



# **PWA'S FRIENDS FOR LIFE BIKE RALLY GOVERNANCE GUIDE**

# PWA's Friends For Life Bike Rally Governance Guide

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# PWA's Friends For Life Bike Rally Governance Guide

## 1 CONTEXT

The Bike Rally Governance Guide was developed as the first outcome of a larger Drafting Project. This project was developed to respond to the priority of strengthening the formal documentation and planning tools for the Toronto People With AIDS Foundation's (PWA's) Friends For Life Bike Rally (BR) as a part of ongoing efforts to improve and strengthen the event.

Similar to drafting when cycling, the Drafting Project is aimed at increasing the capacity and performance of the group by building on the strengths of evolving and rotating leadership.

### 1.1 Outcomes of the Drafting Project include:

- Identification, prioritization and tracking of areas that require more formal documentation
- Development of PWA's Bike Rally Governance Guide – 2011
- Updated Code of Conduct and Anti-Harassment Procedures – 2011
- Events & Social Planning Guide- 2012
- Executive Committee Annual Agenda Calendar – 2013
- Leadership Orientation package – 2015
- Creation of a centralized event project plan (to be completed 2017)

### 1.2 Drafting Project outcomes draw from relevant documents including:

- PWA staff "Bike Rally How To" manual
- Steering Committee planning and communication documents
- PWA agency policies, procedures and practices
- Applicable wise practices from other events
- Evaluation and feedback mechanisms
- Previous years' meeting minutes

### 1.3 Priority factors in developing and updating Drafting Project resources include:

- capacity building
- succession planning
- knowledge transfer
- sustainability
- clarity and consistency
- strengths-based
- accountability
- liability

## 2 GOVERNANCE GUIDE SUMMARY

### 2.1 PURPOSE

- Define the operational structure of PWA's Friends For Life Bike Rally.
- Identify roles and relationships, particularly as they relate to communication, decision-making and accountability.
- Define the process for the application, selection and appointment of individuals for roles within the event leadership structure.
- Define responsibilities and authority of committees and members.

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## 2.2 AUDIENCE

- Current and potential event leadership
- Interested participants

## 2.3 REVIEW

- The Governance Guide will be reviewed annually and updated as necessary to address gaps and further strengthen or clarify the spirit and meaning of the content.

## 3 FRIENDS FOR LIFE BIKE RALLY RELATIONSHIPS

The purpose of the Friends For Life Bike Rally (BR) is to raise funds for PWA. The Bike Rally is PWA's signature and sustaining annual fundraising event. It is a unique community-driven event with a management structure comprised of a volunteer event planning and supervision committee and PWA staff to form the event leadership.

The event is a year-round planning and management effort led by the Executive Committee, Co-Chairs and Steering Committee.

PWA provides systems, infrastructure, staff and training. It is responsible for financial tracking and approval of all expenses and final approval and signatures for contracts related to the event. It is ultimately responsible for the event under all federal, provincial and municipal government laws, rules and guidelines governing the agency and event.

Following is a complete diagram of all roles of the Bike Rally. For the purposes of this document, we will be focusing on PWA staff, Executive Committee, Co-Chairs, Steering Committee, Strategic Planning Committee and Ambassadors/Team Leaders.



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## 4 COMMITTEE & ROLE DEFINITIONS

### 4.1 Executive Committee (EC)

#### 4.1.1 Composition - 6 Members:

- PWA Executive Director (ED)
- PWA Director, Philanthropy & Communications (DPC)
- PWA Manager, Philanthropy & Sponsorship (MPS)
- PWA Special Events Coordinator (SEC)
- Bike Rally Co-Chair (1st Year – BRCC1)
- Bike Rally Co-Chair (2nd Year – BRCC2)
- Bike Rally Past Co-Chair (3rd Year – BRPCC)

#### 4.1.2 Appointment Process

- Membership of the committee is by role as outlined in Section 4.1.

#### 4.1.3 Responsibilities

- Input into setting and approving targets for budget and event planning (# Riders/# Crew/Estimated Revenue/etc.), with final decision residing with PWA ED/Board.
- Input to overall BR budget and approval of sub-committee budget proposals with final decisions residing with PWA ED/Board.
- Develop overall annual goals for the BR (incorporating BR, Co-Chair and PWA goals) and ensure annual action plan is aligned with long-term Bike Rally goals and strategic directions.
- Member involvement in the Strategic Planning Committee to set long-term strategic directions and goals. Generally, EC will be represented by the BRPCC as outlined in section 4.5.
- Define a capacity plan, for current and future years, within the context of the current strategic direction.
- Ensure opportunities for succession planning for Co-Chairs and Steering Committee members including a mid-year review, discussion and any resulting appropriate planning and stewarding of identified parties.
- Lead the recruitment, selection and appointment process for Co-Chair positions as outlined in section 4.2.2.
- Review centralized event project plan provided by PWA.
- Oversee Steering Committee event planning and address gaps, departures and outcomes.
- Respond to opportunities and questions that arise that relate or impact legal, financial or communication for the event and PWA.
- In depth debrief of event to ensure full communication, perspectives and insights are shared, discussed and moved forward.
- Approve annually updated documents outlining volunteer leadership opportunities, particularly Call-to-Action materials.
- Maintenance of a combined agreed upon central data storage and sharing platform for all documents to be kept up-to-date as it pertains to the defined roles/responsibilities and tracking

#### 4.1.4 Decision Making

- Every effort will be made to make decisions based on consensus of full or appropriate committee members. Where consensus is not reached, the Governance Guide Decision Matrix will guide finalizing a decision. In some instances the final decision will fall with a key individual based on their role and they will be expected to do so to the best of their ability and with consideration to all

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discussion and points of view. In other instances a majority vote of the EC will be used recognizing that for some decisions, conflict of interest may preclude certain members from voting. In this instance, where voting results are tied, PWA's Executive Director will have final decision making authority and will be expected to do so with full consideration of all discussion and points of view.

## 4.2 Co-Chairs

### 4.2.1 Composition - 2 Members:

- Bike Rally Co-Chair (1st Year – BRCC1)
- Bike Rally Co-Chair (2nd Year – BRCC2)

### 4.2.2 Appointment Process

- Co-Chairs are appointed for a two-year period and an opportunity for a third year term in the Past Co-Chair role on the Executive Committee (EC).
- Appointments are staggered so that there is always a new Co-Chair paired with an experienced Co-Chair. While this allows for some mentorship opportunities based on previous experience in the role, the two roles have equal authority, responsibility and are expected to collaborate fully as a team.
- EC will annually review/update interview questions and set specific timelines for the selection process with the intent that the call for interested individuals be initiated pre-event.
- Interested individuals with at least 1 year experience on the Bike Rally submit their Co-Chair Application Form in writing to the Executive Director.
- EC reviews all applications and selects maximum of 3 candidates for pre-event interviews. Formal interviews will be held by at least BRCC2 (CC moving into second year), DPC and ED and where possible, BRCC1 (CC moving into BRPCC role).
- Final interview results and recommendations will be reviewed and approved by EC.
- The EC determines the specific timing and opportunity to announce the new Co-Chair, with a target to being a part of the Montreal arrival celebrations.
- Once appointed, the Co-Chairs will receive a formal orientation to their role prior to any planning or official Bike Rally meetings (e.g. Call-to-Action). Orientation will follow the process and content outlined in the Leadership Orientation Package, highlights of which include:
  - Bike Rally leadership structure, roles, responsibilities and decision-making processes;
  - Relevant agency policies, procedures, values and practices;
  - Bike Rally strategic directions and long-term goals;
  - Updated, relevant documents such as project planning, report and minutes from previous years that lend clarity to role, expectations and ongoing carry forward activities arising from previous commitments;
  - High level lessons learned.
- In the event a Co-Chair is unable to complete his or her term the EC will determine leadership options from the following:
  - the remaining Co-Chair can complete the term alone;
  - the BRPCC can be asked to step in;
  - the Steering Committee and Strategic Planning Committee can be asked for interested parties to submit their application in writing to the ED. Candidate selection will follow the original selection process outlined above.
- In the event a Co-Chair is unable to fulfill their required duties or violates of Code of Conduct, PWA Vision & Philosophy or engages illegal activity, a Co-Chair can be asked to step down by the ED in consultation with EC. On rare occasion, legal circumstances may require the ED to remove the Co-Chair without the ability to publicly explain or communicate the situation and rationale.

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## 4.2.3 Responsibilities

- In collaboration with the MPS and incumbent Bike Rally Co-Chair, provide volunteer leadership to the 20th Anniversary Working Group.
- Coordinate Steering Committee meetings (agenda and other meeting preparation, facilitation of meeting and follow-up). NOTE: Agendas are distributed and minutes are prepared by the SEC with notification to Steering Committee and uploaded to a central data storage and sharing platform as defined by the EC in section 4.1.3.
- Facilitate Steering Committee "Debrief" meeting and feedback opportunities after the event.
- Review previous years consolidated project plan, debrief notes and recommendations, and most recent survey results to inform and provide direction to current event planning.
- With consideration to the BR's identified long-term priorities, goals and strategic directions as well as those of PWA, set expectations with Steering Committee members for current year event. This will include goal setting, communications, procedures, processes and documentation and review any changes in process (or review full process with new members).
- Provide support, coaching, consultation and advice to Steering Committee Members.
- Ensure storage of required documentation supporting all committee meeting minutes, processes, procedures, budgets, goals, milestones, maps and work plans accessible to all EC members.
- Provide information to EC as appropriate and upon request.
- Ensure all expenses are budgeted for and reviewed and approved by DPC and/or ED as well as exceptions for unbudgeted expenses.
- Complete monthly report to the ED for inclusion in overall agency report.
- Voting members of EC.

## 4.3 Steering Committee (SC)

### 4.3.1 Composition

- Co-Chairs (BRCC1 & BRCC2)
- PWA (MPS & SEC)
- Recommended 2 Leads per sub-committee (1 minimum per meeting):
  - Community Engagement
  - Food
  - Fundraising
  - Media & Communications
  - Participant Engagement
  - Recruitment
  - Rider Team Leader
  - Road Support
  - Rustler
  - Sponsorship (only 1)
  - Training & Support
  - Wellness

### 4.3.2 Appointment Process

- Co-Leads are appointed for alternating two-year terms wherever possible.
- Appointments are staggered so that a new Co-Lead is paired with an experienced Co-Lead.
- All interested parties submit a completed Volunteer Interest Form to the SEC, including 2<sup>nd</sup> year Co-Leads, confirming their ability and interest in completing the 2<sup>nd</sup> term (or a request to step down and move into a different Co-Lead role, in which case the full application process would be undertaken). The SEC compiles a summary, identifying vacant Co-Lead roles and provides to the Co-Chairs (time frame – August/early September – following Call-to-Action meeting).

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- All applications are reviewed by the Co-Chairs who will develop initial recommendations of SC membership for the EC to review and discuss.
- The DPC will be involved in developing the initial recommendations, particularly for the appointment of Fundraising, Media & Communications, and Sponsorship committee members.
- Recommendations are brought to the EC for any further input and final endorsement (which can be completed by teleconference if timing doesn't permit a face-to-face meeting).
- It is recommended that potential SC members have at least one year previous committee experience or significant previous event and other related work experience, skills or training.
- Selected SC members, as well as unsuccessful applicants, are informed by Co-Chairs and selected members invited to the first meeting (time frame – September/October)
- In the event a SC member is unable to complete their term, the remaining Co-Lead can be given the option to continue alone or the role will be offered to:
  - 1st - members of their existing sub-committee (meeting the above qualifications);
  - if no candidates then 2nd - other SC members;
  - and, if still no candidates then general BR population.
  - Applications should be submitted in writing to the Co-Chairs.
  - Candidates selected will be interviewed by Co-Chairs (if required). Recommendations are brought to the EC for endorsement.
- In the event a SC member is unable to fulfill their required duties or violates of Code of Conduct, PWA Vision & Philosophy or engages illegal activity, a SC can be asked to step down by the EC. On rare occasion, legal circumstances may require the Executive Director to remove the SC member without the ability to publicly explain or communicate the situation and rationale.

### 4.3.3 Responsibilities

- As defined and updated each year in Call-to-Action Committee Descriptions document.
- Minimum one Co-Lead to attend all monthly SC meetings, major BR Events (e.g. Launch Party, Expo, Big Meeting) and any additional meetings as requested by EC (e.g. First Response, Cultural Competency, locker clear out, pre-packing day etc.)
- Keep Co-Chairs and PWS staff up-to-date and informed of the progress of each committee/crew through online documentation requirements and regular updates defined by Co-Chairs.
- As appropriate, form a team of sub-committee members and event crew from interested volunteers and ensure they are registered through the SEC, as outlined under roles & responsibilities for specific committee or crew.
- Provide support, coaching, consultation and advice to sub-committee members and crew.
- Committee/Crew Co-Leads identify opportunities for possible future leaders within the BR throughout the event for succession planning of SC.
- Hold regular meetings (and track in online calendars) to educate, update and build team cohesion for Committee/Crew members and Rider/Crew participants as per Committee/Crew Descriptions and Work Plans (including SEC or MPS where appropriate). Minute meetings and store in online data platform as defined by the EC in section 4.1.3.
- Expenses, and related contracts, must be budgeted, approved and signed by DPC or MPS.
- Remain active and responsible for their area of responsibility until the next SC is formed and new Co-Lead(s) are in place and create a 'warm hand off' document so that incoming Co-Leads are fully prepped on the past successes/challenges and carry over considerations/activities.
- Assist with a smooth transition to the next event's SC; submit the Committee/Crew binder with up-to-date schedules, project plans, contacts, and other documentation and provide access to all electronic documents that support the activities of the committee or crew.
- Work with PWA to ensure consistent messaging and branding.

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## 4.3.4 Decision Making

- Where concrete decisions are required, every effort will be made to make decisions based on consensus of full committee members. Where consensus is not reached, the Governance Guide Decision Matrix will guide finalizing a decision. In some instances the full range of opinions and discussion will be reviewed and considered by EC in order to reach a decision as outlined in section 4.1.4. In other situations, a majority vote of the SC will be used recognizing that for some decisions, conflict of interest may preclude certain members from voting.

## 4.4 Toronto People With AIDS Foundation Staff (PWA)

### 4.4.1 Composition

- Executive Director (ED)
- Director, Philanthropy & Communications (DPC)
- Manager, Philanthropy & Sponsorship (MPS)
- Special Events Coordinator (SEC)
- Bike Rally Assistant (BRA)

### 4.4.2 Responsibilities

- Ultimately responsible for BR to ensure proper, legal and reasonable expense management and record keeping and the related processes and procedures (ED, DPC, MPS and SEC).
- Ensure consistency with PWA values and priorities.
- ED, DPC, MPS and SEC are voting members of EC.
- Leadership and accountability for event logistics including:
  - event IT fundraising platform (e.g. fundraising page)
  - contracts and permits for event locations, services, materials and vendors (MPS and SEC)
  - transportation and accommodation
- Provide regular opportunities for ED to have check-in meetings with Co-Chairs, individually or together, to review personal goals, leadership experience, self-care, succession planning and opportunities (ED).
- Work with EC, SC and committees/crews to maximize communication opportunities and ensure appropriate messaging, consistency and branding.
- Lead the development and final approval of budgets (DPC, MPS and SEC) and expenses.
- SEC provides administrative and communication support where appropriate (i.e. minute taking and circulation, forwarding and responding to messages, meeting arrangements).
- Coordinate, prepare and present analysis of survey results and feedback, including where possible, multi-year details/comparisons. (SEC and BRA).
- Provide PWA messages and impact stories, particularly at key events such as departure, Big Meeting, Arrival, Kingston etc. (ED or designate).
- Overall detailed project plan for event (SEC and MPS).
- Provide support, training and capacity building opportunities for BR leadership.
- House the final copies of SC committee binders and all event documentation, collateral, product and other event materials.

### 4.4.3 Decision Making

- Where concrete decisions are required, every effort will be made to make decisions based on consensus of full committee members. Where consensus is not reached, the Governance Guide Decision Matrix and internal agency structure will guide finalizing a decision.

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## 4.5 Strategic Planning Committee (SPC)

### 4.5.1 Purpose

The purpose of the Friends for Life Bike Rally Strategic Planning Committee is to develop, monitor and update a strategic vision and long-term plan to:

- Sustain the annual BR and ensure it remains financially viable;
- Support the BR and PWA brand;
- Frame and support the natural transition of event leadership;
- Attempt to proactively mitigate the challenges of the growing charitable cycling event landscape.

The importance of a long-term planning process led by a separate committee with clear roles and relationships continues to be seen as an essential next step for the event. The Strategic Planning Committee, as outlined in the Terms of Reference below, supports this work but was minimally active in 2015/2016. Other activities and context that impacted the work included PWA Board of Directors completing an external Fund Development Review as well as agency strategic planning. In 2016/2017, this specific Bike Rally role/function will be reviewed and updated, as required, in relation to the role, mechanisms, accountability and relationships with other leadership aspects of the event.

### 4.5.2 Composition

- No less than 6 and no more than 10 members with representation from each of the following stakeholder groups:
  - BRPCC (immediate and former)
  - BRCC (Co-Chairs will self-determine appropriate participation)
  - PWA staff
  - PWA Board of Directors
- Members may represent and contribute perspectives and considerations of more than one of the above stakeholder groups

### 4.5.3 Appointment Process

- Membership of the committee is by role as outlined above and may rotate or evolve based upon requests and natural committee turnover.
- Unless otherwise agreed upon by the group, the role of Chair for the Strategic Planning Committee will be filled by the BRPCC.

### 4.5.4 Responsibilities

- Develop a strategic planning document or set of documents which will guide the overall vision and annual strategic goals of the BR, in particular up to the twenty-first annual event in 2019.
- Identify milestones against which to measure success in achieving strategic plan goals and directions.
- Review the strategic plan with the EC and SC as appropriate with opportunities for regular reporting and communication to ensure alignment.
- Monitor progress against the milestones, recognizing the lens of long-term strategic plan goals and directions as compared to annual event activities and success.
- Identify and respond to opportunities for long-term evaluation of process and/or impact.

### 4.5.5 Decision Making

- Every effort will be made to make decisions based on consensus of full or appropriate committee members. Where this is not possible, decisions will be made according to majority vote. Where a tie is reached, the Committee Chair will make the final decision.

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- Where the decision has a direct impact on PWAs legal or financial responsibilities, the decision may need to be made by the Bike Rally Executive Committee or PWAs Board of Directors.

## 5 VOLUNTEER MANAGEMENT

### 5.1 Recruitment, Screening & Registration

- Information about volunteer leadership opportunities is reviewed and updated annually as noted in 4.1.
- Call for volunteers are posted on all appropriate media (PWA client eNews, F4LBR news, Facebook, and other social media).
- Interested individuals will fill out an application form and submit it to the SEC or ED depending on role and process identified.
- Key considerations, in addition to the volunteer application process include alignment with PWA and BR values and mission and capacity to meet volunteer obligations.
- Volunteers interested in SC roles will complete the Volunteer Interest Form as noted in section 4.3.2
- All confirmed Steering Committee members will complete PWA volunteer intake procedures with the PWA Engagement Coordinator and be invited to become members of PWA. This would include:
  - Reviewing the role, support and details related to PWA Engagement Coordinator;
  - Completing Confidentiality and Code of Conduct forms;
  - Reviewing Volunteer Leadership Orientation package;
  - Providing PWA membership form for consideration and opportunity to become a member.
- Additional committee/sub-committee membership, and other ongoing or occasional volunteer opportunities can be identified by SC members and the request for volunteers submitted to the SEC.
  - The SEC is responsible for the initial screening of new volunteers and will review the form to ensure the applicant meets the criteria as laid out in the application form and against any documentation on file identifying individuals who may not be suitable for participation in the event.
  - The SEC forwards cleared applicants to the Co-Leads of the committee or crew of the first choice of the applicant.
  - The SC Member meets the applicant to vet the applicant and if approved, is provided with the registration link. If not approved, is informed and tells the SEC that the applicant was not accepted.
  - If either the SC Member or the SEC have concerns about accepting a volunteer application, input will be sought from the BRCCs and the MPS.
- PWA Engagement Coordinator is available to support BR leadership with volunteer management, if required, throughout lifecycle of the event.
- PWA will ensure appropriate levels of communication are maintained with volunteers.

### 5.2 Tracking Hours

- All volunteer leadership (confirmed SC members, committee/crew members including Team Leads and Ambassadors) are requested to record the number of volunteer hours dedicated to the BR.
- The SEC will annually prepare appropriate tracking documents and coordinate/support volunteer leadership to update through the agreed upon central data storage and sharing platform as defined by the EC in section 4.1.2.
- For volunteers or roles where this may not be realistic, the SEC will work with Committee/Crew Co-Leads and BRCCs to provide estimated hours.

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## 5.3 Appreciation Events

- PWA will work with event leadership to ensure that appropriate recognition events for volunteers take place.

## 6 PROJECT MANAGEMENT

### 6.1 STEERING COMMITTEE

- As supervised by the BRCC, each SC Member is responsible for developing and maintaining a current year project plan related to his or her area of responsibility leading up to, during and post BR event. Regularly updated documents, including monthly SC meeting reports and final project plans should be posted to the data storage platform as defined by the EC in section 4.1.3.
- Completion and presentation to incoming Co-Leads of a transition document including details of targeted activities for BR19 and BR20 from the participant feedback (or existing and next BR year).

### 6.2 20<sup>th</sup> ANNIVERSARY WORKING GROUP

- Supervised by BRCC and MPS, the working group will provide guidance into the design and coordination of the Bike Rally's 20<sup>th</sup> anniversary.

### 6.3 PWA

- Responsible for master detailed event logistics project plan and coordination using SC members' individual committee project plans as well as PWA specific logistics and events data. This includes all events and related logistics, permits, insurance and materials pre, during and post event.
- PWA to provide consolidated project plan to EC on regular basis for review and feedback.
- Post event, the SEC will update the consolidated project plan with all final project plans in the data storage platform in preparation for the following year event.
- The BRCCs and PWA have the ultimate responsibility for effective succession planning by ensuring that all plans and documentation are updated and centrally stored.
- Ensure appropriate tracking and analysis of event information such as survey results, general feedback, targets, and trends including where possible, multi-year details/comparisons.

## 7 FUNDRAISING

- As fundraising is the core purpose of the BR, all event decisions should be measured against the impact on fundraising outcomes.
- The additional purpose of creating a powerful and impactful experience and community also can be seen to contribute substantially to fundraising by increasing retention of participants, providing compelling donor requests and increasing overall awareness among potential donors.
- To help this process, DPC (or designated alternate staff) will serve as a member of the Fundraising Committee.

## 8 COMMUNICATIONS

- All forms of media for the BR will have the final approval of PWA for consistency of messaging and verification of requirements (legal and other). To help this process, MPS (or designated alternate staff) will serve as a member of the Media & Communications Committee.

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- Any branding of materials and supplies with either the BR logo and/or PWA logo should be reviewed and approved by the MPS and a Branding Opportunities Form complete with budget should be completed for each request.
- F4LBR news is drafted by Media & Communications and approved by MPS and one BRCC before circulation.

### 9 SPONSORSHIP

- All sponsorship arrangements should have final approval of PWA to ensure proper review of existing agency relationships and for legal contracting of relationships. To help this process, MPS will serve as a member of the Sponsorship Committee.
- Sponsorship Committee will provide input into sponsorship levels and the updating of the sponsorship package. Recommended changes will be approved by the EC.
- PWA staff/Sponsorship Co-Leads will facilitate the distribution of the sponsorship package and manage a central recording of solicitations, ongoing outreach, stewardship activities and contracts.
- Meetings with potential sponsors will involve a representative from the Sponsorship Committee (likely the Co-Lead but also potentially another member if a personal relationship exists with the sponsor) and may include an appropriate staff person from PWA.
- Prize and/or fundraising event sponsorship solicitation by any committees or volunteers should be reviewed by the Sponsorship Committee and the MPS to ensure that all existing and planned relationships are considered and contract terms are met as part of the process. Any successful solicitations will be fully documented with PWA.

### 10 BUDGET DEVELOPMENT

- BR budget year matches PWA Fiscal year – April 1st to March 31st.
- Each committee/crew, under the supervision of the Co-Chairs, needs to assemble estimated requirements for all their events, trade shows, socials (pre, during and post rally) including registration fees, equipment and materials.
- The DPC will provide a budget template. Budgets should be completed by the committee/crew Co-Leads using the prescribed budget template and stored online, as per direction of the BRCCs, no later than December 31st of each year.
- The BRCCs will compile all the committee/crew budgets and present a draft to EC. The draft budget will be reviewed with the EC for input and the DPC and MPS will incorporate the draft budget into the Philanthropy & Communications (P&C) budget.
- The P&C budget will be incorporated into the overall agency budget. The overall agency budget is completed by PWA's Director, Finance & Administration and the ED, reviewed, revised (as required), and recommended by the Board Finance Committee and approved by the Board of Directors.

### 11 EVENTS

- All public fundraising events, excluding personal/private at home functions, should have completed a PWA Third Party Event Agreement and have it approved prior to event with as much lead time as possible.
- Where possible, Media & Communications will promote participant events.
- PWA will annually review legislative requirements related to raffles and ensure that appropriate information and processes are provided to participants.

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## 12 PRINT MATERIALS

- All print materials and advertising should be part of each committee's annual budget.
- All print material requests are reviewed and considered by the EC as part of overall planning and budgeting.
- Print material design and messaging must be reviewed and approved by the DPC or designated alternate.
- Printing is determined and coordinated by PWA using best possible pricing from available printing resources. Any cost saving printer recommendations are gratefully appreciated and encouraged and any sponsorship opportunities should be referred to the Sponsorship Committee.

## 13 DECISION MATRIX SUMMARY

Detailed below is a Decision Matrix outlining key examples and considerations for role authority and decision making processes. By utilizing the Decision Matrix, the full Governance Guide and related resources, leadership will have a high level of understanding and consistent interpretation of the intent and rationale. In addition, the Decision Matrix allows for flexibility where appropriate, recognizing that there will be a range of individual strengths, skills and experience reflected in event and agency leadership. The Decision Matrix will provide sufficient detail to support the EC and event leadership to have reference or comparisons by which to quickly identify a well-informed process for any new or undefined situation. Where more than one role is identified to be RESPONSIBLE, the different aspects of the broader activity which fall within various roles is generally further outlined within the corresponding section of the Governance Guide.

### A-Accountable

- **Person who has responsibility for the step being performed and final decision making authority.**
- The expectation is that decisions will be informed by identified goals and requirements of the Bike Rally and PWA with a goal of building consensus towards a decision.

### R-Responsible

- **Person who does the work.**
- This role would take the lead on the logistical coordination of a process or activity and be responsible for recommending any updates to event process or documentation emerging from the decision process or activity.

### C-Consult

- **Person who is providing feedback or contributing.**
- Individuals or groups are understood to have important insight into decisions, some of which might not be captured and considered without intentional opportunities for input.
- It's recognized that in some instances, timing or other factors may not allow for full consultation of some or all those listed but that every effort will be made to do so.

### I-Inform

- **People who need to be informed.**
- The focus is on strong communication and overall consistent knowledge of processes and decisions.

### S-Support

- **Person who has specific role in supporting completion of action.**

## PWA's Friends For Life Bike Rally Governance Guide

ITEM	ED	EC	DPC	MPS	SEC	BRCCs	SC	Participants
<b>Strategy &amp; Leadership</b>								
Co-Chair Selection	R	A	C	C	C	C	I	I
SC (CTA & selection)	C	A	C	C	S	R		I
Sponsorship (annual structure/matrix)	C	A	C	A + R	C	C	R - SP	
Sponsorship mgt	I	I	C	A + R	I	I	R - SP	
Setting Crew #s	C	A	C	C	C	R	C	I
Initiating new activities	C	A	C	C	C	R	C	I
<b>Logistics</b>								
Jersey RFP send out	I		C	A	R	I		
Jersey vendor selection	I	A	C	R	S	C	I	
Jersey design	I	A	C	R	S	C	C	I
Vehicle (RFP & selection)	I		A	R		I		
Catering (RFS, review & selection)	C	I	A	R		I		
Catering (oversight during event)	I		I	A	S	C	R - Food	
Accommodation contracts	I		C	A	R	I		
Accommodation selection	I		C	A	R	C	I	I
Departure logistics	I	C	C	A	R	C	C - RS	I
Route (incl. departure & arrival)	C	A	C	C	C	C	R - RS	I
Arrival location	C		C	A	R	C	I	I
Arrival logistics	I		C	A	R	C	R - RS	I
<b>Administration</b>								
Budget	A	C	R	R	C	C	I	
FR Goal setting	A	R	C	C	C	C	I - FR	I
Recruitment goals	C	A	C	R	C	R	I - Rec.	I
Event messaging & communication	C	C	A	R		C	R - M&C	I
Preparedness Plan	C	A	C	R	C	C	I	
Contract mgt (during event week - parks etc.)	I		C	A	R	C	I	
<b>Participant Support</b>								
FR - participant support	C	C	A	C	C	S	R - FR	I
Recruitment	C	A	C	C	S	S	R - Rec.	
Events & Socials (outside event week)	I	C	C	A	S	C	R - PEC	I
Events & Socials (during event week)	I		C	A	S	R	R - PEC	I
Training ride routes & schedules	I	I	C	A	C	C	R-PS	I

# PWA's Friends For Life Bike Rally Governance Guide

## 14 RELATED DOCUMENTS

- A. PWA's Friends for Life Bike Rally Strategic Planning Committee Terms of Reference
- B. Executive Committee Annual Agenda Calendar
- C. Events & Social Planning Guide & Appendices
- D. Call-to-Action Committee Descriptions
- E. Preparedness Plan
- F. Participant Code of Conduct
- G. Volunteer Leadership Orientation Package