Appendix III

Municipal Networking on Sponsorships and Naming Rights; Sponsorship Review of Other Cities

City	Background	Staff/Location/Duties	Revenues
Saskatoon	-has been doing sponsorships and naming rights for the past 20 years, on an ad hoc basis as opportunities occurred -has existing policies on sponsorships/naming rights, gifts, etc which are in need of updating -has a separate committee to oversee commemorative naming of assets - currently an internal working committee is reviewing policies and practices to be more strategic and generate more value (the review does not include arms' length agencies, boards or commissions, such as arena or convention centre) -in the recent annual Civic Services Survey, the majority of citizens supported the City offering naming rights and sponsorship opportunities as a source of revenue	-no one person or division dedicated to pursue or maintain sponsorships -each division pursues sponsorships as needed	-over the past 20 years, have obtained approximately $25M in combined naming rights and sponsorships for targeted capital projects
Kelowna	-have been doing informal sponsorship and advertising for years -currently going through sponsorship and ad policy creation and formalizing a City-wide program -have hired a firm to do valuation to get a sense if it is worthwhile to undertake -this year, building the business case—what would a strategy look like—staffing, resources, trajectory for revenues, person in charge—then Council will decide at the end—either take the plunge or status quo for now -did biannual citizen survey – asked about resident's comfort with ads and sponsorship 81% support and 41% strongly support - some concern from non-profits that City will be in competition for funding – as formal program is being developed the City has built professional development opportunities and support for local non-profits into the plan, "raising the bar" for sponsorship across the	- No one dedicated, advertising is currently delivered through contracts with sales agencies at a departmental level - As part of the sponsorship and advertising program development, proposing a new position to coordinate the City-wide program	- Currently generate more than $700,000 annually with focus on advertising

	community -less community support for renaming, but looking at new assets or assets within facilities for naming		
Edmonton	-created policy about 10-15 years ago when they were approached by a company wanting to purchase naming rights for Commonwealth Stadium -no re-naming of existing facilities, but can do naming of new facilities and within current ones -have sponsorship policy for recreation facilities -nothing is promoted on their web site as "shopping lists of assets", as they want to build custom programs based the sponsors' objectives	-sales staff at Leisure Department at City sell traditional ads, so through a pilot program, got another person to procure sponsorships -5 in house marketing and sales staff (admission sales, advertising, sponsorships) -built up in-house knowledge by working with sponsorship consultant to make sure they knew how to do valuations, contracts, developing proposals, discovery session, meeting with prospects, coaching -staff on salary	-in the millions (when combined with naming rights and advertising) -revenues go back toward the centre that generated it, to enhance that experience -and if they have excess revenues, it goes into a reserve program
Winnipeg	-The City of Winnipeg Council approved the Sponsor Winnipeg Policy at its November 21, 2007 meeting. -From January, 2009-July,2012 an external contractor was awarded the contract for the " Provision of Consulting Services for the Development and Valuation of Advertising and Sponsorship Opportunities". -The consultants contract expired in July 2012 and was not renewed. -In August of 2012 a decision was made to move the Sponsor Winnipeg Program to the Community Services Department. -Community Services agreed to dedicate 10% of a full time position to provide support to the program. -This position was responsible to manage existing sponsorships only and to respond to organizations approaching the City for potential sponsorship opportunities. There was no active prospecting. -In the Spring of 2016, the City of Winnipeg Public Service was directed to conduct a comprehensive review of the Sponsor Winnipeg Policy and report back to council -The Sponsor Winnipeg program has benchmarks in	-As indicated in previous column, program support was added to a full-time position within the Community Services Department from August 2012 until June 2016. This staff person retired in June 2016. -In October 2016, this individual was called back by the Office of the Chief Administrative Officer on a very part-time basis (12 hours a week) to again provide support to the program. -This position together with the Manager of Corporate Initiatives in the Office of the CAO assumed responsibility for the Sponsorship Program.	-From 2010 to 2015, the Sponsor Winnipeg Program has generated just over $3.9 million in revenue. -Revenue allocation; example: if there is a naming right of a Community Centre facility, the sponsor revenue for that naming right is directed to that facility.

	place relative to sponsorship. These bench marks are a reflection of sponsorships sold on City of Winnipeg inventory to interested sponsors.		
Toronto	-Toronto Office of Partnership opened in 2007. - Its role is to actively pursue new and innovative partnerships with business, community groups and individuals to build City infrastructure and help deliver programs and services to the 2.8 million people in the city. -the goal is to help sponsors and/or donors collaborate on projects that are mutually rewarding to donors, sponsors and the public. - Value and benefits to sponsors are reviewed and negotiated per project. A more standardized benefits package is in development. -TOP offers a variety of opportunities to sponsors and donors. Some projects are more popular with funders. Staff in the TOP office work to inform and educate potential donors on the benefits of all projects and are they entertain projects donors may approach the City with that are not currently on the TOP list. -At this time there appears to be minimal interest in corporate naming of assets in TO. More is done with the City's agencies/boards -The City works to balance the commercialization of public space—that were originally paid for by tax dollars. -TOP continues to work on asset valuations -TOP also manages the staff led United Way fundraising campaign.	-Partnership Office under the Deputy City Manager (6 full time staff, including 3 part-time for the United Way campaign) -Due to the size of the City and its variety of programs and services, not all sponsorships come through the TOP office - A number of departments seek and secure their own sponsorships and administer the contracts that are secured. -TOP works on its own projects, and also develops City policies and provides leadership, training and support to the corporation.	-Majority of funding is to implement or enhance projects and program and not sustain programs. -2014—$24M (new and amortized over the life of the term) in sponsorships and donations.
Ottawa	- policy approved in 2005; to be reviewed this year - won't re-name assets that are already commemoratively named - in 2011, hired consultant for five years for: valuations, assist with establishing a marketing campaign; selling (consultant obtains interested partners, does draft proposal, works with City and partner to execute agreement). City pays consultant commission once agreement has been executed - no billboards in parks (restricted by the Signs By-law)	- previously the S/A branch was in Parks, Recreation and Cultural Services Department (as they have the majority of assets for sponsorship) but recently realigned to Economic Development - operating budget covers staff costs (manager and one staff); commission for marketer to get paid for getting sponsorships; and activation costs	- $1.55 and 1.68 M in 2014 and 2015 (not the projections they first thought) - revenues goes back to area that generated it

	- most partners enter agreements to gain an edge on their competition and promote their company as 'giving back to the community'; agreements are tailored to meet the needs of the partner	associated with the agreements - also provide advice to other departments, but they have to go get their own sponsors - maintains database of sponsors and maintains the contracts	
Regina	-not very formalized or active program -one-offs for sponsorships and naming rights, mostly through Parks & Rec (Community Services) -Administration has a budget ask for 2017—to engage a supplier to do a strategy; will do an RFP for sponsorship firm; policy work, inventory valuation, etc. and bring results to Council for next steps -general advertising activities: Transit ads, Leisure guides, rink board ads, washroom ads, and some one-offs	-no one department looks after sponsorships; ad hoc as opportunity arises	n/a
Calgary	-a big omnibus policy report on commemorative naming, sponsorships, and naming rights passed on April 13, 2016 (it revised and combined three policies) -they have staff that get sponsorships for naming rights—just for "civic partners" though i.e. EPCOR Centre, Telus Convention Centre -they don't advertise for sponsors (makes it more difficult to find sponsors—not a commodity);they have a formal program of inventory, valuation, market sounding -Calgary doesn't actively solicit for opportunities for other assets—may do so in the future; they just accept passive opportunities -they are starting to do valuation and market sounding for big leisure centres; in-house and sponsorship firm is helping them -this work would sit within Recreation area, as 80% of valuation is parks, rec centres, field houses, etc; also Transit is looking at naming and sponsorship opportunities	-one staff and summer student -the staff person is the policy steward, but turned day to day control over to the various business units—so the units call him for advice, but the units do all the work—finding sponsors, Council approval, and send him info to track name changes and obligations on contract management -they don't have a coordinated/centralized sponsorship/naming process yet	-don't currently track corporate sponsorship revenue, but will be doing so in the future