

Comparative Overview of Municipal Approaches on Sponsorship Programs

The majority of cities have a sponsorship policy that covers naming rights and sponsorship

- Two cities researched have expanded the scope of the policy to include advertising while the others do not have a separate advertising policy with the exception of the City of Saskatoon.
- The City of Calgary is unique in that it has an omnibus Policy that includes Municipal Naming, Sponsorship and Naming Rights.
- The City of Edmonton has a narrow scope limiting the policy to facility naming for recreation facilities.

Most common assets are recreation facilities and programs

- Most cities focus on naming rights, sponsorship and advertising related to recreation facilities and programs while some extend this to other areas including transit, park areas, animal services, fire, etc.
- Two cities are unique. The City of Edmonton does not actively solicit naming rights for existing facilities and the City of Ottawa has an inventory of billboards and enter into third party contracts to sell billboard advertising space.

A majority of cities have policies requiring Council approval for Naming Rights with Administration approval for Sponsorship & Advertising

- Most policies require Council approval for the naming/renaming of City property, buildings and structures.
- However, most sponsorship agreements and advertising either do not require Council approval or only when the value exceeds the authorized signing authority of Administration, which ranges from a low of \$100,000 and a high of \$1,000,000.

The majority of cities have a centralized approach primarily located within an area responsible for recreation programming or services

- Only one City has this responsibility centralized within Customer Service & Communications.
- The City of Calgary uses a combination whereby the policy oversight is centralized and implementation is decentralized.
- The City of Saskatoon is the only one using a decentralized approach.

The majority of cities have dedicated staff but also use third party services

- Dedicated staff are primarily used to support the sponsorship program ranging from 1 to 3.5 FTEs.
- Many cities also enter into contracts with third parties to sell advertising space in recreation facilities, arenas and transit.
- In addition, third party services are often used for valuation and solicitation of sponsors/naming rights. .
- The City of Edmonton is unique in that they have sales staff who solicit advertising.
- The City of Saskatoon has no dedicated staff but is distinctive in the sense that it utilizes Foundations (e.g. Saskatoon Zoo Foundation and Friends of the Bowl) to generate sponsorship for specific areas including assets. These foundations are responsible for fundraising and maintaining naming right and sponsorship agreements.

A majority of cities promote opportunities and invite participation through a “Request for Sponsorship” process.

- The City of London and the City of Ottawa both have the ability to consider non-competitive and/or unsolicited proposals.
- The City of Saskatoon and the City of Edmonton do not have a specific policy provision relating to competitive and/or non-competitive proposals.

Revenue generated for the naming rights, sponsorship and advertising primarily go to the sponsored City asset

- The majority of cities allocate proceeds for naming rights, sponsorship, and advertising to the sponsored City asset.
- Such proceeds are used for capital maintenance or the provision of programs and services.
- The City of Winnipeg has rare exceptions where funds are allocated to general revenue.

A majority of cities have other Council policies for naming streets, roadways and parks.

- Most cities have Council policies that guide decisions for naming streets, roadways and parks and therefore are generally excluded as eligible assets for selling naming rights.
- These policies generally recognize the important role of naming streets, roadways and parks to guide the identification of location and navigation of a city.
- The policies also recognize streets, roadways and parks serve as a method of commemorative recognition to honour events and individuals, community contributions, etc.

	Saskatoon	Winnipeg	Calgary	Edmonton	London	Ottawa
What is the authority for the program?	C09-028 – Sponsorships Includes Naming Rights and Sponsorship	Sponsorship Policy Includes: Naming Rights and Sponsorship	Omnibus Policy Municipal Naming, Sponsorship and Naming Rights Policy	Facility Name Sale Policy Includes: Recreation facilities naming rights for new facilities and elements of current and future facilities	Corporate Sponsorship and Advertising Policy Includes: Naming Rights, Sponsorship and Advertising	Sponsorship and Advertising Policy Includes: Sponsorship, naming/renaming of City properties, buildings and structures, pouring rights, paid advertising and billboards.
	Advertising: C02-037 – Transit Advertising C10-010 – Advertising in Recreation Facilities	Advertising: Delegated authority to CAO for setting fees and approving advertising at various leisure facilities and Leisure Guide.	Advertising: n/a	Advertising: n/a		
How is it administered?	Structure: Decentralized Program City Staff: No dedicated staff. Contract: On occasion the City has used 3 rd party services for valuation and soliciting of naming rights; 3 rd party contracts are used for advertising services (Indoor Rink Boards, Leisure Guide and Transit).	Structure: Centralized within Customer Service & Communications Division City Staff: 2017 Business case recommended one FTE be added however this hasn't been added to date. Contract: 2017 Business case recommended an external contract in the value of \$30,000 be allocated for a 5 year period to value new or changing assets but hasn't been added to date. 3 rd party contracts are used for Transit advertising services.	Structure: Centralized Policy Oversight in Corporate Analytics & Innovation by Policy Steward; Decentralized Program Implementation: Remains with the asset stewards or business unit responsible for the City Asset. City Staff: Solicitation and negotiation are conducted by City staff within business units or through external contracts. Currently one full time position exists in Parks, one in Recreation and one in Transit, and one part-time position in Fire. Contract: 3 rd party contracts are used for Transit advertising services; 3 rd party contracts are used to assist with valuations.	Structure: Centralized within Community and Recreation Facilities Branch. City Staff: Two permanent full time staff are responsible for soliciting advertising. Contract: 3 rd party contracts are used for Transit advertising services and for external consultants to assist with negotiations and the valuation of assets where required.	Structure: Centralized within Parks and Recreation Division City Staff: One temporary full time position. Contract: 3 rd party contracts are used for Transit advertising services. A 3 rd party was hired to develop valuations for various assets which guide the City today.	Structure: Centralized within Parks, Recreation and Cultural Services Department City Staff: One permanent full time position. Contract: 3 rd party contracts are used for Transit advertising and for Billboard installation and advertising.
Who approves the assets?	Naming rights for an existing facility should take into consideration the history and legacy of the current name and concept approval must be received from City Council. A written report to City Council is required to approve the list of assets for sale for naming right agreements prior to sponsors being approached. On occasion Administration has brought forward unsolicited proposals for Council approval. Council approves sponsorship arrangements that are of a sensitive nature of with a total value in excess of \$100,000. Administration approves all sponsorship \$100,000 or less.	Council will approve the naming rights of a facility or asset, prior to the release of an RFS. Specifically, Council will need to approve the content of the RFS that has proposed naming rights. All other sponsorship awards require the approval of the Chief Administrative Officer (or designate).	For Naming rights, Administration must prepare a report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met. Upon approval of the fundamental terms and conditions for the proposed Naming Rights arrangement by Council, Administration can enter into the agreement. Administration approves sponsorship arrangements following the policy and procedures.	Administration must seek concept approval from Council prior to initiating negotiations with a potential partner and conduct any necessary review and analysis of Name Sale proposals. Furthermore, they must oversee any public consultation processes to measure community support for the Name Sale and support provided must equal current market value of the facility's naming rights. A report for City Council on the Name Sale agreement must be completed	Agreements that do not comply with this policy or are for an amount in excess of \$1,000,000 require approval of Council by By-law and that the Mayor and the City Clerk shall be authorized to sign such agreements approved by Council.	City staff is authorized to enter into sponsorship and advertising agreements that do not exceed the pre-authorized limits Deputy City Managers, and/or the Chief Corporate Services Officer will determine when it is appropriate to seek the authority of Council prior to a sponsorship being signed. Agreements that exceed these pre-authorized limits will require City Council approval. City Council approval is required for any contract that does not satisfy the provisions of this policy and for opportunities involving the naming/renaming of City property, buildings and structures. City Council approval is required for all proposals that include billboard advertising

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What assets are currently included?	Naming rights: Selected New Recreation Facilities Advertising: Indoor Rink Boards & Transit	Comprehensive list of assets are on the website for naming rights, sponsorship and advertising including recreation and sport facilities, park areas, active transportation network, City parkades, City vehicles, animal services, libraries, archives, social services and Winnipeg Transit.	Besides Transit advertising specific assets are unknown. Worth noting is an RFP was issued for Naming Right & Sponsors Valuation for Recreation Facilities in April 2018 and an RFP for Calgary Transit Asset Naming Rights and Brokering sales in March 2019.	Assets primarily focus on advertising opportunities in arenas, digital advertising, golf courses, in the City Guide, Leisure Centre Wall Panels and Poster Frames and Transit advertising.	Assets primarily focus on naming rights and advertising related to recreation facilities and arenas and Transit advertising.	Assets primarily focus on naming rights for recreation facilities and sponsorship of recreation programs and replenishing of trees. Advertising opportunities are available for Transit and for billboards.
How do they obtain interest?	The policy does not identify specifics on a procurement process. However, once naming right sponsors are identified Administration must prepare a Letter of Intent and report back to City Council for approval and/or obtain approval for sponsorships over \$100,000.	Sponsorship Policy outlines potential sponsors will be invited through a Request for Sponsorship process. Assets listed on website.	Policy outlines that public promotion of the sponsorship opportunity is a requirement. Furthermore, public promotion for naming rights is a minimum of two months.	The Facility Name Sale Policy doesn't specify the procurement process but indicates the evaluation must be consistent with the procurement policy.	Policy outlines that sponsorship and advertising is offered on a first come, first served basis. Covers unsolicited proposals and those openly solicited by the City.	Policy outlines the need for open competition when certain criteria is applied. Non-competition and/or unsolicited proposals can be considered within specific criteria.
Where does the revenue go?	Naming rights: proceeds to go capital maintenance, enhancement costs or provisions of programs and services to the sponsored City asset. Transit Advertising and Advertising in Recreation Facilities: Proceeds to go offset operating costs	Proceeds are primarily allocated to the sponsored City asset but on rare occasions funds go to General Revenue.	Proceeds are allocated to capital maintenance, enhancement costs, or provision of programs and services to the sponsored City asset.	Proceeds for facility name sales and advertising remain with the business unit responsible for the City asset.	Proceeds are allocated to enhancement costs or provision of programs and services to the sponsored City asset.	Proceeds are allocated to relevant City facilities and programs.
What other features are helpful to note?	The City of Saskatoon utilizes the Saskatoon Zoo Foundation and Friends of the Bowl for specific areas including the Zoo and Gordie Howe.	On September 18, 2017 a comprehensive business case was presented to the SPC on Protection, Community Services and Parks which outlines proposed assets, structure and staff.	The introduction of the new Policy included the removal of the Municipal Naming Committee. The Policy also includes a schedule for Naming Rights for City Assets Operated by Partners.		Program, service, or facility for which sponsorship or advertising is being sought must not directly compete with charitable organizations or with existing private business in close proximity.	Policy includes procurement processes related to offering open competitions, non-competitive sponsorship and advertising arrangements and unsolicited proposals.
Other Naming Policies	<ul style="list-style-type: none"> Naming of Civic Property and Development Areas C09-008 	<ul style="list-style-type: none"> Naming of City Parks Street Naming 	<ul style="list-style-type: none"> Above Omnibus Policy covers Naming of Communities and Roadways. 	<ul style="list-style-type: none"> Naming Development Areas, Parks, Municipal Facilities, Roads and Honorary Roads 	<ul style="list-style-type: none"> Naming/Re-naming or Dedicating of Municipal Property, Buildings and Park Elements Policy Commemorative Street Naming Policy Street Naming - Streets of Honour 	<ul style="list-style-type: none"> Commemorative Naming Policy for Municipal Parks, Streets and Facilities

Notes:

- The City of Regina Issued an RFP to conduct work on the Asset Inventory, Valuation, Policy and Program Development in December 2017 with work beginning in 2018. Currently there is no Council Policy related to Sponsorship, Naming Rights or Advertising. The City of Regina has a Park Naming Policy and Procedures and a Civic Naming Committee Guideline (Civic Naming Committee Guideline Policy # 2018-4-CC <https://www.regina.ca/export/sites/Regina.ca/business-development/land-property-development/galleries/pdfs/Street-Park-Naming/2018-OCC-G0005-Civic-Naming.pdf>).
- The methodology for the six municipalities was conducted through researching public information available on the website and telephone interviews with staff responsible for the naming rights, sponsorship and/or advertising programs. The review excludes information related to Controlled Corporations or wholly-owned subsidiaries.