

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 21, 2017

Item 1, Report No. 2, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on February 21, 2017.

1 CORPORATE PARTNERSHIP UPDATE & PLAN

The Finance, Administration and Audit Committee recommends approval of the recommendation contained in the following report of the Chief Corporate Initiatives and Intergovernmental Relations, dated February 6, 2017:

Recommendation

The Chief Corporate Initiatives and Intergovernmental Relations, recommends:

1. THAT the Corporate Partnerships Inventory List and consolidated Corporate Partnerships Policy be approved as presented; and
2. THAT any necessary by-laws be introduced.

Contribution to Sustainability

With an approved Corporate Partnerships Inventory List and Corporate Partnerships Policy, the Municipal Partnerships Office can pursue corporate support as an alternative revenue source to contribute to the sustainability of City programs, services and infrastructure.

Economic Impact

Municipal Partnerships Office established through Innovation Reserve, fully funding itself after initial five years with no impact to taxation

All costs associated with the creation of the Municipal Partnerships Office were approved by Council through the 2014/15 budget process. The Innovation Reserve was used to build the program without direct impact to taxation. By 2026, it is anticipated that the Office will have allocated \$2.5M of sponsorship revenue to City programs, services and facilities. Once the obligations to repay the Innovation Reserve are completed in 2026, the office will generate more than \$1M gross on an annual basis.

In order to achieve the goals as stated in the Municipal Partnership Strategy, a revenue allocation model was created to ensure a portion of each sponsorship dollar earned will be allocated to what is being sponsored. This model is important for department's to see a direct benefit to running the sponsorship program and for the public to see a direct impact from sponsorship.

Communications Plan

For major investment partnership opportunities, such as naming rights, an ad will be placed in local newspapers advising potential partners of upcoming opportunities. Furthermore, these opportunities will be communicated through Biddingo and in our Economic Development's e-Business Link newsletter to ensure the business community is aware of possibilities to partner with the City.

A dedicated Corporate Partnership webpage will be created on vaughan.ca outlining available opportunities, and provide contact information for the Municipal Partnerships Office. The Municipal Partnerships Office will work with Corporate Communications to highlight this page on vaughan.ca when the Corporate Partnership program launches, and periodically as new opportunities are available.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 21, 2017

Item 1, Finance Report No. 2 – Page 2

A comprehensive marketing and advertising plan is being developed to support the Partnership Program. A combination of marketing tactics will be explored. A corporate prospecting event with members of the business community will be planned in 2017 to promote the new Municipal Partnerships Office and build awareness and interest for new partnership opportunities.

Purpose

The purpose of this report is to provide Council with the Partnership Opportunities that will be areas of focus for the Office in 2017 and seek Council approval for a newly created Corporate Partnerships Policy.

Background - Analysis and Options

As identified in the approved Marketing Partnership Strategy and Implementation Plan, a Manager of Municipal Partnerships was hired in February 2016 to take a strategic and coordinated approach toward the City's partnership and sponsorship efforts and tracking systems. Using the Marketing Partnership Strategy and Implementation Plan as a foundation, the Manager began by engaging with relevant departments to determine specific City assets that were conducive to sponsorship property development. Once assets were reviewed, each was compared to other municipal sponsorship programs (Markham, London, Ottawa, Toronto) to determine level of appeal and success (i.e. arts programming, green initiatives, etc.).

Naming Rights play an integral role in the success of the program as identified in the Marketing Partnership Strategy and Implementation Plan

A consultant was engaged to evaluate city facilities for Naming Rights revenue potential. This was an area of interest outlined in the Marketing Partnership Strategy and Implementation Plan. The consultant, Judy Haber of the Performance Sponsorship Group, is highly regarded in the sponsorship sector with years of experience working with municipalities across Canada, with a specialty in Property Naming Rights.

Initial research and valuation, Vellore Village Community Centre and the City Playhouse are recommended as the two priorities for immediate Naming Rights

After reviewing all viable facilities based on site inspections, aesthetic appeal, uniqueness of offering, traffic levels and exposure, four properties were selected to be formally valued by the consultant – City Playhouse Theatre, Maple Community Centre, Vellore Village Community Centre, and North Thornhill Community Centre, with the plan to value Vaughan Metropolitan Community Centre and Block 11 Community Centre when data becomes available to do so.

In consultation with the Staff Partnership Working Group and Corporate Management Team, the following plan has been identified in order to prioritize sponsorship properties in 2017:

Naming Rights

City Playhouse Theatre and Vellore Village Community Centre are the two priorities identified for immediate Naming Rights partnership. These facilities would be considered a "soft" introduction to Naming Rights for the community. The Manager of Municipal Partnerships has discussed this with the two local Councillors as per the protocol outlined in the Marketing Partnership Strategy and Implementation Plan, and both are supportive of the facilities being named.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 21, 2017

Item 1, Finance Report No. 2 – Page 3

Secondary Inventory

All other packages created will be considered 'Secondary Inventory', and only included in partnership packages when a company expresses interest in something else, or when companies come forward with unsolicited partnership proposals. This approach will be taken to manage staff resources, as well as a means of being prepared to be able to respond to companies in a timely manner with targeted partnership opportunities already built that would appeal to them. Specific properties available for sale are identified in the Corporate Partnerships Inventory List (Attachment 1), however new properties may be developed based on specific interests of the corporate community, and/or new programs or services that are introduced by the City throughout the year. These new partnership properties would be developed and pursued based on the authorization levels outlined in the new Corporate Partnerships procedures.

POLICY CONSOLIDATION

Current City Policy is not reflective of the needs required by the Council endorsed Municipal Partnership Strategy.

For the Municipal Partnership program to be successful, City Policy must be aligned to meet the goals of the Strategy. The Manager of Municipal Partnerships identified the following policies that impact the work undertaken by the office:

- Policy No. RC – 003 – Partnerships Policy (97.04.14)
 - As a 20 year-old document, a new policy is required to align with the current corporate partnership landscape and Municipal Partnership Strategy.
- Policy No. TPF – 006 – Naming City Parks, Open Spaces, Community Facilities and other Municipal Buildings and Properties (10.06.08)
 - A new policy must be used to govern corporate naming rights of facilities to align with the Municipal Partnership Strategy. Individuals, families, community service organizations, and foundations will still abide by this policy.
- Policy No. PS – 003 – Consolidated Purchasing Policy (12.10.30)
 - The Procurement Services department was consulted and it was agreed that the process for procurement and partnership are different, and so the guidelines should be as well. Corporations pursued for the purpose of partnership would be exempt from the application of the Purchasing Policy and should follow the Corporate Partnerships Policy. However, in the interest of being transparent and fair, major opportunities for partnership would be promoted on bidding sites to advise the business community at large and allow companies to express their interest, as per the "Communications Plan" section of this report.

Each policy listed above has been referenced in the new consolidated Corporate Partnerships Policy to show how these policies interact with the new policy.

Working in consultation with the Staff Partnership Working Group and the Policy Committee of the Corporate Management Team, a Consolidated Policy was created to better align the outcomes that are laid out in the Strategy

Prior to consultation with the Staff Partnership Working Group, Corporate Management Team, and the Policy Committee, the corporate partnership policies used by other municipalities were reviewed by the Manager of Municipal Partnerships to ensure the new consolidated policy had updated industry standard language, and covered the elements required to implement the new Municipal Partnership Strategy. Once the new policy was drafted, it was reviewed with the Staff

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 21, 2017

Item 1, Finance Report No. 2 – Page 4

Partnership Working Group to ensure the policy was clear and useable for all affected departments, with feedback incorporated prior to consulting with the Corporate Management Team and Policy Committee. The Policy Committee is a newly formed committee created by the City Manager to review all new policies, and a presentation on the consolidated Corporate Partnerships Policy was completed on December 1, 2016. With the support of the Policy Committee to replace RC - 003 - Partnerships Policy with this new policy, and as per AD – 016 – Policy on Corporate Policy Development that requires all policy changes to be brought to Council for approval, you will find the new Corporate Partnerships Policy included in this report for your review (Attachment 2).

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report relates to the Term of Council Priority of meeting Council tax rate targets (no greater than 3%), and the Service Excellence Strategic Initiative of Financial Sustainability as this program will build a non-taxation revenue source for the City.

Regional Implications

Opportunities may arise in the future that could include involvement with the Regional Municipality of York as a partner. For any of these opportunities, a report will be brought to Council outlining what the opportunities are and any related implications for Council input and approval.

Conclusion

A strategic and client-driven approach has been taken in developing the Corporate Partnerships Program to be competitive in the area of sponsorship. With a dedicated Municipal Partnerships Office to streamline efforts, sponsorable properties approved for naming rights, and a consolidated policy to follow for Corporate Partnerships organization-wide, we will be in a position to maximize revenue generation for the City.

Attachments

Attachment 1: Corporate Partnership Inventory List
Attachment 2: Corporate Partnerships Policy

Report prepared by:

Katie Maginn, Manager of Municipal Partnerships

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the Office of the City Clerk.)

CORPORATE PARTNERSHIP UPDATE & PLAN

Recommendation

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Each policy listed above has been referenced in the new consolidated Corporate Partnerships Policy to show how these policies interact with the new policy.

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Report prepared by:

Katie Maginn, Manager of Municipal Partnerships

Respectfully submitted,

Tim Simmonds
Chief Corporate Initiatives and Intergovernmental Relations

CORPORATE PARTNERSHIP INVENTORY LIST

Opportunity	Details	Priority
Naming Rights - Exterior		
City Playhouse Theatre (& Academy Program)	Full facility naming	First
Vellore Village CC	Full facility naming	First
Maple CC	Full facility naming	Secondary
North Thornhill CC	Full facility naming	Secondary
Vaughan Metropolitan Centre CC	Full facility naming	Secondary
Block 11 CC	Full facility naming	Secondary
Other Community Centres based on need/Corporate Interest	Full facility naming (no title naming for commemorative named community centre)	Secondary
Outdoor Spaces (Park naming plus areas within the park)	Chancellor Park	Secondary
	Maple CC Park	Secondary
	York Hill District Park	Secondary
	New Off-Leash Dog Park	Secondary
	Others based on need/Corporate Interest	Secondary
Naming Rights – Interior		
Outdoor Spaces (Naming within the park, ie. playgrounds)	Glen Shields Park	Secondary
	Giovanni Caboto	Secondary
	LeParc Park	Secondary
	Maxey Park	Secondary
	Others based on need/Corporate Interest	Secondary
Community Builder (no naming rights)	Infrastructure support for indoor and outdoor City facilities (accessibility upgrades, arenas etc.)	Secondary
Programs		
Arts Advocate	Art Exhibition & Naming of Exhibition Wall in City Hall	Secondary
Arts & Culture Champion	Culture Days + Vaughan Link Ambassador & School Program	Secondary
Free Public Swim	City-Wide Free Public Swim	Secondary
Youth Membership	City-Wide Youth Program	Secondary
RecAssist	Subsidy program for rec programs	Secondary
Recreation Programs	Arts, Sports, Older- Adult, Camps, etc.	Secondary
Recreation Volunteer	Volunteer program enhancement	Secondary
Green Initiatives	Green Team, Earth Hour, Environmental Days, 20 Minute Makeover, Community Garden Naming	Secondary
Services		
Partners for Pets	Animal Services support	Secondary
VAS Utility Cars	Car partnership for custom animal transportation vehicles	Secondary

Campaigns		
Healthy Paws Fund	Animal Services support	Secondary
Rebuild the Canopy – Tree Planting Campaign	Tree Planting cost support	Secondary
Public Art Acquisition	Funds for Sculpture Park	Secondary
VaughanLink Bus Fun-d	Fund for free school busing to City arts program	Secondary
General Sponsor		
City Sponsor	General support to city	Secondary

Policy No:	CIIR - 001
Department:	CORPORATE INITIATIVES & INTERGOVERNMENTAL RELATIONS
Subject:	CORPORATE PARTNERSHIPS POLICY

CORPORATE PARTNERSHIPS POLICY

Intent of Policy

- To provide a policy that welcomes and encourages Corporate Partnership to assist in the provision of City services and projects
- To safeguard the City's corporate vision, image, assets, and interests while securing non-taxation revenue
- To highlight a centralized approach for Corporate Partnership with the function of a dedicated Municipal Partnerships Office

Definitions

For the purposes of this policy, the following definitions apply:

- "Corporate Partnership" is a mutually beneficial business agreement wherein an external party, whether for profit or otherwise, provides cash and/or in-kind services to the City in return for commercial benefit. This benefit may take the form of sponsorship, publicity, promotional consideration, merchandising opportunities, etc. Because of these marketing benefits, corporate partnership does not qualify for a tax receipt.
- "Advertising" denotes the sale or lease of advertising or signage space on City-owned property. Unlike partnership, it involves the use of public advertising contracted at pre-determined rates for a set period of time. Advertising does not imply any reciprocal partnership arrangement since the advertiser is not entitled to any additional benefits beyond access to the space.
- "Corporate Naming Rights" means a mutually beneficial business agreement wherein an entity provides goods, services or financial support to the City in return for access to the commercial and/or marketing potential associated with the public display of the entity's name on a City facility for a finite period.
- "Naming Rights Holder" means the party which has been awarded the Naming Rights opportunity.
- "In-Kind" means goods or services of value to the City that are received.
- "Properties" refers to City assets. These include, but are not limited to, events, services, programs, activities, indoor and outdoor facilities, individual components of a facility, intellectual property, and other assets.
- "Facilities" refers to indoor and outdoor City-owned spaces. These include, but are not limited to, buildings, parks, stand-alone sports fields, and theatres. Streets are exempt from this definition.

Policy No:	CIIR - 001
Department:	CORPORATE INITIATIVES & INTERGOVERNMENTAL RELATIONS
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- “Individual components of a facility” means areas within a City facility. These include, but are not limited to, rooms, lobbies, gymnasiums, pools, arenas, fields, playgrounds, gardens, trails, ponds, and splash pads.
- “Pouring Rights” is a type of partnership where an entity purchases the exclusive right to supply beverages at a City facility or event.
- “Preferred Supplier Status” is a type of partnership where an entity has agreed to provide value-added support to the City in exchange for preferred status. Value-added support is typically provided by discounted pricing as well as cash, and/or goods and services.

Application of Policy

This policy applies to all business agreements between the City of Vaughan and private businesses, organizations, and individuals that contribute either financially or in-kind to City programs, services or facilities for the dominant purpose of being provided recognition, acknowledgement or other promotional considerations. A business agreement that is authorized by this policy is not considered to be procurement as defined by Policy No. PS – 003 - Consolidated Purchasing Policy, and the forthcoming updated Purchasing Policy.

This policy also applies to opportunities such as, but not limited to:

- Program and special event partnership
- Naming/renaming of a City facility endorsed by Council for such purposes
- Pouring Rights
- Preferred Supplier Status

This policy does not apply to:

- philanthropic contributions, gifts, or donations in which goods are voluntarily transferred by a third party to the City without expectation of return. In such instances, no valuable consideration is provided to, and no business relationship exists with, the third party. Donations generally qualify for a tax receipt, and must follow the policies of the Canada Revenue Agency (CRA).
- grants obtained from other orders of government, foundations, trusts, etc.
- corporate partnership agreements that pre-date this policy, however renewals will be subject to this policy.
- City sponsorship support of external projects where the City provides funds to an outside organization.
- partnerships with non-profit organizations or other public sector organizations such as school boards and governments.

Policy No:	CIIR - 001
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Authorization

City staff, in coordination with the Municipal Partnerships Office, are authorized to enter into partnership agreements as per the limits outlined in the Corporate Partnerships Procedures, approved from time to time by the City Manager, and provided they have satisfied all provisions of this Policy.

Policy Principles

- This policy supplements existing City policies and guidelines, but replaces the policies listed in the 'Intent of Policy' section. In the event of conflict between this policy and other City protocols involving corporate partnerships, sponsorships, and corporate naming rights, this policy will prevail.
- The City shall retain ownership and control over any sponsored property and of the planning and delivery of partnership activities.
- The City does not endorse the products, services, or ideas of any corporate partner.
- Agreements shall not in any way invoke future consideration, influence or be perceived to influence the day-to-day business of the City.
- The City reserves the right to terminate an existing agreement at its sole discretion and at any time should conditions arise that makes it no longer in the best interest of the City to continue the partnership.

Partnership Criteria

- The City will consider all partnership proposals but has no obligation to accept any of them. The City reserves the right to refuse any proposal, including, but not limited to:
 - Those submitted by third parties whose activities are perceived to be incompatible with the City's goals, values or mission
 - Those submitted by third parties that are not in good standing with the City, including:
 - a) Being the current subject of legal proceedings by the City of Vaughan
 - b) Being convicted by a court of such a matter set out in (a) where the contravention remains
 - c) Being a named party in litigation, judicial or arbitral proceedings against or by the City with respect to any procurement, contract or business transaction
- The City will not solicit or accept partnership from entities that promote, endorse, or any other way supports:
 - Tobacco
 - Pornography
 - The support of, or involvement in the production, distribution, and sale of weapons and other life-threatening products
 - Terrorism
 - Religion
 - Any activity which, if associated with the City, may constitute a reputational risk for the City as determined by City staff

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- Partnerships shall conform to all applicable federal and provincial statutes, and to all applicable City by-laws, policies, practices, regulations, and the Liquor Licensing Board of Ontario for any partnerships with alcohol companies.
- The City will only accept partnerships that do not disparage any City service or promote a product by drawing a negative comparison with a City service.
- The partnership must not confer a personal benefit, directly or indirectly, to any particular City employee or official.
- There shall be no actual or implied obligation to purchase the product or services of the partner, outside any obligations set out in the partnership agreement.
- The partnership must not interfere with existing contractual obligations.
- Advertising devices used by partners must not impact the quality and integrity of the City's facilities and streets, and must not increase any risks to safety.

Naming Rights Partnerships

- The naming or renaming of City facilities or individual components of facilities may be considered as an opportunity for entities.
- The City shall retain ownership and control over any named property.
- The naming right must not impair in any way the City's ability to manage the property.
- Naming Rights for Vaughan City Hall will not be considered, but the naming or renaming of individual components within Vaughan City Hall (rooms, lobbies, etc.) may be considered and approved by Council on a case-by-case basis.
- Naming Rights for facilities with names of historic significance or heritage sites would only be considered for individual components within such facilities, not for overall renaming. These individual components of a facility will be considered and approved by Council on a case-by-case basis. For example, rooms, an art exhibition wall, playground, or structure within a heritage site could be considered.

Existing Policies

- This policy will repeal and replace the following policy:
 - Policy No. RC - 003 – Partnerships Policy (dated 97.04.14)
- Policy No. TPF – 006 (formerly 11.04.3) – Naming City Parks, Open Spaces, Community Facilities and other Municipal Buildings and Properties (dated 10.06.08) should take precedence over this policy in so far as it relates to contributions from individuals, families, community service organizations, and foundations.