

Report from Parks, Recreation and Culture Services, Business Planning and Strategic Services

Date of Report: September 25, 2017

Date of Meeting: October 2, 2017

Report Number: PRCS-B045-2017

File: 68.32.1

Subject: Sponsorship and Advertising Policy and Revenue Generation Strategy

*Note: The Background section quotes Council's motion from the meeting of September 11, 2017, which contains an incorrect amount of \$25,000; this is a clerical error in the Council minutes and has been corrected to read \$50,000

Recommendation

That the Budget Standing Committee consider funding options for the development of a Revenue Generation Strategy by a third party, as supported by Council. FORTHWITH

Background

At Council on September 11, 2017, Parks, Recreation and Culture Services presented report PRCS-169-2017 on the Sponsorship and Advertising Policy.

In response, Council approved the following [motion](#):

“That Council approve the Sponsorship and Advertising Policy; and

That Council approve the Sponsorship and Advertising policy except for all opportunities over ***\$25,000** must be approved by Council until the Revenue Generation Strategy has been reviewed and approved by Council; and

That Council supports the development of a Revenue Generation Strategy by a third party; and

That the report be referred to the Budget Standing Committee; and

Further, that Council direct the City Solicitor to draft the necessary by-laws and agreements. FORTHWITH”

Provided in Appendix 1 is the report and the policy presented to Council at the September 11, 2017 meeting, for the Budget Standing Committee's (BSC) consideration. Funding is required to proceed with the development of a Revenue Generation Strategy by a third party.

Report

Development of a Revenue Generation Strategy requires expertise of a third party consultant and funding to proceed

To realize maximum revenue from all available sponsorship and advertising opportunities industry experts recommend developing a comprehensive strategy that includes the following main elements:

1. Inventory and valuation of revenue generation opportunities
2. Policy review and/or development
3. Execution structure

The development of a strategy requires specialized expertise and is a medium term initiative that, if pursued, could take up to 1-3 years to develop and implement.

General industry cost estimates provide a range of up to \$100,000 to complete a full strategy, and savings of approximately 20% are estimated when this is done in a full package as compared to staging the procurement in different phases.

The use of a third party consultant is a public sector best practice

Maximizing revenue generation opportunities through sponsorship and advertising is a public sector best practice and a growing trend. All but one of the City's comparator municipalities have utilized the services of a third party consultant, and there are numerous additional public sector organizations that have taken this approach.

Financial Implications

Funding options for Revenue Generation Strategy development

If the Corporation pursues the procurement of a third party for the development of a Revenue Generation Strategy in 2017, a possibility for funding could include the reallocation of unspent PRCS staffing funds that resulted from vacancies. An alternative to this would be considering inclusion of funding within the 2018 Operating Budget.

Relationship to Strategic Plan

This development of a Revenue Generation Strategy would support the Economic Sustainability Goal to develop partnerships to enhance the economic vitality of the community.

Prepared by:

Amy Tomaino
Manager of Business Planning and Strategic Services

Submitted and Approved by:

Phil Cristi, Acting Director



Corporate Report

Report from Parks, Recreation and Culture Services, Business Planning and Strategic Services

Date of Report: June 8, 2017

Date of Meeting: September 11, 2017

Report Number: PRCS-169-2017

File: 68.32.99

Subject: Sponsorship and Advertising Policy

Recommendation

That Council approve the Sponsorship and Advertising Policy; and

That Council supports the development of a Revenue Generation Strategy by a third party; and

That the report be referred to the Budget Standing Committee; and

Further that Council direct the City Solicitor to draft the necessary by-laws and agreements.
FORTHWITH

Summary

This report presents a recommended Sponsorship and Advertising Policy to provide the City with a standardized and efficient approach to implementing sponsorship and advertising of City facilities, services and events. It includes delegated authority for staff to efficiently negotiate and execute sponsorship and advertising opportunities that align with this policy; and includes required approval from Council for all facility naming rights agreements and any agreements exceeding \$100,000. The Meridian Centre and the FirstOntario Performing Arts Centre operate under different models and are not within the scope of this policy.

Background

At its meeting on July 6, 2015, Council approved the following motion made by Councillor Stevens:

“That staff be directed to review the process for the naming rights of parks and buildings in the community and report back to Council.”

Staff have prepared two reports and proposed policies to most appropriately address each of the following aspects of this motion:

1. The process to name parks, trails and recreation facilities; and
2. The sponsorship of naming rights at City facilities.

This report addresses the sponsorship of naming rights at City facilities as part of a broader Sponsorship and Advertising Policy; a separate report addressing the process to name parks, trails and recreation facilities is included as the Naming Policy – Parks, Trails and Recreation Facilities in this September 11, 2017 Council agenda.

Report

This report presents a Sponsorship and Advertising Policy (Policy) (Appendix 1) for Council's consideration. The Policy is intended to guide consistent and efficient sales of marketing opportunities within City facilities, services and events for the purpose of revenue generation. The Meridian Centre and the FirstOntario Performing Arts Centre operate under different models and are not within the scope of this policy.

Complementary policies when considering naming rights

The Naming Policy – Parks, Trails and Recreation Facilities (Naming Policy) differs in focus from the Sponsorship and Advertising Policy. It is standard for municipalities to separate out these policies. The City has an approved Naming Policy, which has been updated and is presented for Council's approval under a separate report.

The Naming Policy focuses on the process for naming and renaming of parks, trails, recreation facilities for civic or historical significance; location or features; significant individuals, families, organizations and foundations; and sponsorship.

The Sponsorship and Advertising Policy focuses on the sale of marketing opportunities, including naming rights, at a value appropriate for the terms of the agreement, such as time frame, location and attendance.

These policies are complementary and used together when considering naming a park, trail or recreation facility for sponsorship.

Policy development approach

Currently, the implementation of sponsorship is not within the scope of any one staff or department, however the financial and relationship building aspects of sponsorship aligns to or supports the mandate of many departments. As a result, to respond to the sponsorship aspect of the motion above, staff developed a working group from Parks, Recreation and Culture Services, Legal and Clerks Services, Financial Management Services, Economic Development & Government Relations, and Corporate Communications. The Policy presented for approval is the outcome of this collaborative effort.

The implementation of advertising sales is within the scope of Corporate Communications. The scope of advertising was included within the Policy development to address the existing advertising policy gap and to ensure the sale of marketing opportunities for the City's revenue generation, whether sponsorship or advertising, are applied consistently and efficiently.

Staff reviewed comparator sponsorship and advertising policies; and best practices are reflected in the proposed Sponsorship and Advertising policy.

Policy highlights

Sponsorship and Advertising definitions

Both sponsorship and advertising provide revenue generation opportunities for the City through the sale of marketing opportunities to an external buyer. The specific definitions applied within the Policy are below.

Sponsorship is a mutually beneficial business arrangement between the City and an external party. An agreement is made for the external party to provide cash and/or in-kind goods and/or services to the City in return for access to the commercial marketing potential with a City service, event or facility. A sponsorship does not qualify for a tax receipt.

Naming or Renaming Rights is a type of sponsorship, where naming of a service, event or facility, or a portion of a facility, is the commercial marketing exchanged for cash and/or in-kind goods and/or services.

Advertising Sales is the selling or leasing of advertising space on corporate materials (printed or electronic), and signage on City-owned properties; whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased. Advertising is a straightforward purchase of space based on pre-established rates and a defined time period, as outlined in the rates and fees by-law.

Policy Terms

The Policy includes standard terms that protect the interests of the City. The terms that impact valuing the marketing opportunity, determining the length of agreement and allocation of revenue are excerpted below:

- 1.8. Sponsorships and advertising must be valued at a level consistent with the industry practices, using recognized valuation models and standard practices.
- 1.9. The term of all agreements shall reflect the value of the contribution, not to exceed the life expectancy of the asset.
- 1.12. All sponsorship or advertising revenue will be allocated to the Infrastructure Levy Reserve and committed for asset renewal that is related to the contribution.

Policy implementation responsibility terms are excerpted below:

- 5.1. Relevant department program managers are responsible for:
 - Reviewing, negotiating and administering all sponsorship and advertising proposals as per the provisions of this policy and any applicable corporate policies.
 - Obtaining approval to proceed with an agreement from each the Manager of Corporate Communications, Manager of Accounting and Payroll, and Director of Legal and Clerks Services.
 - With approval to proceed, seek final approval from department Director, in accordance with the delegated authority within this policy.

- 5.2. Interdepartmental Valuation Team, comprised of Manager of Corporate Communications, Manager of Accounting and Payroll, Manager of Facilities and Energy, Manager of Business Planning and Strategic Services, Manager of Programs and Cultural Services, Director of Economic Development, or departmental designates, is responsible for:
- Defining existing service, event, facility sponsorship opportunities.
 - Establishing a methodology for valuing sponsorship opportunities.
 - Evaluating proposals to ensure that assets are priced accordingly, there is a consistent pricing strategy and recognition, and to reduce any duplicate approaches to corporate partners.
- 5.3. Directors and/or Commissioners are responsible for:
- Ensuring staff compliance with this policy.
 - Concept approval of sponsorship projects before sponsors are approached and or agreements are made; if more than one department is involved, approval from all applicable Directors is needed.
 - Authorization of sponsorship agreements in accordance with the delegated authority within this policy.
 - Provide communication to Councillors on new sponsorship or advertising agreements within their ward or the City at large, as applicable, in advance of public execution.
- 5.4. City Council is responsible for:
- All agreements that do not comply with this policy or include the naming or renaming of a City facility, require approval of Council; and that the Mayor and Clerk shall be authorized to sign such agreements approved by Council.
 - Review and/or approval of all sponsorship/advertising agreements that fall outside the delegated authority of staff as outlined in section 6.0 of this policy.

Delegated authority terms are excerpted below:

- 6.1. Department Directors, without prior Council approval, are authorized to approve sponsorship and advertising agreements up to \$50,000 provided they satisfy all provisions of this policy.
- 6.2. Commissioners and CAO, without prior Council approval, are authorized to approve sponsorship and advertising agreements up to \$100,000, provided they satisfy all provisions of this policy.

Notwithstanding the foregoing, the execution of agreements would be completed by the Mayor and Clerk. All agreements would include a termination clause.

Revenue opportunity inventory and valuation recommended as part of a Revenue Generation Strategy development

Term 1.10 addresses sponsorship and advertising revenue generation valuing:

“Sponsorships and advertising must be valued at a level consistent with the industry practices, using recognized valuation models and standard practices”.

An inventory and valuation of the City's sponsorship and advertising revenue generation opportunities would provide the required information to package and solicit sales that maximize revenue potential. Developing an inventory of opportunities and their individual and cumulative value requires expertise; once complete valuation inventory is expected to be relevant for 5-8 years. This is accomplishable through a third party consultant and industry experts recommend that it is developed as part of a comprehensive Revenue Generation Strategy, as detailed below.

Industry experts use specific formulas that consider the following factors when valuing sponsorship and advertising sales opportunities:

- newness of the facility
- importance within the community
- uniqueness
- location
- annual attendance
- diversity of programming
- potential for media coverage
- potential for activation
- additional visibility
- length of term
- payment schedule

Revenue opportunity execution structure recommended as part of a Revenue Generation Strategy development

Industry experts identify a number of considerations in structuring how revenue generation opportunities are executed; these factors are distinct to each organization's internal and external environment. The two main structures that exist are internal dedicated and specialized staff; and an external professional organization; both require internal resources(s) to manage the process and fulfill the terms of the agreements.

Opportunities that are relationship based and customized for the Client maximize revenue generation

Relationships establish long term revenue generation opportunities beyond a transactional sale. Maximizing revenues in a relationship based approach is achieved by understanding potential clients' business, including who they are trying to reach, their budget levels and cycle and general goals; then presenting opportunities that align. The relationship continues through fulfillment to support future sales.

An inventory and valuation of revenue generation opportunities provides a tool to package and present a customized sale that is attractive to the individual organization. Industry experts recommend this approach and maintaining a confidential valuation listing based on positive results, as compared to promoting a public list of generic sponsorship or advertising opportunities. A packaged and customized approach also fosters a more effective sales transaction at a greater value and a diverse marketing opportunity for the client. To ensure inclusiveness in the sales approach, an Expression of Interest can be used as a tool to engage all interested organizations in the discussions for available sponsorship and advertising opportunities.

The ideal structure for the City can be recommended by a third party consultant and industry experts recommend that it is developed as part of a comprehensive Revenue Generation Strategy, as detailed below.

Development of a Revenue Generation Strategy is an industry best practice

To realize maximum revenue from all available sponsorship and advertising opportunities industry experts recommend developing a comprehensive strategy that includes the following main elements:

1. Inventory and valuation of revenue generation opportunities
2. Policy review and/or development
3. Execution structure

The development of a strategy is a medium term initiative that if pursued could take up to 3+ years to develop and implement. If pursued, staff would continue with current efforts as outlined below until the Strategy was implemented.

Staff interim execution

Until such time the City pursues the development of a formal inventory of revenue opportunities and values, execution structure and overall Revenue Generation Strategy through a third party consultant, the staff Interdepartmental Valuation Team (Team) would be established and function as part of the Sponsorship and Advertising Policy approval. The Team would consider unsolicited sponsorship and advertising opportunities for consistency and relevancy to recent and available comparable sales. This format would continue if Council does not pursue the development of a formal inventory of revenue opportunities and values, execution structure and overall Revenue Generation Strategy through a third party consultant.

Corporate Communications would continue to oversee Advertising through an existing staff position.

Financial Implications

Policy Term 1.12 defines the use of revenues, as outlined below, which ensures that ongoing operating expenses are not dependent on funding that is neither consistent nor permanent; and that the group of facilities where the revenue was generated receive funding towards asset management.

- 1.12. All sponsorship or advertising revenue will be allocated to the Infrastructure Reserve Fund and committed for asset renewal that is related to the contribution.

Funding for Revenue Generation Strategy development

If the Corporation pursues the procurement of a third party for the development of a Revenue Generation Strategy in 2017, a possibility for funding could include the reallocation of unspent PRCS staffing funds that resulted from vacancies. An alternative to this would be considering inclusion of funding within the 2018 Operating Budget.

Relationship to Strategic Plan

This report and policy supports the Economic Sustainability Goal to develop partnerships to enhance the economic vitality of the community.

Conclusion


Council's approval of the proposed Sponsorship and Advertising Policy will guide the consistent and efficient approach to revenue generation through sponsorship and advertising within City facilities, services and events. This Policy will establish a foundation to support the improvement of the City's approach in sponsorship and advertising sales.

Prepared by:

Amy Tomaino
Manager of Business Planning and Strategic Services

Submitted and Approved by:

Phil Cristi, Acting Director

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Policy Statement

The City of St. Catharines welcomes and encourages sponsorship and advertising to support the provision of City events, services or facilities. All sponsorship and advertising will be consistent with the City of St. Catharines' vision, mission and values and must not compromise or contradict any legislation, by-law or policy, or reflect negatively on the City's public image. All sponsorship and advertising agreements shall be established in a manner that results in an appropriate balance of benefits to the City, the community and the sponsor or advertiser.

Purpose

This policy formalizes the conditions for the City to enter into an agreement with an external party to sponsor all, or a part of, a City event, service or facility or advertise at a City facility. This policy:

- Outlines the criteria and process for assessing sponsorship and advertising benefits
- Provides staff with direction to respond to sponsorship and advertising requests

Definitions

Sponsorship is a mutually beneficial business arrangement between the City and an external party. An agreement is made for the external party to provide cash and/or in-kind good and/or services to the City in return for access to the commercial marketing potential with a City service, event or facility. A sponsorship does not qualify for a tax receipt.


Advertising sales is the selling or leasing of advertising space on corporate materials (printed or electronic), and signage on City owned properties; whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased.

Advertising is a straightforward purchase of space based on pre-established rates and a defined time period, as outlined in the rates and fees by-law.

Naming or Renaming Rights is a type of sponsorship, where naming of a service, event or facility, or a portion of a facility, is the commercial marketing exchanged for cash and/or in-kind goods and/or services.

Scope

This policy applies to the relationships between the City of St. Catharines and businesses, organizations, and individuals that contribute either financially or in-kind to a City service, event or facility in return for recognition, with respect to the following situations:

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- City service, event and/or facility sponsorship
- Paid advertising on City publications and/or at City events and/or City facilities

All City services, events and facilities are subject to this policy, excluding the Meridian Centre and the First Ontario Performing Arts Centre related services, events and facilities. Any sponsorship or advertising which vary from the requirements of this policy shall be approved by Council.

This City has a complementary policy for the naming of parks, trails and recreation facilities that provides a process to evaluate renaming/naming requests for the following reasons:

1. Civic or historical significance and location or features
2. Significant individuals, families, organizations and foundations
3. Sponsorship

These policies are used together when considering naming a park, trail or recreation facility for sponsorship.


Policy

1.0 General Principles

The following principles will guide the decision-making and operational processes related to sponsorship and advertising relationships:

Decision Making:

- 1.1. All sponsorship and advertising agreements must comply with federal and provincial acts, statutes and regulations and municipal by-laws and must not interfere with existing contractual obligations of the City.
- 1.2. All sponsorship and advertising agreements must be consistent with the mandates, policies and objectives of the City.
- 1.3. All sponsorship and advertising agreements must benefit the City.
- 1.4. The sponsorship or advertising opportunity should be deemed appropriate by the City to the identified target audience.
- 1.5. Sponsorship or advertising devices must not impact the quality and integrity of the City's facilities, recreational experiences, and provide no added safety risk, which will be determined by the City.

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- 1.6. Agreements shall not in any way invoke future considerations, influence, or be perceived to influence the day to day business of the City.


Operational:

- 1.7. The City will maintain control over the planning and delivery of all sponsorship and advertising agreements and activities.
- 1.8. Sponsorships and advertising must be valued at a level consistent with the industry practices, using recognized valuation models and standard practices.
- 1.9. The term of all agreements shall reflect the value of the contribution, not to exceed the life expectancy of the asset.
- 1.10. City employees or anyone with permission to act on behalf of staff, shall not receive any product, service, or assets for personal use or gain as a result of a sponsorship or advertising agreement, as per the code of conduct policy.
- 1.11. Advertisement of a product or service does not act as the City's endorsement of any one product or service over another.
- 1.12. All sponsorship or advertising revenue will be allocated to the Infrastructure Levy Reserve and committed for asset renewal that is related to the contribution.

2.0 Restrictions

In keeping with the principle that all sponsorship and advertising must be consistent with the City's vision, mission and values, the following restrictions will apply:

- 2.1. The City will not accept sponsorship or advertising from organizations / individuals whose reputation could prove detrimental to the City's public image and/or whose main business is derived from: 1) the production or sale of tobacco, 2) pornography, adult entertainment, or sexual services, 3) the support of or involvement in the production, distribution, and sale of weapons and other harmful products, and 4) religious and/or partisan organizations.
- 2.2. Sponsorships or advertising will not be accepted from any party that portrays, promotes, or condones the stereotyping of any group or discrimination as defined in the Ontario Human Rights Code.
- 2.3. Sponsorships or advertising will not be accepted from individuals or corporations currently not in good standing with the municipality (i.e. current violation of by-

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law, under litigation, or in arrears).


- 2.4. Sponsorships or advertising will not be accepted from corporations that produce any product or service that is not legally available to persons under the age of 18 in the Ontario marketplace, except for permitted special events.

3.0 Sponsorship and Advertising Agreements

- 3.1. All sponsorship and advertising agreements must be confirmed in writing and all details must be finalized at the time of signing by both the City and the sponsor or advertiser.
- 3.2. All sponsorship and advertising agreements shall be reviewed by the City's legal division.
- 3.3. All sponsorship and advertising agreements must outline the following:
 - The contribution and the assessed value of the contribution.
 - The obligations of both the sponsor or advertiser and the City.
 - The duration of the agreement and obligations.
 - The dispositions and ownership of any assets resulting from the sponsorship or advertisement.
 - The license and use of the City's and sponsor or advertiser's name, trade, service marks and other intellectual property, and any associated costs.
 - A cancellation provision and the remedies available to both parties upon cancellation.
 - Details of the exchange of marketing benefits, including both what the City will receive from the sponsor or advertiser; and what benefits are to be provided to the sponsor or advertiser.

4.0 Sponsorship and Advertising Solicitation

- 4.1. All sponsorship and advertising solicited by the City will comply with the terms of this policy.
- 4.2. The City is open to receiving unsolicited sponsorship proposals.
- 4.3. Unsolicited sponsorship and advertising proposals received by the City will be evaluated using the terms of this policy.
- 4.4. The City reserves the right to reject any unsolicited sponsorship or advertising proposals that have been offered to the City, based on the terms of this policy.

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5.0 Responsibilities

5.1. Relevant department program managers are responsible for:

- Reviewing, negotiating and administering all sponsorship and advertising proposals as per the provisions of this policy and any applicable corporate policies.
- Obtaining approval to proceed with an agreement from each the Manager of Corporate Communications, Manager of Accounting and Payroll, and Director of Legal and Clerks Services.
- With approval to proceed, seek final approval from department Director, in accordance with the delegated authority within this policy.

5.2. Interdepartmental Valuation Team, comprised of Manager of Corporate Communications, Manager of Accounting and Payroll, Manager of Facilities and Energy, Manager of Business Planning and Strategic Services, Manager of Programs and Cultural Services, Director of Economic Development, or departmental designates, is responsible for:


- Defining existing service, event, facility sponsorship opportunities.
- Establishing a methodology for valuing sponsorship opportunities.
- Evaluating proposals to ensure that assets are priced accordingly, there is a consistent pricing strategy and recognition, and to reduce any duplicate approaches to corporate partners.

5.3. Directors and/or Commissioners are responsible for:

- Ensuring staff compliance with this policy.
- Concept approval of sponsorship projects before sponsors are approached and or agreements are made; if more than one department is involved, approval from all applicable Directors is needed.
- Authorization of sponsorship agreements in accordance with the delegated authority within this policy.
- Provide communication to Councillors on new sponsorship or advertising agreements within their ward or the City at large, as applicable, in advance of public execution.

5.4. City Council is responsible for:

- All agreements that do not comply with this policy or include the naming or renaming of a City facility, require approval of Council; and that the Mayor and Clerk shall be authorized to sign such agreements approved by Council.
- Reviewing and/or approval of all sponsorship/advertising agreements that fall outside the delegated authority of staff as outlined in section 6.0 of this policy .

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6.0 Delegated Authority

- 6.1. Department Directors, without prior Council approval, are authorized to approve sponsorship and advertising agreements up to \$50,000 provided they satisfy all provisions of this policy.
- 6.2. Commissioners and CAO, without prior Council approval, are authorized to approve sponsorship agreements up to \$100,000, provided they satisfy all provisions of this policy.

Notwithstanding the foregoing, the execution of agreements would be completed by the Mayor and Clerk.

Monitoring/Contraventions

Managers shall monitor the application of this Policy to ensure that all policy requirements are met. Failure to comply with this Policy may result in disciplinary action.