011 –)
Elected IOC Member 2010
Appointed Member of IOC Commission for Women & Sport, 2010
Appointed Member of IOC Entourage Commission, 2010
Appointed Member of Candidate Selection Commission for 2020 Games, 2012. Withdrew early 2013 due to UCI commitments.



