

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MAY 23, 2018

Item 5, Report No. 5, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on May 23, 2018.

5 MUNICIPAL PARTNERSHIPS UPDATE

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 May 7, 2018:

Recommendations

1. That this report be received for information.

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

Item:



Finance, Administration and Audit Committee Report

DATE: Monday, May 07, 2018

WARD(S): ALL

TITLE: Municipal Partnerships Update

FROM:

Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations

ACTION: FOR INFORMATION

Purpose

To provide the first annual update on revenue generation initiatives completed by the Municipal Partnerships Office as required by the strategy.

Recommendations

1. That this report be received for information.

Report Highlights

- Year one launched and generated awareness and interest in the new Corporate Partnerships Program
- Tracking ahead of schedule for revenue generation with \$102,000 raised in year one
- Net new revenue generated for multiple departments, including funding for RecAssist, a subsidy that provides access to recreation and culture programs to underserved individuals and families in Vaughan
- 72 per cent of corporate partners secured had never contributed to city initiatives in the past
- 88 per cent of corporate partners secured were for initiatives that have never been supported through corporate contributions

Background

As identified in the council approved Marketing Partnerships Strategy and Implementation Plan, new non-taxation revenue generation opportunities were to be pursued through the creation of the Municipal Partnerships Office. The first area of focus related to developing a new corporate partnership program and policy, which was approved by Council in February 2017. This program centralized corporate partnership efforts to have consistency in pricing and approach when pursuing sponsorship across the organization. Opportunities in the program related to a variety of areas such as naming rights, programs and events that spanned multiple departments and interests. Work related to other revenue generation opportunities were also pursued this year related to grant funding and advertising.

Previous Reports/Authority

Work being pursued by the Municipal Partnerships Office is being done according to the Council approved [Marketing Partnerships Strategy & Implementation Plan](#), and subsequent [Corporate Partnerships Update report](#).

Analysis and Options

The first phase of the program was to create awareness and build interest with the corporate community

In launching the corporate partnerships program in March 2017, a number of tactics were used to create awareness:

- establishing and promoting the website vaughan.ca/corporatepartnerships
- mass advertising in newspapers and on the City's digital sign network
- targeted marketing to the local business community through letter campaigns, personal phone calls and emails
- staff attending Vaughan Chamber of Commerce events and other corporate-focused events in the GTA to have direct access to businesses
- small group hosting of corporate prospects

These and other tactics helped staff build relationships with the corporate community so the City is positioned as a viable option for investment of marketing dollars. These tactics resulted in 50 meetings with national and local companies about corporate partnership options with the City of Vaughan.

Although the strategy identified that no revenue was projected in the first year of launching the program; staff were still able to generate \$102,000 for multiple departments

- Naming Rights for a [rejuvenated tennis court at Torii Park](#), which helped support additional upgrades to the space

- Green initiatives such as [20 Minute Makeover](#) and [Environmental Days](#), which helped with operational costs and enhanced the experience for participants
- On the Slate art exhibition [Project 99: Photographs by Stephen Woo](#), which supported the production of this exhibition that revolved around our diverse heritage to celebrate Canada 150
- [Entrepreneurship Programs](#) through Vaughan Business Enterprise Centre, which provided elevated services for small business owners to help grow their business
- [Vaughan Urban Design Awards](#), which supported new elements to raise the profile of the event
- [RECAssist](#), a subsidy to provide access to recreation and culture programs to underserved individuals and families in Vaughan

88 per cent of corporate partnerships generated were linked to programs or events that have historically never been supported through corporate contributions

Likewise, 72 per cent of the companies confirmed in the first year of the program were new to sponsorship of City initiatives and had never supported the City in the past. It was clear in the Marketing Partnerships Strategy to be mindful of existing City event sponsors so as not to shuffle dollars from one area to support another, as this would not raise new revenue and would compromise the stability of existing programming. Therefore, staff focused their efforts on attracting new companies to corporate partnership with the City.

It is important to actively build relationships with companies that have never considered contributing to the City

Being proactive in building relationships with new companies helps grow the revenue pool in new directions and lessens the reliance on existing supporters. With companies contributing to the City for the first time, the sales cycle tends to be longer than with an existing supporter as trust needs to be garnered, and to be a partnership the opportunity needs to match the objectives of the company's marketing, branding, and corporate values. Therefore, most companies have gotten involved with a smaller investment level initially. This has proven to be a more comfortable way for companies to try something new with the City. It is anticipated that these initial investments will be able to grow over time as results of their partnerships are proven and the relationships continue to be developed.

Municipal Partnerships Office has also led the development of a more strategic approach to the City's involvement with grant funding

In addition to the launch of the new Corporate Partnerships program and engaging with the corporate community on possible partnerships, the Municipal Partnerships Office worked alongside the Financial Planning & Development Finance department to

establish a new approach to grant funding with the objective of increasing the volume of grant applications to secure non-taxation revenue that will deliver city infrastructure, programs and services. This resulted in a revised policy, procedures and by-law to better support staff across the corporation in realizing additional grant funding. Of note, the Municipal Partnerships Office now provides more in-depth research and the identification of grant opportunities including a centralized database to track application efforts organization-wide to benchmark volume and success rates. More information on this initiative can be found in attachment 1.

Financial Impact

The Municipal Partnerships Office has generated \$102,000 in non-taxation revenue in its first year. The goal as stated in the strategy for year two is \$136,500. Staff anticipate that this goal will be achieved as the Municipal Partnerships Office works to generate \$1M per year by year six.

Broader Regional Impacts/Considerations

No regional impact to be considered.

Conclusion

Maximizing non-taxation revenue sources is important. Revenue generation opportunities are being sought out, and consistently considered by the Municipal Partnerships Office. This update is intended to inform Council of the work undertaken by the Municipal Partnerships Office in the past year, and the progress to date of the office. We have had a successful year in building new relationships with companies, generating revenue where none was anticipated, and developing a new strategic approach to grant funding. Pursuing non-taxation revenue sources helps contribute to the financial sustainability of the city, allowing Vaughan to continue to grow and deliver quality services to meet the needs of the community.

For more information, please contact: Katie Maginn, Manager Municipal Partnerships, katie.maginn@vaughan.ca, x8841.

Attachments

1. Grant Process Update Report, Corporate Initiatives & Intergovernmental Relations, June 6, 2018
2. Municipal Partnerships Office Brand Promotional Examples, Corporate Initiatives & Intergovernmental Relations, May 7, 2018

Prepared by

Katie Maginn, Manager, Municipal Partnerships, ext. 8841

Item:



Finance, Administration and Audit Committee Report

DATE: Monday, May 07, 2018

WARD(S): ALL

TITLE: Municipal Partnerships Update

FROM:

Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations

ACTION: FOR INFORMATION

Purpose

To provide the first annual update on revenue generation initiatives completed by the Municipal Partnerships Office as required by the strategy.

Recommendations

1. That this report be received for information.

Report Highlights

- Year one launched and generated awareness and interest in the new Corporate Partnerships Program
- Tracking ahead of schedule for revenue generation with \$102,000 raised in year one
- Net new revenue generated for multiple departments, including funding for RecAssist, a subsidy that provides access to recreation and culture programs to underserved individuals and families in Vaughan
- 72 per cent of corporate partners secured had never contributed to city initiatives in the past
- 88 per cent of corporate partners secured were for initiatives that have never been supported through corporate contributions

Background

As identified in the council approved Marketing Partnerships Strategy and Implementation Plan, new non-taxation revenue generation opportunities were to be pursued through the creation of the Municipal Partnerships Office. The first area of focus related to developing a new corporate partnership program and policy, which was approved by Council in February 2017. This program centralized corporate partnership efforts to have consistency in pricing and approach when pursuing sponsorship across the organization. Opportunities in the program related to a variety of areas such as naming rights, programs and events that spanned multiple departments and interests. Work related to other revenue generation opportunities were also pursued this year related to grant funding and advertising.

Previous Reports/Authority

Work being pursued by the Municipal Partnerships Office is being done according to the Council approved [Marketing Partnerships Strategy & Implementation Plan](#), and subsequent [Corporate Partnerships Update report](#).

Analysis and Options

The first phase of the program was to create awareness and build interest with the corporate community

In launching the corporate partnerships program in March 2017, a number of tactics were used to create awareness:

- establishing and promoting the website vaughan.ca/corporatepartnerships
- mass advertising in newspapers and on the City's digital sign network
- targeted marketing to the local business community through letter campaigns, personal phone calls and emails
- staff attending Vaughan Chamber of Commerce events and other corporate-focused events in the GTA to have direct access to businesses
- small group hosting of corporate prospects

These and other tactics helped staff build relationships with the corporate community so the City is positioned as a viable option for investment of marketing dollars. These tactics resulted in 50 meetings with national and local companies about corporate partnership options with the City of Vaughan.

Although the strategy identified that no revenue was projected in the first year of launching the program; staff were still able to generate \$102,000 for multiple departments

- Naming Rights for a [rejuvenated tennis court at Torii Park](#), which helped support additional upgrades to the space

- Green initiatives such as [20 Minute Makeover](#) and [Environmental Days](#), which helped with operational costs and enhanced the experience for participants
- On the Slate art exhibition [Project 99: Photographs by Stephen Woo](#), which supported the production of this exhibition that revolved around our diverse heritage to celebrate Canada 150
- [Entrepreneurship Programs](#) through Vaughan Business Enterprise Centre, which provided elevated services for small business owners to help grow their business
- [Vaughan Urban Design Awards](#), which supported new elements to raise the profile of the event
- [RECAssist](#), a subsidy to provide access to recreation and culture programs to underserved individuals and families in Vaughan

88 per cent of corporate partnerships generated were linked to programs or events that have historically never been supported through corporate contributions

Likewise, 72 per cent of the companies confirmed in the first year of the program were new to sponsorship of City initiatives and had never supported the City in the past. It was clear in the Marketing Partnerships Strategy to be mindful of existing City event sponsors so as not to shuffle dollars from one area to support another, as this would not raise new revenue and would compromise the stability of existing programming. Therefore, staff focused their efforts on attracting new companies to corporate partnership with the City.

It is important to actively build relationships with companies that have never considered contributing to the City

Being proactive in building relationships with new companies helps grow the revenue pool in new directions and lessens the reliance on existing supporters. With companies contributing to the City for the first time, the sales cycle tends to be longer than with an existing supporter as trust needs to be garnered, and to be a partnership the opportunity needs to match the objectives of the company's marketing, branding, and corporate values. Therefore, most companies have gotten involved with a smaller investment level initially. This has proven to be a more comfortable way for companies to try something new with the City. It is anticipated that these initial investments will be able to grow over time as results of their partnerships are proven and the relationships continue to be developed.

Municipal Partnerships Office has also led the development of a more strategic approach to the City's involvement with grant funding

In addition to the launch of the new Corporate Partnerships program and engaging with the corporate community on possible partnerships, the Municipal Partnerships Office worked alongside the Financial Planning & Development Finance department to

establish a new approach to grant funding with the objective of increasing the volume of grant applications to secure non-taxation revenue that will deliver city infrastructure, programs and services. This resulted in a revised policy, procedures and by-law to better support staff across the corporation in realizing additional grant funding. Of note, the Municipal Partnerships Office now provides more in-depth research and the identification of grant opportunities including a centralized database to track application efforts organization-wide to benchmark volume and success rates. More information on this initiative can be found in attachment 1.

Financial Impact

The Municipal Partnerships Office has generated \$102,000 in non-taxation revenue in its first year. The goal as stated in the strategy for year two is \$136,500. Staff anticipate that this goal will be achieved as the Municipal Partnerships Office works to generate \$1M per year by year six.

Broader Regional Impacts/Considerations

No regional impact to be considered.

Conclusion

Maximizing non-taxation revenue sources is important. Revenue generation opportunities are being sought out, and consistently considered by the Municipal Partnerships Office. This update is intended to inform Council of the work undertaken by the Municipal Partnerships Office in the past year, and the progress to date of the office. We have had a successful year in building new relationships with companies, generating revenue where none was anticipated, and developing a new strategic approach to grant funding. Pursuing non-taxation revenue sources helps contribute to the financial sustainability of the city, allowing Vaughan to continue to grow and deliver quality services to meet the needs of the community.

For more information, please contact: Katie Maginn, Manager Municipal Partnerships, katie.maginn@vaughan.ca, x8841.

Attachments

1. Grant Process Update Report, Corporate Initiatives & Intergovernmental Relations, June 6, 2018
2. Municipal Partnerships Office Brand Promotional Examples, Corporate Initiatives & Intergovernmental Relations, May 7, 2018

Prepared by

Katie Maginn, Manager, Municipal Partnerships, ext. 8841



Item:

Finance, Administration and Audit Committee Report

DATE: Wednesday, June 06, 2018

WARD(S): ALL

TITLE: Grant Funding Process Update

FROM:

Tim Simmonds, Chief Corporate Initiatives and Intergovernmental Relations

ACTION: DECISION

Purpose

In an effort to take a more strategic approach to sourcing and tracking grant funding, an organizational scan of current practices in this area was completed. The results of this scan warrant an update to the current policy, by-law, and procedures that are outdated. As any changes to policies or by-laws require Council resolution, these are being brought forward for this purpose, in addition to sharing information on the new process being implemented.

Recommendations

The Manager of Municipal Partnerships recommends:

1. THAT Council approve the updated Grant Funding Policy as presented; and
2. THAT Council approve By-Law XX-2018, which amends By-Law 78-2010.

ATTACHMENT 1

Report Highlights

- The objective of a more strategic approach to grant funding is to increase the volume of grant applications to secure non-taxation revenue to deliver city infrastructure, programs and services
- Revised policy, procedures, and by-law will better support staff in their grant application efforts as current documents are outdated and not aligned with organizational structure and responsibilities

Background

The Municipal Partnerships Office, established in 2016, centralizes revenue generation efforts for the City related to corporate partnerships. One priority for the office is to take a holistic and strategic approach to the City's grant management process with the objective of increasing the volume of grant applications submitted to secure non-taxation revenue to deliver city infrastructure, programs and services.

To assess the existing process, an organizational scan was initiated in consultation with the Financial Planning and Development Finance department who currently support portfolios in their grant application efforts. Feedback was collected from key stakeholders involved in the grant process to address any challenges experienced by staff that could hinder the objective of increasing the volume of applications submitted.

Many challenges experienced by staff related to a need for clarity; specifically, what staff's roles and responsibilities are in the grant process

When completing the organizational scan, common themes were emerging that were in our control to address through an updated policy, by-law and new procedural document. One theme was being unsure of when staff need to submit a report to Council for permission to apply for a grant. With the new policy, it clearly specifies what is required, and encourages staff to apply by removing confusing language around this topic. Another common thread was the desire to collaborate more interdepartmentally to increase the chances of success and mitigate duplicating efforts when completing an application. With a centralized approach for identifying opportunities and tracking applications, the Municipal Partnerships Office can make the necessary connections required for better collaboration. There were also multiple departments who had trouble navigating signing authorities for grant applications, often not knowing who was appropriate to sign. The updated by-law and procedural document addresses this so staff understand who is authorized to sign, and at what stage in the process.

Previous Reports/Authority

All work related to developing the new grant process was done in coordination with the Office of the City Clerk to ensure the policy, procedures, and amended by-law were adjusted appropriately, including use of the newly developed template for policies and procedures. Legal was also consulted on the execution of the by-law amendment and policy. The policy was reviewed by the Policy Review Committee, and a presentation to

ATTACHMENT 1

CMT and SMT was completed in December 2017 with feedback incorporated into the new process.

Analysis and Options

Current Grant Funding Procurement Policy no. FPDF – 002 (dated 2010.04.13) needs updating to reflect the current landscape of the organization, including removal of staff role of ‘Grant Specialist’ that no longer exists

Besides the fact that the policy is eight years old, there are other indicators for needing an update. These include multiple references to a staff role that no longer exists within the organization (the ‘Grant Specialist’), confusing language and formatting, and administrative components that are more appropriate for a procedural document versus a policy. Due to the references to the ‘Grant Specialist’ role, there is no clear authorization and direction for staff to take ownership of applying for grant funding, which can be done if the grant relates to initiatives corresponding to the City’s strategic priorities. To mitigate risk, if staff wish to apply for funding that does not correspond to the strategic priorities of the City, staff must submit a report to Council for approval before applying for the grant, which is clearly outlined in the updated policy. With the elimination of the ‘Grant Specialist’ role, there was an obvious need for responsibilities to be reallocated, which have been split between the Municipal Partnerships Office, Financial Planning and Development Finance, and departmental staff. This reallocation of responsibilities informed the updated policy as well as a detailed procedural document which will be a helpful step-by-step guide for all staff.

Improvements required to by-law to eliminate unnecessary limitations on staff to apply for grants

In addition to policy improvements, minor updates are required for the existing by-law as well. The existing by-law does not include both signatories that are currently authorized to execute grant applications and agreements, the City Clerk and Chief Financial Officer & City Treasurer, which places unnecessary limitations on staff to expedite applications, and therefore generate funds to support the City. This has been rectified in the amended by-law and referenced explicitly in the policy and procedures to improve clarity and usability for staff.

In addition to clearly defining the grant application process, support will be provided by the Municipal Partnerships Office in identifying grant opportunities

Responding to a need identified by staff, additional support will be provided to research and source funding opportunities for the organization. Opportunities will be captured through a subscription to two grant portals that specialize in aggregating grant opportunities from government funding sources, as well as corporate and private foundations. This information will be regularly funneled to staff based on their departmental initiatives, ensuring staff are aware of opportunities to secure funding to

ATTACHMENT 1

support infrastructure and operational costs. In addition to this, the Municipal Partnerships Office and the Financial Planning and Development Finance department will work together to track all grant activity in a centralized database to improve reporting efforts on revenue generated and inter-departmental communication.

Financial Impact

With this new approach to grant funding, a positive financial impact to the city is anticipated. Costs related to this initiative include yearly fees to access the two grant portals used to source grant funding opportunities. This fee will be covered through existing budget, with the opportunity to recoup the cost through a portion of successful grant applications.

Broader Regional Impacts/Considerations

With access to a broad range of grant funding sources through this new approach, there will be grants that the city will be ineligible to apply for as a municipality, however, the City will be able to use this information to better direct community groups to grants that are a fit for them to apply. This will help us service our community better and have a positive impact on the City as a whole.

Conclusion

Staff are encouraged to find ways to generate non-taxation revenue to support City initiatives through the Municipal Partnerships Office. With Council approval of the updated Grant Funding Policy and by-law, staff will have clear direction of support for applying for grant funding. This clarity and direction will help enable our objective of increasing the volume of grant applications to secure more non-taxation revenue to deliver city infrastructure, programs, and services.

For more information, please contact: Katie Maginn, Manager Municipal Partnerships, katie.maginn@vaughan.ca, x8841.

Attachments

1. Grant Funding Policy, Corporate Initiatives & Intergovernmental Relations, June 6, 2018
2. By-Law XX-2018, Corporate Initiatives & Intergovernmental Relations, June 6, 2018

Prepared by

Katie Maginn
Manager, Municipal Partnerships
x8841



Investing in Community

City of Vaughan
Corporate Partnerships





325,000
residents

11,300
businesses

Countless **NEW** ways
to partner with the City
of Vaughan

To find out about our new corporate partnerships program
go to **vaughan.ca/corporatepartnerships** or email us at
corporatepartnerships@vaughan.ca

Build your community while building your business

ATTACHMENT 2



Corporate
Partnerships



Municipal Partnerships Office
2141 Major Mackenzie Dr., Vaughan, ON L6A 1T1
Tel: 905-832-2281 | Email: corporatepartnerships@vaughan.ca

vaughan.ca/corporatepartnerships

Investing in Community

Outside



325,000
residents

11,300
businesses

COUNTLESS **NEW** WAYS TO PARTNER WITH THE CITY OF VAUGHAN

- Tree planting and other green initiatives
- Recreation, arts, and culture programs
- Programs for residents and animals in need
- Facility naming rights

To find out more about how you can partner with the City of Vaughan, go to **vaughan.ca/corporatepartnerships** or email us at **corporatepartnerships@vaughan.ca**

**Build your community
while building your business**



City of Vaughan
Corporate Partnerships