

**To:** **COUNCIL**

**Meeting Date:** **09/28/2021**

**Subject:** **Sponsorship, Advertising and Naming Policies**

**Submitted By:** **Trevor McWilliams, Acting Director of Economic Development**

**Prepared By:** **Trevor McWilliams, Acting Director of Economic Development**

**Report No.:** **21-198(CRE)**

**File No.:** **C1101**

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## **Recommendation(s)**

THAT Report 21-198(CRE), re: Sponsorship, Advertising and Naming Policies be received;

AND THAT Policy CSD-30.070 Naming of Parks/Open Space/Municipal Facilities and Buildings be repealed;

AND THAT the Sponsorship, Advertising, and Naming Policy in Appendix A of Report 21-198(CRE) be adopted;

AND THAT a capital project with a budget of \$150,000 be created for the retention of a consultant to secure naming and sponsorship rights for the Fountain Street Soccer Complex, Recreation Complex and Preston Auditorium facilities and components;

AND FURTHER THAT funding for this capital project be drawn from the Economic Development Reserve.

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## **Executive Summary**

### **Purpose**

The purpose of this report is to request Council approval for the Sponsorship, Advertising, and Naming Policies. In addition, Staff is seeking permission to create a capital project with a budget in the amount of \$150,000 to retain the services of an external consultant to implement these Sponsorship, Advertising, and Naming policies for the initial large infrastructure projects that are currently coming on-line in the next five years.

## Key Findings

These policies outline the process, expectations, and criteria for each of the individual areas. These policies will safeguard the corporate values, images, assets, and interests while increasing the opportunities for revenue generation. These policies will identify terms and conditions of each area within Sponsorship, Advertising and Naming.

## Financial Implications

All costs associated with the implementation of the Sponsorship, Advertising, and Naming policies will be allocated as part of the annual operating budget. These policies have the ability to act as a source of revenue for the City depending on their frequency of use. The additional ask for the capital project with a budget in the amount of \$150,000 with said funds proposed to be drawn from the Economic Development Reserve.

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## Background

In September 2020, Interkom was retained by the City of Cambridge and given the mandate to create and develop comprehensive Sponsorship, Advertising, and Naming policies based on some of the work that had already occurred in 2018 by Ketchum and Associates.

In developing these policies, Interkom met with an internal Staff working group which was comprised of senior members of select divisions and departments. These included Parks, Recreation & Culture, Finance, Communications, and Economic Development.

Further, Interkom conducted key benchmarking exercises gathering information from six (6) different municipalities to provide relevant comparisons for the project.

This report provides for a strategic approach to the Sponsorship, Advertising, and Naming policies that will allow Cambridge another source of revenue now and into the future.

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## Analysis

### Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #5 - Parks and Recreation

Objective 5.3 Develop a strategic approach to programs and services that tie investments/ resources to community outcomes.

The Sponsorship, Advertising, and Naming policies have the ability to increase city revenues by utilizing new and existing city assets that are available for private investment. Such investments will continue to create pride in our city as a whole while providing revenue to take care of our infrastructure.

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## Comments

### Policy Development

In 2021, the City of Cambridge is pursuing new and creative opportunities to generate revenue sources, beyond those raised through property taxes, user fees and charges. The development of the Sponsorship, Advertising, and Naming Policies is the first step to realizing benefits of a comprehensive and strategic approach to sponsorship as a whole and will provide a broad policy foundation for Staff to maximize current and future opportunities.

### Sponsorship, Advertising, and Naming – the Basics

For Council's benefit, the following detail for each of the type of policy has been provided, with examples:

**Sponsorship** policies are used to govern private sector contribution of funds for **events, programs, and festivals**. Sponsorship includes Title Sponsorship, Presenting Sponsorship, etc. The recognition includes the brand name in the wordmark such as "The [Company Name] Rib Fest.", "The Flato Markham Theatre's Diamond Season presented by [Company name]", and so on.

**Advertising** policies are used to govern the **sale of an advertising space** (i.e. a rink board, a billboard, a bus wrap, an ad in a newspaper or online) at a predetermined rate for a period of time for the advertiser to promote its products and services.

**Naming** policies are used to govern the proposed name to be placed on buildings, rooms, stadiums, in other words **physical assets**. It could be a philanthropic donation by an individual (or a family) in exchange for putting their name on a building for its legacy. It could also be an investment made by larger corporations that want to boost brand recognition to remain relevant and visible in a prominent, well-used facility or well-traveled area. Examples include: Meridian Community Centre in Pelham, FirstOntario Performing Arts Centre in St. Catharines, and within it, Peter Partridge Hall.

A commemorative Naming policy (i.e. a plaque, a tree, a bench, etc.) have also been included as a **subcategory** within the main Naming policy.

Accordingly, three distinct policy documents have been attached to this report for Council's approval.

### Policy Principles and Objectives

Staff has attempted to incorporate a balance of flexibility and control while maintaining the corporate values, image, assets and interest. The following principles and objectives were also considered when developing these policies:

- Finding creative revenue generating opportunities to fund existing and new facilities now and in the future.
- Establishing and guiding relationships with existing and potential Sponsorship, Advertising, and Naming partners who share the City of Cambridge's commitment to provide the highest quality environment.
- Ensuring the benefits to the City, the future partners, and the community are balanced and protected by promoting opportunities in a manner that is transparent and inclusive.
- Ensuring City values are maintained through protecting against racism, discrimination, intolerance, and oppression.

These principles will ensure success now and in the future for these programs.

## **Benchmarking**

To ensure a comprehensive and modern approach, an extensive benchmarking exercise was conducted by Interkom from November 9, 2020 to January 6, 2021 to seek the most current policies being utilized by various municipalities. Said exercise consisted of the following municipalities:

- City of Kitchener
- City of Waterloo
- City of Guelph
- City of Oshawa
- Town of Aurora
- Town of Milton

Results of this exercise found that for municipalities that have paid for a portion of construction costs of capital projects, selling naming rights allowed them to recoup some of the funds they have invested and offer the stability of a steady stream of revenue over a long period.

The overall best practices used include:

- Facilitating inbound inquiries and outbound solicitations

- Designated staff manage all sponsorship and donation contracts comprehensively
- Legal to approve templates of all contracts beforehand, but be flexible in structuring deals vs pricelist approach to allow staff to be successful
- Managing stewardship on annual basis
- For larger sponsorship opportunities, allow multi-year contracts, with annual updates on delivering value to sponsors

Staff is of the opinion that the draft policies attached to this report reflect the best practices found in the benchmarking exercises completed with the other municipalities.

In addition to the above, the following has also been completed to support the draft policies attached to this report:

- Reviewing the current rates and fees schedule to ensure consistency with area advertising opportunities based on best practices in similar sized municipalities with similar assets.
- Creation of a Commemorative naming policy as a subcategory to the main Naming policy.
- Creation of draft sample contracts for sponsorships, advertising and in-kind opportunities.
- Propose a three (3) year graduated revenue plan to Cambridge Council that will include an inventory of potential sponsors for cash, partnerships and in-kind estimates.
- Development of key components of a marketing program along with components to include in marketing publications etc. (City staff will undertake the graphical design).
- Development of key components of a customer facing web page(s) for marketing purposes (City staff will undertake the actual development of the page).

Council will also note that Interkom has provided further detail in Appendix C attached to this report. Each of these items listed above will support the implementation of the policies listed in this report.

## **Next Steps**

With the approval of these policies, staff will move forward with implementation. Accordingly, staff is also seeking to create a capital project in the amount of \$150,000

for the retention of a consultant to manage the process of finding naming partners and sponsors of components for three upcoming significant facilities projects;

Recreation Complex - Southeast Cambridge

Outdoor Soccer Fields/Facilities – Fountain Street South

New Arena Facilities – Hamilton Street

Cambridge is in a unique situation with these large projects coming online in and around a similar time and within a few years of each other. Staff is of the opinion that all Naming opportunities must be leveraged for these projects to be of maximum benefit. Staff will return to Council with a project proposal for the retention of a consultant and funding request in order to secure naming rights for these assets.

## **Policy Review**

Given that these are the first comprehensive policies of this nature for the City of Cambridge, it is recommended that said policies be reviewed in three (3) years to ensure each are comprehensive and effective.

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## **Existing Policy/By-Law**

Policy CSD-30.070 entitled 'Naming of Parks/Open Space/Municipal Facilities and Buildings' was created in June 1989. This policy will be repealed with the approval of the attached new policies.

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## **Financial Impact**

Ongoing annual costs will be incurred for implementation of the plan/programs, staff time, and year over year costs. Additional revenue will be realized in future years through ongoing sponsorship and advertising opportunities as a result of the policies. These annual costs and revenues will be determined through the development and implementation of these policies.

Interkom has estimated that given the new Fountain Street South Soccer Facility, the Preston Auditorium expansion, and the Recreation Complex in Southeast Galt, from 2022-2025 (based on the current information on the project completion dates), the potential naming gifts could generate approximately \$10 million (\$1-2 million for the Soccer Facility and Preston Auditorium, each, and \$6.5 million for the Sports Complex).

For the existing or older facilities, based on estimates provided by City Staff to Interkom on those that have naming and sponsorship potential, the revenue target could be between \$500k-750k. It will take multiple years to cultivate gifts and multiple approaches.

Given the importance of these municipal infrastructure projects and the potential for major sponsorship, Staff is requesting a new capital project with a budget of \$150,000 to hire an external consultant to manage the naming and sponsorship of these projects. The consultant would be reporting directly to the Committee composed of key staff members who will oversee the projects. The funds for the budget will be drawn from the Economic Development Reserve.

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## Public Input

Posted publicly as part of the report process.

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## Internal/External Consultation

The policy was developed in consultation with internal stakeholders across the Corporation and takes into consideration the City's strategic priorities, legislative restrictions and the experiences of other municipalities.

An internal Steering Committee was formed and consulted during the policy creation process. The Steering Committee consisted of the following staff:

- James Goodram, Director of Economic Development (Corporate Enterprise-Economic Development)
- Trevor McWilliams, Manager of Business Development (Corporate Enterprise-Economic Development)
- Chris Ziemski, Manager of Parks and Recreation Operations (Infrastructure Services-Operations)
- Wanda Schaefer-Stilling, Supervisor of Recreation – Arts, Culture and Events (Community Development-Recreation & Culture)
- Leanne Bond, Recreation Coordinator – Special Events (Community Development-Recreation & Culture)
- Shane Taylor, Landscape Architect (Community Development-Recreation & Culture)
- Debbie Andrade, Acting Manager of Financial Planning (Corporate Services-Financial Services)
- Allison Jones, Supervisor of Communications (Office of the City Manager-Corporate Communications)
- Erin Haase, Communications Advisor (Office of the City Manager-Corporate Communications)

As noted earlier in the **Comments** section of this report, external consultation included an extensive benchmarking exercise conducted by Interkom from November 9, 2020 to January 6, 2021 to seek the most current policies being utilized by various municipalities (six in total).

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## Conclusion

The proposed Sponsorship, Advertising and Naming policies will streamline processes and provide staff and Council guidelines for implementation as a new and creative revenue source for the City of Cambridge. However, it is important for Council to note that these policies are not just about revenue generation, they are a strategic marketing investment that provide benefit not only to the City but to the investing partners. Such investments will be beneficial for the City now and in the future.

Accordingly, Staff respectively recommends approval of these policies.

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## Signature

### Division Approval

Reviewed by the CFO



Reviewed by Legal Services

**Name: Trevor McWilliams**

**Title: Acting Director of Economic Development**

### Departmental Approval



**Name: Cheryl Zahnleiter**

**Title: Deputy City Manager Corporate Enterprise**

### City Manager Approval



**Name: David Calder**

**Title: City Manager**

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## Attachments

- Appendix A – Draft Policies
- Appendix B -Policy CSD-30.070 'Naming of Parks/Open Space/Municipal Facilities and Buildings'
- Appendix C – Interkom Submission - Naming Rights Valuation, Pipeline of Opportunity, Prioritization, Multi Year Graduated Revenue Plan, Multi Year Revenue Forecast

<b>POLICY TITLE</b>	Advertising Policy (Draft)
<b>CATEGORY</b>	Choose an item.
<b>POLICY NUMBER</b>	Leave Blank – Clerk’s team will input once finalized/approved
<b>DEPARTMENT</b>	Choose an item.
<b>POLICY AUTHOR</b>	Choose an item.
<b>POLICY TYPE</b>	Choose an item.
<b>APPROVED BY</b>	Choose an item.
<b>EFFECTIVE DATE</b>	(MM/DD/YEAR) Insert date policy is effective
<b>REVIEW DATE</b>	(MM/DD/YEAR) Insert date policy is to be reviewed

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## **POLICY STATEMENT**

The Corporation of the City of Cambridge, hereby referred to as “the City”, is committed to providing open, transparent, accountable and innovative leadership in local governance and service delivery; and to promoting a caring community that values our dedicated municipal spaces for arts, culture, heritage, leisure and recreations.

## **PURPOSE**

This Advertising Policy is intended to provide the process and criteria for future advertising on City of Cambridge assets that will ensure that the goals of the Advertising partner and the City are aligned, the public interest is respected, and the integrity of municipal programs and services is protected.

Advertising refers to the City of Cambridge granting the sale to external businesses and organizations of advertising space on City printed materials or City property or events or in conjunction with a City program.

The desire for additional sources of revenue must be balanced with the City’s need to ensure that:

- There are no adverse effects on either public safety or on the City’s image.
- The advertising reflects corporate and community values.

- It does not conflict with City's policies on Naming Rights, Sponsorship, or other existing policies and by-laws.

The City of Cambridge permits commercial advertising on City property, at City events and in City publications under the conditions outlined in this policy.

The placement of an advertisement on a municipal asset does not represent City's endorsement of any product, service, company or message contained in the advertisement.

## DEFINITIONS

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

**Advertising media and space** – means any advertising opportunity defined as being for sale by the City to advertisers on a City Property, in a City Publication, at a City Program, at a City Event, or on City owned website; and is meant to encompass all possible advertising mediums in these contexts.

**City Property** – means all land, parkland, recreational fields, arts & cultural spaces, boulevards, roadways, buildings, vehicles, equipment, mobile signage, etc., owned and/or managed under a lease or license by the City.

**City Publication** – means any publication, in print or online format, produced by or for the City of Cambridge.

**City Event or City Program** – means any activity organized by City staff and supported by a City Department/Division or approved by City Council.

**Municipal Facility / Municipal Asset** – refers to any property, structure, building, or portion thereof, owned or controlled by the City. This includes but is not limited to arenas, sports fields, athletic parks, ball diamonds, pools, cultural spaces, streets, bridges, trails, parkland, open space, etc.

**Paid Advertising** – means the sale to external businesses and organizations of advertising space on City printed materials or City property or events or in conjunction with a City program. Unlike sponsorship, advertising sales involve the simple purchase of advertising space sold at rates determined or agreed to by the City, for a specific period of time. The purchase of advertising space does not imply that the advertiser is entitled to any additional benefits from the City.

## AUTHORITY

This Policy operates under Corporate Authority.

## **SCOPE**

This policy applies to Advertising from external advertisers on all City Property, including, but not limited to:

- Advertisements at City Events and Programs
- Advertisements in City Publications
- Advertisements on City owned and operated websites

## **POLICY**

### **GENERAL GUIDELINES**

A strategic approach will be undertaken in advertising on City Property, with consideration of coordinated and collaborative efforts as well as realistic timelines.

Evaluation of each advertising opportunity, including recognition and value, is critical to the City's success in maintaining and building relationships.

The City will maintain control over the planning and delivery of advertising activities through the administration of all advertising contracts by designated staff, as well as review and approval by designated staff of all terms relating to advertising in other contracts.

### **CRITERIA**

1. Advertisers will be required to ensure that all advertising proposals intended for use on City Property or in City Publications meet the following criteria as administered and approved by designated staff:
  - Advertising shall meet the standards set out by the Canadian Advertising Standards Council; the freedoms of expression protected under The Charter of Rights and Freedoms; and the City of Cambridge's Visual Identity Guidelines.
  - Advertising shall adhere to any City by-laws or policies, for example, with regard to signage including those relating to heritage and business standards.
  - Advertising must not impact the quality and integrity of the City's properties, buildings, or streetscape.
  - Advertising on City Property must have no adverse effect on public safety.

- Advertising will not cause a specific City employee to receive any product, service or assets for personal gain or use.
- Advertising of a product, service, business or message does not act as the City's endorsement of that product, service or business or message.
- The costs of all design, production, installation, maintenance and removal costs of advertising devices and remediation of sites will be the responsibility of the advertiser.
- Any proposal for advertising on City Property must ensure advertising elements do not detract from the integrity of the landscape and is in keeping with the character of the property; do not conflict with existing or proposed objects within the right of way; and do not conflict with existing vehicular, pedestrian or cycling traffic.

## **RESTRICTIONS**

1. The City will not solicit or accept advertising from individuals, partnerships, corporations or other entities whose reputation could prove detrimental to the City's public image and/or whose business is derived from:
  - Alcohol, marijuana or other addictive substances
  - Tobacco
  - Pornography
  - The support of, or involvement in, the production, distribution, and sale of weapons and other life-threatening products
2. Any product or service which is prohibited from sale to minors will not be allowed to be advertised on City Properties and City Events primarily geared towards youth.
3. The City will not allow advertising that:
  - Convey a negative message that might be deemed prejudicial to any group or religious belief
  - Presents demeaning or derogatory portrayals of individuals or groups or contain anything, which in light of generally prevailing community standards, is likely to cause deep or widespread offence

- Is of a political nature, or promotes a political message, a political party or election candidate

In addition, the City will not accept any advertisement that disparages a City program, service, facility, event or employee and the City will not enter into any advertising agreements with a company whom the City is in, or has pending, litigation.

The City, acting reasonably, shall have the right to terminate an advertising agreement at its sole discretion.

Council may at its discretion overrule the established criteria.

## **ADVERTISING AGREEMENTS**

Advertising agreements will be in the City's standard form and shall include or address:

- The benefits, roles and responsibilities, fees, payment schedule, duration and other agreed terms of the advertising arrangement. Departments must maintain records of these agreements.
- All advertising arrangements should be evaluated by relevant departments on an annual basis to determine continued benefits to the City. If any arrangements are not of continued benefit, said arrangements may be modified or terminated at the City's discretion.

## **TERM**

The term for advertising on City of Cambridge assets will be established in the standard form contract between the City and the advertising partner, subject to the satisfaction of the City Solicitor.

## **RELATED PROCEDURES**

A Designated City Staff (or a City-approved external resource) is responsible for soliciting, negotiating and administering advertising agreements. Advertisers will be expected to enter into appropriate legal agreements with the City, as approved by designated staff upon consultation with the City Solicitor, where necessary, and must meet the general requirements in this Policy. Agreements shall not in any way invoke future consideration, influence, or be perceived to influence the day-to-day business of the City.

Unsolicited advertising proposals received by the City will be reviewed by designated City staff and evaluated by the provisions of this policy for a decision.



Any requests by outside advertisers or any other party to use the City of Cambridge logo, coat of arms, corporate logo or any other symbols representing the City in advertising or any other media must be approved by designated City staff. Use of the City's logo in combination with the advertiser logos will be in keeping with the City of Cambridge's Visual Identity Guidelines.

City's advertising rate & fees schedule will be set through budget approval process, reviewed annually and adjusted accordingly.

### **ADVERTISING POLICY SOLICITATION**

Where appropriate, the City may issue a Request for Proposal (RFP) for an external resource for Advertising opportunities of a specific Municipal facility or Municipal Asset in accordance with the City's purchasing by-law.

### **POLICY COMMUNICATION**

This policy will be made available to Staff and placed on the City of Cambridge website.

### **RELATED DOCUMENTS/LEGISLATION**

There are no related documents or legislation.

## Schedule 'A'

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<b>POLICY TITLE</b>	Naming Policy (Draft)
<b>CATEGORY</b>	Choose an item.
<b>POLICY NUMBER</b>	Leave Blank – Clerk’s team will input once finalized/approved
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## **POLICY STATEMENT**

The Corporation of the City of Cambridge, hereby referred to as “the City”, is committed to providing open, transparent, accountable and innovative leadership in local governance and service delivery; and to promoting a caring community that values our dedicated municipal spaces for arts, culture, heritage, leisure and recreations.

## **PURPOSE**

This Naming Policy is intended to provide the process and criteria for the naming of City assets that ensure that the goals of the Naming Rights partner and the City are aligned, the public interest is respected, and the integrity of municipal programs and services is protected.

Naming Rights refers to the City of Cambridge granting the right to name a municipal asset or elements of a municipal asset in exchange for financial consideration.

The desire for additional sources of revenue must be balanced with the City’s need to ensure that:

- There are no adverse effects on either public safety or on the City’s image.
- It reflects the City and community values.
- It does not conflict with City policies on advertising, sponsorship, or other existing policies and by-laws.

## DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

**Commemorative** – shall refer to the official naming of a municipal facility / municipal asset after a person, persons or family name.

**Elements** – components of a facility or park, including but not limited to trails, pools, arenas, parking garages, plazas, courtyards, gardens, lawns, recreation fields, wings, halls, auditoriums, galleries, lounges, lobbies, meeting rooms, etc.

**Memorials** – a discrete memorial such as a tree or a bench in a park or public space, dedicated to a person or a group which may include a plaque; does not include flowers, floral arrangements, images, signs, tokens, tributes, religious offerings, etc.

**Municipal Facility / Municipal Asset** – refers to any property, structure, building, or portion thereof, owned or controlled by the City. This includes but is not limited to arenas, sports fields, athletic parks, ball diamonds, pools, cultural spaces, streets, bridges, trails, parkland, open space, etc.

**Naming Inventory** – refers to a comprehensive list of Municipal Facilities/Municipal Assets that are available for naming purposes noted in this policy.

**Naming Rights** – refers to the granting by the owner of the right to name a piece of property or elements of a property for a specified period of time, typically in exchange for financial consideration.

**Naming Rights Partner** – means an external company, organization, association or enterprise, or member of the public with which the City chooses to enter into a contractual agreement to name a piece of property or elements of a property for a specified period of time, typically in exchange for financial consideration.

**Recognition** – The acknowledgement and expression of thanks issued for a donation, or a sponsorship, the previously agreed upon terms of publicity and/or promotion that suitably reflects the impact of the donation/sponsorship.

**Renaming** – The bestowal of a new name upon a previously named corporate asset for an agreed upon term.

**Sponsorship** – means a mutually beneficial contractual agreement between the City and an external company, organization, association or enterprise where the City leverages a municipally owned asset to receive financial and/or in-kind support in exchange for recognition, exposure, activation opportunities, and/or other marketing benefits for the external party.



## **AUTHORITY**

This Policy operates under Corporate Authority.

## **SCOPE**

This Policy applies to the naming, renaming or dedication of Municipal Assets, including the consideration of commemorative naming proposals and dedications.

The application of this policy includes the following naming situations:

- the opening of a new municipal facility, property or element.
- the re-opening of a municipal facility, property or element following renovation or refurbishment.
- the renaming of an existing facility, park, property or element to recognize significant contributions that organizations or individuals have made to the public and well-being of the City.
- providing recognition of gifts generously given or donated to the City.
- the commemorative naming of benches, trees and plaques in honor of individuals.

This policy does not apply to Sponsorship or Advertising, which are specifically governed under separate City policies.

This Policy does not apply to:

- Municipal Facilities where the City has an existing agreement with a tenant that includes a naming rights provision.
- Cambridge City Hall and City fire halls.
- Naming of communities, neighbourhoods and subdivisions, including municipal streets, which are governed under separate policies.

## **POLICY**

### **GENERAL GUIDELINES**

A strategic approach will be undertaken in naming municipal assets, with consideration of coordinated and collaborative efforts as well as realistic timelines.

Evaluation of each naming opportunity, including recognition and value, is critical to the City's success in maintaining and building relationships.

An open and inclusive approach will be taken in conveying naming opportunities:



- Decision on naming priority versus sponsorship should be based on the overall dollar value/revenue amount accruing to the City.
- Names should give a sense of place, continuity, belonging and celebrate the distinguishing characteristics and uniqueness of the City of Cambridge.
- Names should promote civic pride in the City of Cambridge, acknowledge local cultural heritage, history, business success, and recognize unique features and geography.
- Names may recognize the contributions of organizations such as a partnership with or without financial contributions.

## **ELIGIBILITY**

Any Municipal Facility, Asset or element listed in the City's published Naming Inventory is eligible for naming opportunities.

Typical recognitions of donations or sponsorships for Naming may include:

- Placement of the name or logo of the naming donor or sponsor on, in, or within proximity of the naming asset or element
- Name recognition on a donor wall or donor plaque
- Publicity through media release by City
- Acknowledgement in City's communications
- Prioritized use of the City asset or element
- First right of refusal for renaming opportunities
- Recognition details, naming duration, donation amount, payment term and charges should be outlined in the Naming Agreement

## **CRITERIA**

1. The City will consider all Naming Rights proposals but retains the discretion not to accept Naming Rights from any entity at its sole discretion.
2. Naming Rights must conform to all applicable federal and provincial statutes and all applicable City by-laws, policies and procedures.
3. Naming Rights must not confer a personal benefit, directly or indirectly, to any particular City employee or City official or their families.

4. The City shall retain ownership and control over all City owned and operated assets.
5. Benefits provided to the Naming Partner by the City are limited to those stated in the agreement.
6. Naming Rights must not result in any competitive advantage, benefit or preferential treatment for the Naming Partner outside of the Naming Agreement.
7. There shall be no actual or implied obligation to purchase product or services of the Naming Partner.
8. By entering into a naming rights agreement, it does not imply that the City endorses the products, services or ideas of any Naming Partner.

## **RESTRICTIONS**

1. The City will not solicit or accept naming rights, sponsorships or advertising sales from companies whose reputation could prove detrimental to the City's public image.
2. The City will not solicit or accept Naming Rights from companies or organizations that:
  - Promote consumption and sale of tobacco, alcohol, marijuana and addictive substances, at events or venues geared primarily to children
  - Manufacture, sell or distribute tobacco, alcohol, marijuana and addictive substances
  - Are in the business of pornography or illegal sexual services
  - Promote the support of or involvement in the production, distribution, and sale of weapons and other life-threatening products
  - Present demeaning or derogatory portrayals of individuals or groups or contain any message that is likely to cause deep or widespread offence or violates the Canadian Charter of Rights and Freedoms
  - Are not in good standing with the City (i.e. currently in violation of a by-law or under litigation)

Council may at its discretion overrule the established criteria.

## **TERM**

Current names given to municipal facilities, properties, elements and other amenities in the City will cease through the expiration of the life cycle of the above-mentioned entity, unless a renaming initiative is commenced and approved in accordance with the requirements of this Policy. However, the City reserves the right to re-evaluate the naming of any municipal facilities, properties, elements and other amenities after twenty (20) years, or until the time for replacement or refurbishment, whichever comes first. In addition, the City reserves the right to re-evaluate the facility condition, amend the Policy and determine whether it is suitable for renaming.

## **NAMING RIGHTS AGREEMENTS**

Naming Rights Agreements will be in the City's standard form and shall include or address:

- The benefits, roles and responsibilities, fees, payment schedule, naming duration and other agreed terms of the naming rights arrangement. Departments must maintain records of these agreements.
- All naming rights arrangements should be evaluated by relevant departments on an annual basis to determine continued benefits to the City. If any arrangements are not of continued benefit, said arrangements may be modified or terminated at the City's discretion.

## **COUNCIL APPROVAL**

Any proposal for Naming Rights of a City building or bridge shall be approved by Council.

## **COMMEMORATIVE NAMING**

### **COMMEMORATIVE NAMING REQUESTS**

Any person can request to have a bench, tree, or plaque named in honour of an individual, provided that the request meets the criteria outlined in this Policy. Such a request shall be made by application and accompanied by any and all background material as deemed necessary.

### **CRITERIA**

Where the commemorative naming of a Municipal element is being requested, at least one of the following criteria shall apply:

- The nominated individual shall have demonstrated excellence, courage or exceptional service to the citizens of the City of Cambridge

- The nominated individual shall have an extraordinary community service record
- The nominated individual shall have worked to foster equality and reduce discrimination
- A direct relationship or association that existed between the place of residence or community efforts undertaken by the individual and the property, building or element to be named
- An individual may be recognized for a significant financial contribution to a park or facility, where that contribution significantly benefits the community that the park or facility serves
- The nominated name has historical significance to the City of Cambridge

## **NAMING RIGHTS SOLICITATION**

Where appropriate, the City may issue a Request for Proposal (RFP) for an external resource for Naming Rights opportunities of a specific Municipal facility or Municipal Asset in accordance with the City's purchasing by-law.

## **COMMEMORATIVE NAMING - Benches, Trees, etc.**

A Donor (residents, visitors, companies, organizations, service clubs, etc.) may provide a donation for a commemorative naming on a bench or a tree within public land to pay tribute to a person or an occasion.

All commemorative naming requests are subject to the application process and the City's approval.

### **Benches**

A Donor can donate a Bench with a commemorative plaque to be placed on the bench within a park or other public spaces.

- The total cost includes the bench and plaque, installation, 10-year maintenance and administration. The cost varies based on material, location, etc. factors. Theft or vandalism of the plaque is not covered by the maintenance responsibilities of the City.
- The donation is payable to the City of Cambridge upon approval of the location and plaque proof. It is tax deductible as per the Income Tax Act and income tax receipts will be issued upon request.
- The donation in no way constitutes ownership of the bench, and the City reserves the right to relocate the bench if circumstances warrant this action.



- The program will be reviewed from time to time which may result in revisions to the policy in future years.

## **Trees**

A Donor can donate a Tree with a commemorative plaque to be placed on or under the tree within a park or other public spaces.

- The total cost includes the tree and plaque, planting and installation, 10-year maintenance and administration. The cost varies based on the choice of tree species, planting site, etc. factors.
- The donation is payable to the City of Cambridge upon submission of the application form.
- The donation in no way constitutes ownership of the tree and City staff reserve the right to relocate the tree if circumstances warrants this action.
- To preserve the public park setting, additional tags, artifacts, plant material or any other commemorative personal items are not permitted in the area where the tree is planted.
- The program will be reviewed from time to time which may result in revisions to the policy in future years.

## **Plaques**

The commemorative plaque is affixed to the donated bench or set in concrete and placed at the base of a donated tree.

- Only one plaque is allowed.
- Advertising or promotion is not allowed.
- Plaques will be provided and attached after planting or installation.
- Plaque repair and replacement after 2 years will be charged to the applicant.

## **POLICY COMMUNICATION**

This policy will be made available to Staff and on the City of Cambridge website.

## **RELATED DOCUMENTS/LEGISLATION**

There are no related documents or legislation.



## Schedule 'A'

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<b>POLICY TITLE</b>	Sponsorship Policy (Draft)
<b>CATEGORY</b>	Choose an item.
<b>POLICY NUMBER</b>	Leave Blank – Clerk’s team will input once finalized/approved
<b>DEPARTMENT</b>	Choose an item.
<b>POLICY AUTHOR</b>	Choose an item.
<b>POLICY TYPE</b>	Choose an item.
<b>APPROVED BY</b>	Choose an item.
<b>EFFECTIVE DATE</b>	(MM/DD/YEAR) Insert date policy is effective
<b>REVIEW DATE</b>	(MM/DD/YEAR) Insert date policy is to be reviewed

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## **POLICY STATEMENT**

The Corporation of the City of Cambridge, hereby referred to as “the City”, is committed to providing open, transparent, accountable and innovative leadership in local governance and service delivery; and to promoting a caring community that values our dedicated municipal spaces for arts, culture, heritage, leisure and recreations.

## **PURPOSE**

This Sponsorship policy is intended to provide the process and criteria under which the City of Cambridge will enter into sponsorship arrangements. This policy is also intended to provide guidelines to ensure that the goals of the sponsorship partner and the City are aligned, the public interest is respected, and the integrity of municipal programs and services is protected.

In general, Sponsorship refers to the City of Cambridge entering into a mutually beneficial contractual agreement with the Sponsorship partner where the City leverages a municipally owned asset to receive financial and/or in-kind support in exchange for recognition, exposure, activation opportunities, and/or other marketing benefits for the external party.

The City also recognizes sponsorship as a means of partnering with companies and organizations in supporting City's programs, facilities, parks, events and operations, along with the opportunity to generate an additional revenue stream and, in some cases, offset the costs of municipal infrastructure, programs, and operation.

The desire for additional sources of revenue must be balanced with the City's need to safeguard the City's values, assets, interests and reputation ensuring that:

- There are no adverse effects on either public safety or on the City's image.
- The sponsorship reflects corporate and community values.
- It does not conflict with City's existing policies and by-laws.

## DEFINITIONS

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

**In-kind** – is a contribution sponsorship received in the form of goods and/or services rather than cash.

**Legacy Infrastructure** – means a municipal facility or municipal asset that has been (or has the potential to be) in existence for over twenty (20) years. An example would be the Pedestrian Bridge in Downtown Cambridge.

**Municipal Facility / Municipal Asset** – refers to any property, structure, building, or portion thereof, owned or controlled by the City. This includes but is not limited to arenas, sports fields, athletic parks, ball diamonds, pools, cultural spaces, streets, bridges, trails, parkland, open space, etc.

**Recognition** – refers to the acknowledgement and expression of thanks issued for a sponsorship, the previously agreed upon terms of publicity and/or promotion that suitably reflect the impact of the sponsorship.

**Sponsorship** – means a mutually beneficial contractual agreement between the City and an external company, organization, association or enterprise where the City leverages a municipally owned asset to receive financial and/or in-kind support in exchange for recognition, exposure, activation opportunities, and/or other marketing benefits for the external party.

**Sponsorship Partner** – means an external company, organization, association or enterprise with which the City chooses to enter into a sponsorship contractual agreement.

## **FORMS OF SPONSORSHIP**

Sponsorships will be accepted in:

- Cash: A sponsorship received in the form of money.
- In-kind: A sponsorship received in the form of goods or services of value to the City.
- Combination: A sponsorship received in the form of both in-kind and cash.

## **AUTHORITY**

This Policy operates under Corporate Authority.

## **SCOPE**

The Sponsorship Policy applies to sponsorship in the form of contractual agreements with a company, organization, association, enterprise, persons or family of all City programs (including equipment), services, projects, facilities, parks and park facilities, events or activities to ensure broadest possible appeal of the program.

The term of sponsorship will be within 10 years or the life cycle of the City assets or elements, whichever comes first. If any named asset or element needs a major repair, rebuild or overhaul, the asset or element is not eligible for sponsorship.

For any legacy infrastructure that was named for over 20 of years or until the time for replacement or refurbishment, whichever comes first, City reserves the right to re-evaluate the facility condition, amend the Policy and determine whether it is suitable for sponsorship, or at Council's discretion.

## **POLICY**

### **GENERAL GUIDELINES**

The City of Cambridge will prepare a rolling inventory of assets, programs, services, events, activities or any other notion for which a sponsorship could be developed.

A strategic approach will be undertaken in Sponsorship, allocating appropriate resources to achieve realistic targets, keeping in mind coordinated and collaborative approaches that make effective use of community resources.

## **CRITERIA**

1. This Sponsorship Policy will adhere to the following criteria:

- a) The City will consider all sponsorship proposals but retains the discretion not to accept sponsorship from any entity at its sole discretion.
- b) Sponsorships must conform to all applicable federal and provincial statutes and all applicable City by-laws, policies and procedures.
- c) Sponsorship must not confer a personal benefit, directly or indirectly, to any particular City employee or City official or their families or be in contravention of any City policies related to conflicts of interest.
- d) The City shall retain ownership and control over all City owned and operated assets.
- e) Benefits provided to the sponsor by the City are limited to those stated in the sponsorship agreement.
- f) Sponsorship may include multi-year agreement and first right of refusal for renewal.
- g) Sponsorship must not result in any competitive advantage, benefit or preferential treatment for the sponsor outside of the sponsorship agreement.
- h) There shall be no actual or implied obligation to purchase products or services of the sponsor.
- i) By entering into a sponsorship agreement with the City, it does not imply endorsement of businesses, products, services or ideas of any sponsor.
- j) Sponsorship details, amount, duration, payment term and charges, etc. should be outlined in the Sponsorship Agreement.

## **RESTRICTIONS**

1. Corporate sponsorship within a City facility must reflect the target audiences associated with the facility. The City will not solicit or accept corporate sponsorship or advertising from companies or organizations whose business:
  - Contradict any by-law or policy of the City in any way
  - Could compromise the reputation of the City's public image
  - In light of prevailing community standards, it is likely to cause deep or widespread offence
2. The City will not solicit or accept corporate sponsorship or advertising from companies or organizations:

- Whose business is derived from the production of tobacco, alcohol, marijuana or other addictive substances
- Whose business is derived from pornography or illegal sexual services
- Whose business is derived from armaments and weapons manufacturing
- Who are not in good standing with the City (i.e. currently in violation of a by-law or under litigation)
- That discriminate by way of race, religion or sex, in employment, marketing or advertising practices

Council may at its discretion overrule the established criteria.

## **SPONSORSHIP AGREEMENTS**

Sponsorship agreements will be in the City's standard form and shall include or address:

- The benefits, roles and responsibilities, fees, payment schedule, duration and other agreed terms of the sponsorship arrangement. Departments must maintain records of these agreements.
- All sponsorship arrangements should be evaluated by relevant departments on an annual basis to determine continued benefits to the City. If any arrangements are not of continued benefit, said arrangements may be modified or terminated at the City's discretion.

## **TERM**

The term of Sponsorship on City of Cambridge assets will be established in the contract between the City and the Sponsorship partner, subject to the satisfaction of the City Solicitor.

## **RELATED PROCEDURES**

Sponsorship opportunities may arise from unsolicited proposals, or direct solicitation by designated City staff.

## **DELEGATION OF AUTHORITY**

Designated City staff (or a City-approved external resource) may be authorized to enter into Sponsorship Agreements for the term of the agreement, subject to the satisfaction of the City Solicitor.

- Manager level: amounts up to \$50,000

- Director level: amounts up to \$100,000

City Council approval is required for any agreement that is:

- In excess of \$100,000 for the term of the agreement
- In excess of 10 years in duration
- Or deviates from the provisions of this policy.

### **SPONSORSHIP POLICY SOLICITATION**

Where appropriate, the City may issue a Request for Proposal (RFP) for an external resource for Sponsorship opportunities of a specific Municipal facility or Municipal Asset in accordance with the City's purchasing by-law.

### **POLICY COMMUNICATION**

This policy will be made available to Staff and placed on the City of Cambridge website.

### **RELATED DOCUMENTS/LEGISLATION**

There are no related documents or legislation.

## Schedule 'A'

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## VISION

A place for people to prosper -  
alive with opportunity

## MISSION

Working together  
Committed to our values  
Serving our community

## VALUES

INTEGRITY  
RESPECT  
INCLUSIVENESS  
SERVICE



POLICY TITLE	Naming of Parks/Open Space/Municipal Facilities and Buildings
CATEGORY	Corporate
POLICY NUMBER	CSD-30.070
DEPARTMENT	Community Services
DIVISION	CSD Administration
AUTHORITY	Corporate
APPROVED BY	Not Listed
EFFECTIVE DATE	06/12/1989
REVIEW DATE	Not Listed

## VISION

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# POLICY STATEMENT

The intent of this policy is to:

- Continue the traditional practice of naming municipal property, buildings, parks, open spaces and features after significant geographical or historical elements
- ° Recognize on an exceptional basis, significant contributions that organizations or individuals have made to the public life and the well-being of the City of Cambridge
- Provide direction of how to apply for approval to name, rename or dedicate municipal property, buildings or features.

Names given to municipal properties /facilities and features in the City of Cambridge will vest through to the expiration of the life cycle of the property, facility or feature. (Hamilton <http://www2.hamilton.ca/NR/rdonlyres/8A2E3880-448C-4DCB-99AA-0DF08F963D11/0/FacilityNamingPolicy.pdf> )

## PURPOSE

The purpose of naming park areas and facilities/buildings, is to provide identification of these amenities based on one or more of the following criteria:

- geographical predominance/importance;
- a person who has made a major contribution(s) to the community, and for provincial/national levels;
- historical significance.
- major financial contributions towards the development of the park/facility.

## DEFINITIONS

N/A

## AUTHORITY

CSD Administration

## SCOPE

Community Services Department

## VISION

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## MISSION

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Serving our community

## VALUES

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SERVICE



## POLICY

The Community Services Department shall provide methods by which the Community/Council/Staff have the opportunity for input into the naming or renaming of parks/open space/facilities and buildings. The Community Services Department shall research applicable background material of the designated lands/building, and forward their findings to the appropriate groups/organizations/neighbourhood and Cambridge Council.

The Museum and Archives Board, the Heritage Cambridge group, and other historical groups and the Library, will be requested to submit a list of citizen's names who have made a significant contribution to the community.

It is the responsibility of the Commissioner of Community Services Department to recommend to Cambridge City Council one or more names for their consideration.

## POLICY COMMUNICATION

Not Listed

## City of Cambridge Sponsorship and Advertising Strategy

### Naming Rights Valuation

Our research shows that there is no set standard on the price tag putting on a city facility (or asset for naming), for how long, and under what terms. The following are some of the factors to consider when determining the valuation. These are the elements that make each naming right opportunity unique.

- **The Newness of the Facility**  
New facilities represent the best opportunities for naming as there are lots of excitement about the project.
- **Its Importance within the Community**  
Is it a community landmark with lots of history?
- **The Uniqueness**  
Is the facility one of many naming opportunities in a community or is it truly a unique opportunity?
- **The Location/Visibility**  
Is it located along a main traffic artery where it will be visible to a lot of vehicle/pedestrian traffic? Does it mainly serve a community or the entire municipality?
- **The Annual Attendance**  
How many people does it serve year-round?
- **The Diversity of Programming**  
Does the facility appeal to a wide range of audiences year-round? How many of those in attendance are the sponsor's target demographic?
- **The Potential for Media Exposure**  
Will the facility be mentioned frequently in media such as newscasts, sportscasts and online?
- **Economic Factors**  
Is the municipality in a depressed state or a bustling economy? Is there a lot of competition among companies?
- **Additional Visibility** – Will the municipality provide additional visibility such as publications, website and signage?

In general, facilities that fetch higher naming valuations tend to be brand new, function as the main community hub, and are located in busy areas where the signage will be seen by thousands of people each day.

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## Pipeline of Opportunities

- Naming Rights – Opportunities where a sponsor name can be added as a prefix to the facility name and/or amenities
- City-Wide Public Programs and Services (Stand-alone or Bundled) – Opportunities to support City-wide programs or services that are offered to citizens under a centralized or common delivery system, i.e. public swims or skates.
- City-Wide Themed Initiatives – Opportunities for companies to associate their organization with high profile City-wide initiatives
- Advertising – Commercial advertising opportunities where there is no implied associative element or relationship between the City and the advertiser
- In-Kind Services – where the City is able to realize direct budget savings as a result of products or services being offered as a part of a sponsorship
- Other Unique Opportunities – Other opportunities for sponsorships that are not necessarily related to any of the above categories

## General Guidelines for Prioritization of Assets/Opportunities

- Facility naming rights inventory should focus on newer (or planned) facilities
- Opportunities should focus on areas where the public is used to seeing sponsors and advertisers such as sports facilities and programs, publications and special activities.
- The inventory of opportunities should appeal to a wide range of corporate marketing objectives.
- Pricing should appeal to a wide range of corporate budgets.
- Efforts need to focus on “low hanging fruit”.

## Strategies and Strategic Targeting

- **Primary emphasis on Naming Rights.** It is expected that the most emphasis will be placed on the naming rights. Naming Rights for major recreation complexes and their amenities as well as other major facilities that have a strong community attraction, attendance and/or high street visibility, new facilities (planned) and amenities within selected park operations.

By focusing on low risk, high-yield and corporate partnership opportunities that represent a good audience fit, the City will be positioning itself for some quick wins that also demonstrate how the Naming and Sponsorship program can be successfully integrated with City operations.

- Public Programs and Services (stand-alone or bundled) that appeal to large numbers of the population. The City has a diversified range of properties and assets that can be

leveraged with the private sector, particularly in the area of program-based sponsorships.

- City-Wide Theme Initiatives that contribute to a safer, healthier and more sustainable community.
- Advertising opportunities that offer a unique value proposition in the market and/or measurable transactions.
- Exclusive Provision of Products or Services where exclusive “sales or pouring rights” may be provided to one or a series of non-competing suppliers.
- In-Kind Services where the City is able to realize direct budget savings as a result of products or services being offered as a part of a sponsorship.

*It is important to note that the inventory will likely never be completely sold in its entirety. It is intended to provide companies with multiple choices and price points for participating in City initiatives.*

## Multi-Year Graduated Revenue Plan

With the consideration of several capital projects are currently underway in the City of Cambridge, the following is a projection of a multi-year graduated revenue plan, based on the anticipated project completion information.

Internal Asset Name	Project Description	Naming Gifts Valuation
Fountain Street Soccer Facility	<ul style="list-style-type: none"> <li>• Approx. \$12 million investment</li> <li>• All outdoor fields</li> <li>• Several amenities: 2 artificial fields, 4 natural turf fields, bleacher seating, changeroom &amp; washroom building</li> <li>• Construction is planned to begin in 2021 and finish in late 2022</li> </ul>	\$1,500,000
Preston Auditorium Expansion	<ul style="list-style-type: none"> <li>• Additional ice pad (2022/2023)</li> <li>• Approx. \$20 million for design and build</li> </ul>	\$2,000,000
Cambridge Recreation Complex	<ul style="list-style-type: none"> <li>• Currently budgeted at \$64.7 million, but will increase with inflation until construction</li> <li>• Amenities include: 2 pools, a warm water pool, library, and triple gymnasium</li> <li>• 2 elementary schools on the same land</li> <li>• Construction is planned to begin in late 2023/early 2024</li> <li>• Completion date is schedules for 2025</li> </ul>	\$6,500,000

## Multi-Year Revenue Forecast

### 1. Naming Opportunities

Internal Asset Name	Anticipated Project Completion	Current Year (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
Fountain Street Soccer Facility	In 2022	\$450,000	\$600,000	\$450,000			
Preston Auditorium Expansion	In 2023		\$600,000	\$800,000	\$600,000		
Cambridge Recreation Complex	In 2025		\$1,300,000	\$1,950,000	\$1,300,000	\$1,300,000	\$650,000
<b>Projected Cumulative Total</b>		<b>\$450,000</b>	<b>\$2,500,000</b>	<b>\$3,200,000</b>	<b>\$1,900,000</b>	<b>\$1,300,000</b>	<b>\$650,000</b>

### 2. Sponsorship & Advertising

Sponsorship & Advertising	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
Sponsorship programs, Facility advertising program, Signature community festivals & events	\$100,000	\$125,000	\$160,000	\$200,000	\$300,000

## Rates and Fees Schedule Development

Based on our understanding, given the Covid-19 pandemic, the City has decided to keep the Rates and Fees for city-owned facility rental and city-delivered programs and services at the same level as the previous year.

Rates and fees charged by the City are according to the By-law and Policies. It is reviewed on an annual basis. The City reserves the rights to charge administrative fees, late payment interests, and HST and retail sales tax.