Wednesday, September 7, 2016
9:30 a.m. – Regular Meeting

Closed Session (See Item 19) – Following Regular Business
(Under Section 239 of the Municipal Act, 2001)

Council Chambers – 4th Floor – City Hall

**Members:**
Regional Councillor G. Gibson – Wards 1 and 5 (Chair)
Regional Councillor E. Moore – Wards 1 and 5
   (Vice-Chair, Service Brampton and Facilities)
Regional Councillor M. Palleschi – Wards 2 and 6
   (Vice-Chair, Fire Services)
Regional Councillor M. Medeiros – Wards 3 and 4
Regional Councillor G. Miles – Wards 7 and 8
Regional Councillor J. Sprovieri – Wards 9 and 10
   (Vice-Chair, Transit Services)
City Councillor D. Whillans – Wards 2 and 6
City Councillor J. Bowman – Wards 3 and 4
City Councillor P. Fortini – Wards 7 and 8
City Councillor G. Dhillon – Wards 9 and 10
   (Vice-Chair, Recreation and Culture)

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Chandra Urquhart, Legislative Coordinator.
Phone: 905-874-2114 or TTY 905-874-2130 or cityclerksoffice@brampton.ca

Note: Some meeting information may also be available in alternate formats, upon request
Note: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting. Council Members are prohibited from sending text messages, e-mails and other electronic messaging during the meeting.

1. **Approval of Agenda**

2. **Declarations of Interest under the Municipal Conflict of Interest Act**

3. **Consent**
   * The following items listed with an asterisk (*) are considered to be routine and non-controversial by the Committee and will be approved at this time. There will be no separate discussion of any of these items unless a Committee Member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

4. **Announcements**

5. **Delegations**

   5.1. Presentation by Bernie Colterman, City’s consultant, Centre of Excellence for Public Sector Marketing, re: *City Wide Sponsorship and Action Plan, Recommendations from Centre of Excellence for Public Sector Marketing (CESPM)*

      (See Item 7.1)

6. **Staff Presentations**

7. **Recreation and Culture**

   7.1. Report by Bernice Morrison, Manager, Arts and Culture, dated August 8, 2016, re: *Corporate Sponsorship Strategy*.

      (See Item 5.1)
7.2. Report by Bernice Morrison, Manager, Arts and Culture, dated August 8, 2016, re: **Public Art Program Update – Revised Policy and Procedures**

7.3. Report by Bernice Morrison, Manager, Arts and Culture, dated August 8, 2016, re: **Public Art Program Update: Status of Approved Projects and New Proposed Projects.**

8. **Fire Services**

9. **Transit Services**

10. **Service Brampton and Facilities**

10.1. Report by Jim Joukema, Supervisor, Service Contracts, Facility Services, dated August 3, 2016, re: **Purchasing By-Law Section 4.7 Contract Extensions that exceed $1 million – Contract No. 2012-037 – To provide janitorial services at various locations for a three (3) year period – All Wards** (File # B.44. JAWT).

11. **Minutes**

11.1. Minutes - **Brampton Sports Hall of Fame Committee - June 23, 2016**

12. **Other/New Business**

13. **Referred Matters**

   Note: In accordance with the Procedure By-law, the Referred Matters List will be published quarterly on a meeting agenda for Committee’s reference and consideration. A copy of the current **Referred Matters List** for this Committee is publicly available on the City’s website.

14. **Deferred Matters**

15. **Notices of Motion**
16. **Correspondence**

16.1 Correspondence from the Ministry of Tourism, Sport and Culture and Sport, re: *Funding for Ontario’s After School Program.*

To be received

17. **Councillors’ Question Period**

18. **Public Question Period**

15 Minute Limit (regarding any decision made at this meeting)

19. **Closed Session**

19.1 Report from Rob Torrone, Supervisor, Sport Facilities and Tourism, Recreation and Culture, Public Services Department, dated July 14, 2016, re: *Lease Agreement at Cassie Campbell Recreation Centre – Ward 6* – a proposed or pending acquisition or disposition of lands by the municipality or local board.

20. **Adjournment**

Next Regular Meeting: September 21, 2016
City Wide Sponsorship and Action Plan, Recommendations from Centre of Excellence for Public Sector Marketing (CESPM)

Presented to:
Community and Public Services Committee
September 7, 2016
• Brampton is looking for ways to make investments in the quality of life of residents, while minimizing the financial impacts on taxpayers.

• The City owns and operates a wide variety of “assets” that can be leveraged to generate new non-tax based revenue.

• The City has already enjoyed a certain level of success through the sponsorship arrangements it has secured through other initiatives.

• The City needs a coordinated strategy to capitalize on these new revenue opportunities.

• Developing a sponsorship culture requires a significant shift in thinking and approach for staff, Council, residents and businesses.
What We’ve Learned...

• Adequate resources to do the job;
• Takes time to “get the deals”;
• Internal policies need to align with the program;
• Need to challenge traditional views and methods;
• Needs to be ongoing communication and education.
Brampton’s Unique Selling Proposition

- Programs and services reach every corner of the community;
- The City is rich in “unique assets” that can be leveraged with potential sponsors;
- Brampton has a recognizable and powerful brand and generally has a positive impact on people’s lives;
- Brampton has the resources to deliver on agreements.
Key Recommendations
Steps for Moving Forward

1. Coordinated Approach to Sponsorships;
2. Centralized Function within Recreation & Culture;
3. Dedicated staff person to manage the program and market high value assets;
4. Advisory Committee to Oversee the Program;
5. Approval of Assets to be Marketed (see slide 10);
6. Revenue to Remain within Departments (see slide 11);
7. Proactive Communications Plan to businesses and citizens;
8. Launch of a 5-Year Program following 2016 Planning Year.
### Area of Focus

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naming Rights for complexes and amenities for new or relatively new facilities</td>
<td>Brampton Soccer Complex, Cassie Campbell (amenities), Chinguacousy Wellness Centre, Creditview Sandalwood, Garden Square, Rose Theatre, South Fletcher’s</td>
</tr>
<tr>
<td>Public programs and Services that cater to large numbers of citizens</td>
<td>Public Swims, Public Skates, Fitness Memberships, Drop-Ins and Programs, Learn-to-Swim, Summer Camps, Animal Licensing / Off-Leash, Rose Theatre Professional Series and Seniors Programs</td>
</tr>
<tr>
<td>City-wide initiatives</td>
<td>Business Friendly Brampton</td>
</tr>
<tr>
<td>Civic Events / Attractions that attract large and/or distinct audiences</td>
<td>Canada Day, CeleBRAMPTON, Garden Square, Christmas Lighting, New Years Eve, Spring Clean-Up, March Break, Senior’s 55+ Games</td>
</tr>
</tbody>
</table>
Allocate revenue strategically

Agreement Deliverables

Discretionary

65%-75%

5%-10%

20% - 25%

Sales & Operations
Revenue Summary & Financial Implications
# Potential New Revenue (from Identified Inventory)

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Potential Revenue</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naming Rights</td>
<td>$480,000</td>
<td>Current facilities</td>
</tr>
<tr>
<td>Program Sponsorships</td>
<td>$93,000</td>
<td>Evolving Opportunities</td>
</tr>
<tr>
<td>Event Sponsorships</td>
<td>$60,000</td>
<td>Strong Appeal</td>
</tr>
<tr>
<td>Themed Community Initiatives</td>
<td>$36,000</td>
<td>Value Alignment</td>
</tr>
<tr>
<td>Audience Bundled Programs</td>
<td>$30,000</td>
<td>Focused marketing</td>
</tr>
<tr>
<td>Web Site Ads</td>
<td>$35,000</td>
<td>Growing medium</td>
</tr>
<tr>
<td>Display Advertising</td>
<td>$155,000</td>
<td>Unique Opps.</td>
</tr>
<tr>
<td>Other Unique Opportunities</td>
<td>$100,000</td>
<td>In-kind</td>
</tr>
<tr>
<td><strong>TOTAL Potential (Annual) REVENUE</strong></td>
<td><strong>$989,000</strong></td>
<td><strong>Conservative Approach</strong></td>
</tr>
</tbody>
</table>
## Cost / Benefit Analysis

<table>
<thead>
<tr>
<th></th>
<th>2016 Planning</th>
<th>2017 (Year 1)</th>
<th>2018 (Year 2)</th>
<th>2019 (Year 3)</th>
<th>2020 (Year 4)</th>
<th>2021 (Year 5)</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Projected New Revenue (Gross)</strong></td>
<td></td>
<td>$180,000</td>
<td>$347,000</td>
<td>$540,000</td>
<td>$821,000</td>
<td>$989,000</td>
<td>$2,877,000</td>
</tr>
<tr>
<td><strong>Annual Staff Costs (Mgr.)</strong></td>
<td>$45,000</td>
<td>$90,000</td>
<td>$92,000</td>
<td>$93,600</td>
<td>$95,500</td>
<td>$97,500</td>
<td>$513,600</td>
</tr>
<tr>
<td><strong>Annual Staff Costs (Admin.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$60,000</td>
<td>$60,000</td>
<td>$120,000</td>
</tr>
<tr>
<td><strong>Marketing Costs</strong></td>
<td>$20,000</td>
<td>$20,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Sponsor Servicing (5%)</strong></td>
<td>$9,000</td>
<td>$18,000</td>
<td>$27,000</td>
<td>$41,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$145,000</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>($65,000)</td>
<td>$61,000</td>
<td>$222,000</td>
<td>$404,400</td>
<td>$609,500</td>
<td>$766,500</td>
<td>$1,998,400</td>
</tr>
</tbody>
</table>
For 2016

- Refine opportunities identified in Phase 1 / 2
- Resource a staff person(s) to implement the program
- Conduct consultations with business
- Develop branded collateral and a full marketing plan for the program
- Implement a campaign to promote opportunities to the business community at large
- Staff Training and Orientation
- Official Launch early in 2017
- Focus on sales of Tier 1 Naming opportunities and City-wide advertising assets
questions?
Date: August 10, 2016

File: DB.x

Subject: Corporate Sponsorship Strategy

Contact: Bernice Morrison, Manager, Arts and Culture, Recreation and Culture Division, 905.874.3542

Recommendations:

1. That the report from Bernice Morrison, Manager, Arts and Culture, Recreation and Culture Division, dated August 10, 2016 to the Community and Public Services Committee meeting of September 7, 2016 re: Corporate Sponsorship Strategy, be received;

2. That the Final Report on the Corporate Sponsorship Strategy be received; and

3. That staff report back to the Community and Public Services Committee in the fall of 2016 with recommendations related to an implementation plan to establish the city wide sponsorship program.

Overview:

- The City of Brampton is looking for ways to enhance investments in programs and services being delivered to City residents, while minimizing the financial burden on taxpayers.

- In August 2014 Council authorized the Purchasing Agent to issue a Request for Proposal (RFP) to hire a consultant to evaluate key cultural properties to determine the potential commercial return related to sponsorship opportunities for key City assets.

- Staff was further authorized to:
  - develop a market-ready Sponsorship Strategy and Program for municipal properties;
  - pursue and realize the full potential of all sponsorship opportunities in the market place related to the identified properties in keeping with existing Corporate Policy and Procedures; and
  - the appropriate officials were authorized to take the necessary action to give effect thereto.

- Bernie Colterman, Managing Partner, CEPSM has included recommendations in his final report and in a slide presentation. Mr. Colterman will present these
Background:

A coordinated strategy to capitalize on new revenue opportunities is being pursued by many municipalities nationally and internationally. Strategic partnership alliances of this nature have had proven results in other municipalities. Engaging commercial corporate brands has the potential to boost the City’s reputation as a place to be and a place to invest in as the City continues to grow and prosper.

The Centre of Excellence for Public Sector Marketing was hired to work with staff to identify marketable assets (facilities and programs) and to develop a high-level City-wide sponsorship strategy.

The following interdepartmental collaboration occurred:

- Corporate Services Department – Finance and Treasury
- Office of the Chief Operating Officer
  - Strategic Enterprise Services (Festivals and Special Events Office)
- Public Services Department
  - Facility Services Division
  - Recreation and Culture Division
  - Business Services Office

Developing a sponsorship culture requires a shift in thinking and approach for staff, Council, residents and business partners. For significant results to occur it typically takes 3-5 years where there is a strategy and where the program is supported by a dedicated team.

Current Situation:

Various and relatively small sponsorship opportunities continue to be pursued by various divisions within the City. However, larger assets (including facilities and programs) have yet to be fully engaged in sizeable sponsorship negotiations.

Through current efforts, the City has already enjoyed a level of success through sponsorship arrangements it has secured.

2015 Sponsorship Revenue Summary

<table>
<thead>
<tr>
<th>Department</th>
<th>Cash Value</th>
<th>In-Kind Value</th>
<th>Total Sponsorship Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of COO</td>
<td>$67,525.50</td>
<td>$41,861.98</td>
<td>$109,387.48</td>
</tr>
<tr>
<td>Public Services Dept.</td>
<td>$85,700.00</td>
<td>$319,736.61</td>
<td>$405,436.61</td>
</tr>
<tr>
<td>EFC</td>
<td>$</td>
<td>$23,241.95</td>
<td>$23,241.95</td>
</tr>
</tbody>
</table>
Grand Total | $ 153,225.50 | $ 384,840.54 | $ 538,066.04

Excludes: Grants and Advertising Revenue

Corporate Implications:

Implementing a city wide sponsorship strategy would allow the City to more strategically address major opportunities particularly those related to significant assets.

The consultant also recommends that a period of six months be allowed for the establishment of the program and the steering committee and for staffing across departments and divisions to encourage a sponsorship culture.

Strategic Plan:

This report achieves the City's Strategic Plan priority of Strong Communities:
- Enhancing economic development
- Supporting growth management through enhanced quality amenities
- Engaging the community through media and ongoing creative place making
- Aligning key planes
- Continuing financial stability
- Containing costs and capitalizing on funding opportunities

Conclusion:

The City of Brampton would benefit from establishing a City wide sponsorship strategy based on current, realistic commercial valuation of revenue generating opportunities related to major City assets to support fiscal sustainability and to strengthen relationships with the business sector.

Original approved by: Bernice Morrison
Manager, Arts and Culture

Original approved by: Erica McDonald
Acting Director, Recreation and Culture
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Introduction

The City of Brampton is looking for ways to minimize taxpayer expenses and at the same time, provide for a high quality of life for its residents, businesses and visitors. The area of corporate sponsorship and naming rights is one of the areas that Brampton is considering as a means of achieving these goals.

The Centre of Excellence for Public Sector Marketing was contracted in the Spring of 2015 to assist Brampton in identifying its sponsorship, naming rights and advertising assets (opportunities), establishing “fair market value” for these assets, assessing high-level revenue potential and recommending an overall strategic direction for the program. The resulting Phase 1 Asset Inventory and Valuation Report was approved by City Council on November 18, 2015. At that time, Council also directed staff to proceed to Phase 2, the development of the Sponsorship Strategy.

The purpose of this report is to propose a Sponsorship Strategy (Phase 2) on how the City of Brampton can leverage its assets to generate additional non-tax revenue for the corporation, as well as specific recommendations related to the implementation of the program. It also includes a detailed Cost / Benefit Analysis that identifies projected revenue streams (gross revenue), program delivery costs and net revenue over a five-year period. This Strategy is aligned with the City of Brampton’s 2016-2018 Strategic Plan; namely with the sponsorship and advertising priorities and initiatives outlined in the Plan.

Key Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reference Pages in Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. That a coordinated approach (centralized function) be used to oversee City’s overall efforts in sponsorship and advertising.</td>
<td>Pages 16-23</td>
</tr>
<tr>
<td>2. That the centralized function be established through the Recreation and Culture Division for the first 3-5 years, at which time, it should be reviewed to ensure that it continues to meet the desired organizational, economic and community benefits.</td>
<td>Page 17</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>The majority of the City’s Phase 1 assets to be marketed reside in the Recreation and Culture Division and so it is logical to have the centralized function reside in the Division where the program will have the most impact.</td>
</tr>
</tbody>
</table>
| 3. | **That the City hire a Senior Staff Person to implement the program and to market its high value assets.**  

In order to effectively market City’s sponsorship and advertising assets, the Sponsorship Program will need to be resourced with dedicated personnel to coordinate the City’s efforts, market its high value assets and serve as a resource to staff in other Departments who are engaged in sponsorship and advertising activities. This position would report to the Director of Recreation and Culture. |
| 4. | **That an Advisory Committee comprised of representatives from participating Departments be established to oversee the program.**  

Comprised initially of representatives from the Office of the Chief Operating Officer and the Public Services department, this group will be responsible for ensuring that the program is aligned with corporate objectives. See Page 17-18 for specific details.

That the Advisory Committee replace the existing ad-hoc Corporate Sponsorship Committee at the time of Council approval of this Strategy and Action Plan within a reasonable time frame; and that the Advisory Committee and/or its successor committees be chaired by the Director of Recreation and Culture (or Designate), Public Services Department. |
| 5. | **That the municipal assets recommended for inclusion in the City’s Sponsorship, Advertising and Naming Rights Program be approved on an annual basis by the Advisory Committee and/or its successor committees.**  

That Phase 1 assets be approved for marketing to the private sector.

This does not include any “Commemorative Naming Rights” initiatives which should be a free-standing program with its own Policy, Business Plan and procedures/approaches. |
6. **That Departments retain the revenues generated through the program and that a portion of the revenue be allocated towards improving the sponsored program, service, facility or audience/participant experience.**

If the City wants to achieve full community support for the program and increase its value proposition to business, it needs to demonstrate how revenue being generated from sponsorships is directly benefiting citizens.

Departments shall retain revenues related to their programs, including sponsorship and advertising, with the following consideration – “less an administration fee/surcharge to the Recreation and Culture Division for managing the corporate Sponsorship and Advertising Program” (where appropriate).

7. **That the City implement a Marketing & Communications Plan to consistently position the program and communicate with the various stakeholder groups.**

A proactive Marketing & Communications Plan will ensure that citizens are aware of the program and its benefits to the community as well as support the efforts of the City in marketing its opportunities to the business community-at-large.

8. **That Sponsorship and Advertising Program be implemented over a six (6) year period including up to one (1) year of pre-launch planning.**

It is envisioned that it will take up to 5 years for the program to reach its full revenue potential. Also, in order to effectively implement the program, there is much ground work that has to be laid for a successful launch. This includes putting the resources in place to deliver and manage the program, further refinement of sponsorship and advertising opportunities to be marketed, establishing policies, procedures and template agreements to support the program and developing communications materials.
Background

Community Overview

Brampton is part of the Region of Peel, the second-largest municipality in Ontario (Combined Population: 1,261,000). With a population approaching 600,000, Brampton is the 9th largest city and one of the fastest growing municipalities in Canada. Between 1981 and 2011, Brampton’s population grew by a rate of 8.4 per cent, per year or 18,000 residents per year. Brampton’s population is expected to reach approximately 840,000 people by 2031. Brampton has the 2nd highest growth rate among Canada’s 50 largest cities.

Brampton’s largest population cluster is 30-49 years of age and one of the youngest in the Toronto CMA, with the median age at 34.7 years. This young, educated, and multicultural work force of over 190,000 continues to grow at a rate of four per cent annually. The average household income is $93,817 (national average of $79,102 and provincial average of $85,772) and almost 53% live in single detached homes. Almost 35% have a household income over $100,000.

The immigrant population plays an important role the growth and development of Brampton, with an estimated 50.58% of the population made up with immigrants; of which 159,600 are of South Asian decent. In 2011, 49 per cent of Brampton’s population were Canadian-born and 51 per cent were foreign-born (immigrant population). In Brampton, 89 languages are spoken with Punjabi is the second most spoken language in the municipality.

Sponsorship Environment

Sponsorship spending continues to grow in North America as companies look for new ways to connect with audiences and differentiate themselves from their competitors. Some of the key industry-wide trends include:

- Corporations are taking a more strategic approach towards sponsorship spending by aligning sponsorships more closely with business objectives and increased emphasis on measuring the performance of their investments;
- Growth of cause-related sponsorships as a means of associating a brand with a worthwhile cause that is viewed as important by the customer;
- Increased emphasis on “activating” sponsorships to leverage opportunities and increase audience impact;
- Increased integration between sponsorship and social media channels as a means of engaging audiences.

Despite a volatile economy, corporations are still willing to invest in sponsorship, but there is clearly a shift from the traditional “signs and banners” to a more comprehensive approach that includes adding value to the customer experience so that they are ultimately more receptive to sponsor messaging. This shift will have an impact on how the City must approach sponsorships in order to be successful in this area.
Municipal Sponsorship

Brampton is not alone in pursuing sponsorships as a non-tax revenue opportunity. In a survey conducted by CEPSM in June/July 2015 of municipal sponsorship activities nation-wide, it was found that 65% of municipalities are involved in some form of sponsorship engagement, whether it’s seeking naming rights for facilities or other community assets or generating financial and in-kind support for programs, events and other community initiatives. Of the 35% not actively engaged at the moment, 90% of those are considering various levels of sponsorship with naming rights, program and event sponsorships the most common.

The survey also indicated that 100% of municipalities with populations over 100,000 are involved at varying levels of corporate engagement, with some municipalities such as Burlington, Calgary, Edmonton, Mississauga, Ottawa, Winnipeg and Whitby taking a very active role in recruiting sponsors, while others are taking a more passive approach.

At a high level on a national basis:

- 94% of those municipalities actively marketing their assets are seeking naming rights sponsors and 62% currently have agreements in place;
- The most common term for naming agreements is 5-10 years (45%). This is in sharp contrast to the “In Perpetuity” terms that were commonly used a few years ago;
- Arenas (96%), Recreation Complexes (82%), Pools (61%) and Sports Fields (61%) are viewed as the best opportunities for sponsorship;
- 68% of municipalities use internal staff to market their opportunities and manage the program;
- 55% manage their sponsorship program through a Central Office, while 45% leave it to individual departments (i.e. Recreation, Community Services) or programs to implement their own programs;
- Revenue from sponsorship and naming rights is allocated to a variety of areas including general revenue accounts, departmental reserves and the sponsored program/facility/service.

Public Perceptions

Industry-wide research also indicates that the public is supportive of corporate sponsorships that contribute to an activity or cause that they deem worthwhile. For example, the Edelman Good Purpose Study (2012) illustrated the impact between corporate social responsibility and consumer attitudes towards companies who support activities that are important to the community:

- 70% of Canadians are more likely to recommend a brand that supports a good cause than one that doesn’t (18% increase over 2007);
- 69% of respondents would help brands promote their products or services if there are good causes behind them (a 23% jump since 2007);
- 67% of Canadians trust a company that actively supports a societal issue;
- 84% would be more likely to give their business to a company that supports good causes and has fair prices than a company that simply offers discounts;
- 80% of Canadians say it is okay for brands or companies to make money, as long as they’re giving back.
This research would indicate that there is a high level of consumer acceptability for corporate sponsorship that supports worthwhile community activities. This will be an important consideration for how the City of Brampton positions its sponsorship program and recognizes companies that contribute to municipal programs and services.

Summary

The timing is right for municipalities to explore revenue opportunities from the corporate sector to help fund facilities and community programs. However, in order to be successful in attracting corporate partners, the City will need to be seen as flexible in its approach by working with each sponsor prospect to develop corporate partnership packages that meet their specific business objectives.

To ensure the success of the City’s sponsorship program, it will be important to develop an integrated plan that effectively positions the opportunities to corporate partners and at the same time, instills confidence among all stakeholders that the City is taking a responsible, professional attitude towards corporate engagement.

Opportunities and Constraints

The following represents the highlights of Opportunities and Constraints as it relates to the City achieving its sponsorship revenue objectives. For more details, please refer to the Asset Inventory and Valuation Report, dated September 30, 2015.

Summary of Opportunities

- The City of Brampton has the ability to reach a diverse range of audiences with a variety of needs and interests. It is one of the most diverse populations in Canada and has a broad range of high quality facilities, programs and events that attract thousands of participants each year including a strong arts and culture base. Because of the range and diversity in services it offers and populations it serves, Brampton has the ability to match audiences with almost any company that wants to reach consumers in Brampton. More specifically, the City’s multicultural population makes it an ideal “testing ground” for national companies that want to market products and services to Canada’s diverse population.

- The newly retrofitted Garden Square, located in the heart of Brampton, represents a tremendous opportunity for businesses that want year round visibility with citizens. In addition, the Message Board and large screen add a level of excitement to the Garden Square environment and will be viewed as valuable benefits for any sponsorship.

- The City already has a track record of working successfully with sponsors; raising in excess of $538,000 in cash and in-kind services annually. This previous experience can be leveraged (i.e. testimonials) in the future marketing of the City’s assets. Also, the City is a well-known entity and any company that sponsors City programs and facilities can feel confident that they are dealing with a reputable organization that has the resources to deliver on the promises it makes through any sponsorship arrangement.
As a medium, sponsorship is growing. Research shows that companies are now spending up to 24% of their marketing budget on sponsorship-related activities. They are also taking a more diversified approach towards activities they are considering; shifting from sports to more emphasis on special events, cultural, education and cause marketing combined with an increased focus on corporate social responsibility. This creates new opportunities for sponsorship revenue in areas that would never have been considered before.

Summary of Constraints

- The City currently does not have a comprehensive city wide sponsorship strategy or processes to guide sponsorship activities. This could lead to issues associated with partner fit, alignment of values and goals, benefits offered, pricing strategies and delivery mechanisms as well as result in multiple requests to single corporations by several different departments. If the City is going to take a more corporate-wide approach towards its sponsorship program, it will need to streamline operations to effectively coordinate major sponsorship activities (city-wide) and to collaborate more strategically with potential sponsors.

- In seeking sponsorship dollars, the City needs to be mindful that most companies do not see municipalities as a destination for their “contributions” and would rather see their philanthropic dollars allocated towards recognized charities and non-profit organizations. Therefore, Brampton will need to emphasize the “business value proposition” and “contribution to community life” of its opportunities in order to be taken seriously by potential sponsors.

- From a competitive perspective, the City will need to clearly differentiate its sponsorship and advertising programs from the “competition” in the marketplace and offer meaningful value to compete in a potentially crowded marketplace. In order for the City to develop a sustainable sponsorship program, it will need to focus its efforts and market positioning on:
  - those areas where it has a clear and distinct market advantage; mainly its ability to connect companies with large numbers of target audiences with specific lifestyle interests (i.e. adult fitness, parents with young children, seniors) and in unique environments where they are receptive to messages;
  - Brampton’s ethnic diversity and how companies can leverage City assets to “test market” products and services for other markets;
  - encouraging companies to invest in the community where their employees live, work and play;
  - providing opportunities where companies can align their sponsorship investment with an important cause or community initiative that reflects their corporate values (i.e. environmental stewardship);
  - providing opportunities for a company to create a legacy in the community (i.e. naming rights).

- The City will need to be both flexible and nimble in how it approaches sponsors; this is sometimes difficult to achieve in a municipal (public sector) environment. Experience has shown that companies have very diverse needs and a certain level of customization is often required to provide companies with marketing opportunities and benefits that align with specific business objectives.
Master Inventory of Sponsorship, Naming Rights and Advertising Assets

The first step in developing a City of Brampton Sponsorship and Advertising Program involved the development of a Master Inventory of potential properties and assets within the City that could be leveraged with corporate partners; either as stand-alone opportunities (e.g. naming opportunities, event sponsorships, sponsor of City Fitness Programs) or bundled packages (e.g. all Seniors Programs, all Learn-to-Swim).

This Master Inventory was compiled by examining the wide range of programs and services offered by the City with a view to identifying those areas where corporate involvement could be leveraged to the benefit of the City, the company and program participants.

To provide a starting point for identifying and organizing potential assets through this Master Inventory, a high-level Framework was established as a means of creating a structure for all opportunities. This Framework outlined seven (7) core categories under which City assets could be organized. They include:

1. **Naming Rights** – Opportunities where a sponsor name can be added as a prefix to the facility name i.e. TD Recreation Complex and receive a wide range of supporting visibility opportunities over an extended term.

2. **City-Wide Public Programs and Services** – Opportunities to support City-wide programs or services that are offered to citizens under a centralized or common delivery system i.e. Public Swims / Skates

3. **Events and Attractions** – Opportunities for companies to reach large numbers of citizens through community celebrations and events i.e. CeleBRAMPTON, Canada Day, Garden Square Events

4. **City-Wide Themed Initiatives** – Opportunities for companies to associate their organization with a high profile City-wide initiatives to improve the lives of citizens i.e. Environmental Initiatives, Active Living.

5. **Audience Bundled Programs** – Opportunities to support multiple programs delivered through various facilities that cater to similar (homogenous) audiences i.e. Seniors Programs

6. **Advertising** – Commercial advertising opportunities where there is no implied associative element or relationship between the City and the advertiser i.e. Garden Square Screen.

7. **Other Unique Opportunities** – Other opportunities for sponsorships that are not necessarily related to any of the above categories i.e. In-kind Services.

It is important to note that while the framework establishes the overall scope of opportunities that are available, it will need to be considered a “work in progress” as new opportunities are added and others removed because they are not viewed as practical from an appeal / implementation perspective, or are no longer being offered due to policies or administrative (budget) process.
Please refer to Appendix A for an overview of the assets identified in the Master Inventory development process.

Assigning Values to Brampton Sponsorship and Advertising Assets

One of the biggest challenges in implementing any sponsorship program is how to determine the “fair market value” that a company receives in return for their investment. Once the City’s potential sponsorship and advertising assets were identified, the consultant conducted an analysis to determine the potential value of these assets using a formula that has been used to valuate hundreds of other properties. To determine the value of City assets, the following factors were considered:

Value of Tangible Assets

Tangible benefits refer to quantitative elements that may be measured (e.g. media / print circulation) and non-measured (impressions). These include such elements as logo ID impressions, media advertising and sampling opportunities.

In calculating tangible values, the number of impressions (transactions) received through any benefit is multiplied by a pre-determined dollar value to arrive at a total tangible value. For example, if a logo and link on a web site is exposed to 100,000 “unique visits” during a defined period, it would be multiplied by an assigned value (e.g. $.005) to arrive at a tangible benefit value of $500.00. The same principle applies to all other benefits that can be counted such as the number of people exposed to a banner, ad or logo, the number of samples or coupons distributed, logo placement on print ads and so on.

Tangible values are determined by assessing the value of sponsorship assets against other communication or promotional channels in the marketplace (i.e. major newspapers) as well as other factors such as the quality of the audience and value of the sponsor benefit in moving audiences along the purchasing decision continuum. The Asset Pricing Considerations in the Asset Inventory and Valuation Report provides a sampling of what it would cost to advertise in other mediums relative to the broader market. By using average prices as a benchmark, the municipality can ensure that it is being competitive in its baseline sponsorship pricing.

Tangible benefits, without the associative or “relationship” element inherent in sponsorships, are similar to other forms of advertising or promotion. If the sponsorship opportunity doesn’t present a strong link between the corporate partner and the audience and/or their “experience”, sponsor prospects will likely compare your offering against other traditional advertising options.

Please refer to the table in Appendix B that provides a summary of the types of benefits that could be considered as “standard inventory” for any City sponsorship or advertising property and the assigned Tangible Value for each benefit based on “street market value”.

Value of Intangible Assets

In addition to assigning Tangible Values to benefits, there is also a strong Intangible Value that can be attributed to a corporate partner’s association with an organization or specific property. Intangible values are those associative or qualitative benefits that add value to a benefits package and the tangible value rating. Key elements considered in the Intangible assessment include the uniqueness of the
opportunity, quality of the audience, reputation of the organization that can be leveraged by the corporate sponsor, the experience the sponsor can deliver to the audience, amount of sponsorship “clutter” and the potential for leveraging the associative elements to the benefit of the partner.

**Activation Considerations**

While the above considerations provide a baseline value for a sponsorship opportunity, most potential sponsors look for some form of activation that goes beyond traditional branding and visibility benefits as a means of leveraging their investment. These additional activation elements usually make up the customized portion of any sponsorship agreement and can also impact value.

Sponsor activation can take on many forms, from setting up a display for a defined period or providing product samples to participants attending an event. Simple forms of activation are usually built into the sponsorship package at no additional cost to the potential sponsor for the right to conduct these activities. However, if additional significant activation elements are added onto a defined sponsorship package (i.e. conducting regular product demonstrations, product sales), the value of the additional elements could be added to the overall value of the sponsorship arrangement.

By applying the above valuation process, the City can be more confident that it is receiving fair value for its assets, more easily able to rationalize its partnership and advertising pricing and apply a consistent formula to pricing strategies. For more information on the valuation of specific properties, please refer to the *Assessment and Valuation Report*, dated September 30, 2015.

**Sponsorship Strategy**

The proposed Sponsorship Strategy addresses three (3) primary objectives:

1. Identify “low hanging” sponsorship and advertising opportunities that are most likely to appeal to the private sector, minimize impact on the community and achieve some “early wins” for the City;
2. Provide a professional, integrated approach towards the marketing the program and delivering on agreements; and,
3. Adopting policies and processes that will protect the City’s and citizen’s best interests.

The following section recommends core strategies to achieve the City’s financial and non-financial objectives. Recommendations are focused around five (5) key themes which are outlined in detail below.

- Inventory (Product) Development
- Program Development and Coordination
- Project Resourcing
- Marketing and Communications
- Initial Roll-Out Plan

**Inventory (Product) Development**
The City has a vast range of sponsorship and advertising assets that could be marketed to the private sector. However, if the City attempts to market all of its opportunities simultaneously, it could be a burden administratively, confusing to the marketplace and/or raise objections from the community. Therefore, it is recommended that the Sponsorship and Advertising Program be implemented in Phases; with the following strategic considerations for the Initial Roll-Out Phase of the project.

- The City should never expect to sell its entire inventory of opportunities; the objective should be to demonstrate the variety of opportunities available in order to provide companies with a wide range of options for participating, depending on their business objectives which could include:
  - Marketing products and services to specific audiences (i.e. autos, fitness products)
  - Increasing visibility in the marketplace (i.e. brand awareness)
  - Recruiting or retaining employees or to increase employee morale (i.e. volunteering for an event)
  - Positioning their company as unique from the competition (i.e. banks, food retail)
  - Aligning corporate values with community initiatives (i.e. environmental stewardship)

- Besides offering a broad range of opportunities, the City should develop offerings that fit various budgets, allowing businesses of all sizes and financial capacity to participate in the program. Contrary to many beliefs, long-term sustainability will not be based on a couple of “big wins” but rather, by presenting a diversified portfolio that provides many options for companies to participate at a level they can afford; and serves as a “feeder system” for gradual increased investment over the long-term.

- Sponsorship and advertising opportunities should focus on those areas where there is already a high degree of public acceptance for environments with commercial overtones. To avoid controversy, Phase 1 opportunities should focus on areas where the public is used to seeing sponsors and advertisers such as sports facilities and programs, publications and special event venues and activities and avoid contentious issues such as parks.

- The City will need to continually re-examine its inventory with a view to expanding with new products, re-positioning existing products to maintain their appeal to the corporate marketplace or removing products that no longer have an appeal.

- Other Initial Roll-Out inventory considerations include those opportunities that:
  - have a high community appeal;
  - appeal to large numbers of citizens or specific target audiences;
  - are easy to coordinate and deliver on fulfillments;
  - provide a level of competitive exclusivity;
  - allow for sponsor interaction or activation;
  - provide an opportunity for a sponsor to deliver value to the participant (that can be communicated).

Based on the above criteria, a full range of opportunities could be promoted; however, staff will need to narrow down these opportunities to those that have the greatest potential for sponsorship and focus their efforts on contacting companies that represent the best fit for these opportunities.
Impact of Changes to the Proposed Inventory of Assets

The proposed Phase 1 Inventory of marketable assets has a direct impact on projected revenue and changes to the inventory can positively or negatively impact anticipated revenues. For example, if Council approves a commemorative name for a Tier 1 Naming Rights opportunity, it will be difficult to achieve the revenue potential that can be achieved through that particular facility. As another example, proposed sponsor benefits include web profile initiatives and if these benefits are not approved, the value of the sponsorship may need to be adjusted accordingly.

Naming Rights Products

Naming Rights is potentially, one of the most lucrative areas that Brampton can capitalize on to generate sustained revenue for the corporation, although it also requires the largest investment of time and effort to achieve an agreement (can take as long as 18 months to complete). The advantage of naming rights sponsorships is that they are longer-term agreements that require minimal servicing to maintain. Based on experience in other municipalities, the following are key considerations for implementing a Naming Rights revenue program:

- Having the right “fit” is viewed as a major factor in building community acceptance for a naming rights partner. In this regard, the best candidates are generally those with a strong community connection or those who can offer direct value to facility participants (i.e. sports retailer offering discounts on sports equipment.)

- Although the duration of naming rights agreements can range from three (3) years to perpetuity arrangements, the ideal term may be in the range of 8-10 years. This allows ample time for the corporate brand to be integrated with the facility as well as establish public “mindshare”. For agreements that are longer than fifteen (15) years, an escalation clause should be considered to account for inflation values.

- To encourage longer-term agreements, the City might consider structuring agreements so that there is an “opt-out” clause (without penalty) after a certain period. This will make it easier for a partner to agree to a longer term, knowing that they have an “out” should they not be realizing sufficient value or should their financial conditions change. To this end, 10-year agreements with an opt-out clause (without penalty) after five (5) years is one that has been used successfully in other municipalities.

- A consistent formula should be used to establish the “fair market value” of each naming rights asset. The valuation process outlined in the Asset Inventory and Valuation Report provides a useful tool for determining the value of these assets.

- The City might consider providing incentives for condensed payment terms. For example, a sponsor that pays the entire fee upfront might be provided with a discount of 20%-25%; within 3 years, 10%-15% and within 5 years, 5%-10%.

Initial Assets to be Marketed
The Phase 1 Asset Inventory and Valuation Report outlines the broader inventory that can be promoted as the range of available sponsorship opportunities.

A further analysis identifies several areas that represent “low hanging fruit” for potential corporate sponsors that should be attractive assets and relatively easy for the City to implement while minimizing push-back from various community stakeholders. These are the areas in the Initial Roll-Out Phase (first 1-3 years) where staff would focus on identifying prospects and making contact with potential sponsors. They include:

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Personal Selling Priorities (Initial Roll-Out Phase)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Naming Rights</strong></td>
<td>Brampton Soccer Complex, Cassie Campbell (amenities), Chinguacousy Wellness Centre, Creditview Sandalwood, Garden Square, Rose Theatre, South Fletcher’s</td>
<td>Newer, high profile and attendance, significant street traffic, defined audience, potential for activation</td>
</tr>
<tr>
<td><strong>Public Programs and Services</strong></td>
<td>Public Swims, Public Skates, Fitness Memberships, Drop-Ins and Programs, Learn-to-Swim, Summer Camps, Animal Licensing / Off-Leash, Rose Theatre Professional Series and Seniors Programs</td>
<td>Highly attended and/or targeted, appeal to specific companies</td>
</tr>
<tr>
<td><strong>City-Wide Initiatives</strong></td>
<td>Business Friendly Brampton</td>
<td>Tied to Business Services Centre at City Hall</td>
</tr>
<tr>
<td><strong>Civic Events or Attractions</strong></td>
<td>Canada Day, CeleBRAMPTON, Garden Square, Christmas Lighting, New Years Eve, Spring Clean-Up, March Break, Senior’s 55+ Games</td>
<td>Appealing to companies that want profile around exciting community activities or at a certain time of the year</td>
</tr>
<tr>
<td><strong>Exclusive Service Provision Opportunities</strong></td>
<td>WI-FI Services in City facilities or buses</td>
<td>RFP Process</td>
</tr>
</tbody>
</table>
Program Development and Coordination

Overall Approach (Guiding Principles)

The first step in developing a successful sponsorship and advertising program is laying the “ground rules” for the City’s overall approach towards recruiting and working with companies. These Guiding Principles set the tone and direction for the expanded program as well as provide a framework for interpreting and executing the Sponsorship Policy at the operational level. Recommended Principles include:

- **Ensure Audience Fit** – Sponsorship recruitment needs to focus on matching audiences with the companies they view as relevant. The City’s strongest selling point is that it has the ability to reach large numbers of audiences with specific needs and interests. By matching company products / services with audience needs / interests, the City will likely have a higher success rate with potential sponsors as well as a higher level of interest and acceptability from the audience.

- **Marketing Focus** – The focus of the “Ask” for the most part, needs to be placed on meeting marketing-based objectives and not philanthropic motivations. For the most part, companies do not view a municipality as a destination for their philanthropic contributions, so the business case for investment needs to be focused on more marketing / competitive based principles.

- **Offer Value Add to Participants** – Where possible, sponsorships should include a “value-add” to the participant involved in the sponsored program. If the direct participant or Brampton citizens benefit in some way from the sponsorship, they will be more likely to view the sponsorship as a benefit rather than an intrusion. This is viewed as an important element in ensuring that the City’s program is positively received by the citizens of Brampton.
Also, research indicates that if there is a strong value connection between the sponsor and the audience experience, the audience member is more likely to look favourably upon that company, thus contributing to the company’s overall satisfaction with their sponsorship investment. By allocating some of the revenue generated towards program / service delivery enhancement, the audience experience will be enhanced, City staff will be better motivated (rewarded) and corporate partners will see the direct benefit of their involvement.

- **Actively Recognize Sponsors** – The contribution that a company makes needs to be acknowledged in a public manner. By constantly reinforcing the value that the corporate partnership has brought to the program, service or operation, the more the public and the corporation will feel good about these collaborative arrangements. Examples include conducting Official Ceremonies for naming rights sponsors and providing recognition at Council for major sponsors.

**Coordinated Sponsorship / Advertising Function**

The City will need to take a coordinated approach to ensure that the City’s overall efforts are integrated and that a professional approach is used for recruiting and servicing sponsors. In addition to marketing major sponsorship and advertising assets, this position will be responsible for:

- Managing and administering a multi-year business plan and budget;
- Managing and administering sponsorship accounts, including keeping current corporate contact lists;
- Managing and administering third party advertising contractors (except Transit);
- Managing and administering the existing corporate sponsorship policy (Inbound Sponsorship 14.5.1);
- Managing and administering standard operating procedures;
- Managing and administering central contract forms, templates, filings and reporting;
- Managing and administering contract administration and revenue reporting on behalf of the Corporation;
- Liaison and support all Departments with their programs and related sponsorship and advertising initiatives;
- Managing and administering the Corporate Sponsorship Committee and/or its successor committees.

It is recommended that this coordinated role should reside for at least 3-5 years in the Recreation and Culture Division since the majority of Phase 1 assets to be marketed will originate from that Division. As the program expands to other City Departments, the governance model and coordinating structure should be reviewed to ensure that it continues to meet the needs of the City.

**Stewardship**

To ensure the effective management of the program, it is recommended that an Advisory Committee comprised of senior representatives be established to ensure that the program aligns with corporate objectives. Initially, the Advisory Committee could include any/all of the following representatives:

*Office of the Chief Operating Officer*
The role of this committee would include:

- setting the strategic vision for the program;
- assessing new opportunities against the values of the corporation;
- review of departmental/divisional business plans and initiatives to identify areas of potential collaboration;
- ensuring openness and equitable opportunities for business;
- ensuring value to citizens and the corporation.

While reporting to the Director of Recreation and Culture, the staff person responsible of the City’s Sponsorship and Advertising Program would meet regularly with this Committee on the status of the program.

Integration of Benefits

The City needs to be flexible in the benefits it offers potential sponsors and this includes extending benefits to outside of the actual sponsored program, facility or service. For example, it should be possible to place a Cassie Campbell naming right sponsor’s ad in another facility or extend their online visibility to an unrelated section of the City web site that attracts their audience. This type of flexibility will allow for the full customization of sponsorship and advertising proposals to suit the specific needs of each business.

Focus on Competitive Advantage

While there is a fairly high level of competition for sponsorship and advertising dollars in Brampton, the City has a unique competitive advantage in a number of areas, namely its ability to reach citizens when they are involved in specific lifestyle choices (i.e. fitness), improve community life in Brampton (i.e. environmental, active living), tap into the City’s multicultural population and provide opportunities for companies to build a community legacy (i.e. naming rights). These are all areas that provide a unique space for the City, including the ability to attract companies that would not normally be involved in sponsorship, such as chiropractors, physiotherapy, medical health, etc. as well non-traditional sponsoring companies from the manufacturing, transport, shipping and industrial supplier sectors.

Pricing Strategies
With the exception of Naming Rights which are traditionally exclusive opportunities, sponsorship pricing should allow for a range of companies to participate in any given activity, depending on their size, needs and financial capacity. This strategy will increase the appeal of the City’s sponsorship program to a broader range of companies and allow firms to “test the waters” before committing to larger investment levels.

The advantages of a multi-tiered pricing strategy to the City is that it contributes to the organization’s goal of providing equitable access to business and at the same time, creates a “feeder system” that supports higher levels of investment over time.

As an overall strategy, most sponsorship opportunities could have at a minimum, two (2) levels of investment and depending on the opportunity, up to three (3) pricing points. These levels should be used internally to organize or prepare customized benefits packages, but can also be used publically to promote opportunities around a specific property (i.e. Canada Day Celebrations). The following serves as an overall framework for the pricing of various partnership properties.

<table>
<thead>
<tr>
<th>Level</th>
<th>Specifications</th>
<th>Pricing Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusive Partner</td>
<td>Properties limited to one (1) partner. Usually applied to Naming Rights</td>
<td>Priced at full value, based on level of exposure and benefits received</td>
</tr>
<tr>
<td>Presenting Partner</td>
<td>Typically, limited to one (1) company in a Presenting or Title partner role associated with a specific program, service, activity or event.</td>
<td>Priced at full value, based on the level of exposure and benefits received through the opportunity. i.e. Title Sponsorship: $50,000</td>
</tr>
<tr>
<td>Major Partner</td>
<td>Typically, ranges from one (1) to six (6) partners, depending on the nature of the property. Usually exclusive by industry sector.</td>
<td>Priced at 40% to 50% of the value of the Presenting Partner package, based on a lesser level of exposure and benefits. i.e. 40% to 50% of $50,000 = $20,000 to $25,000</td>
</tr>
<tr>
<td>Supporting Partner</td>
<td>Typically, ranges from one (1) to eight (8) partners, depending on the nature of the property.</td>
<td>Priced at 15% to 25% of the value of the Presenting Partner package, based on a lesser level of exposure and benefits. i.e. 15% to 25% of $50,000 = $7,500 to $12,500</td>
</tr>
</tbody>
</table>

On occasion, the City may want to consider adding an additional price point to the above levels where the sponsored property can accommodate a wide range of “Contributors” at a lower level (2% to 5%).
This level usually applies to in-kind contributions or those occasions when a local business may want to be involved in a particular activity.

Valuated Price vs. Market Price

The value (proposed investment level) of each sponsorship opportunity should be based on the process that was used to assign values to core Brampton properties. However, there will be instances where the actual “asking price” may be higher or lower than the identified value because of market conditions or the perceived value by potential sponsors. The City will need to assess each of these situations on a case-by-case basis to ensure that the integrity of the process is maintained.

In cases where the current price paid is significantly lower than the valuated amount, there are a number of options that can be used to adjust the pricing or leverage the situation to the benefit of Brampton. They include:

- Gradual increases in the current price to eventually achieve parity in pricing;
- Offer a value-add (s) that makes it easier for the current sponsor / advertiser to accept the new pricing model (e.g. ad on web site to support print ad);
- Offer an incentive to keep current pricing by signing to a longer-term deal.

The City will need to assess each of these situations on a case-by-case basis to ensure that the integrity of the process is maintained.

Solicitation Approach

Given the scope and potentially complex nature of the sponsorship and advertising program, it is likely that a number of sales options including internal staff and external contractors could to be considered in order to achieve revenue targets. The following model provides a high-level structure for the Brampton program:

- Senior City Staff Person to market the program and/or recruit sponsors for naming rights, major program and/or event sponsorships and/or major City-wide initiatives;
- Existing Marketing / Sponsorship staff (Recreation / Culture / Events) to expand their scope of marketable opportunities;
- External advertising contractors to market and sell approved commercial advertising assets;
- Line of Business Managers responsible for identifying new (major or City-wide) opportunities within their areas and forwarding to Centralized Office and/or recruiting sponsors for their specific programs (i.e. with assistance from Senior Staff Person);
- Program / facility staff to help identify new opportunities for revenue generation or in-kind services.

As mentioned earlier, to achieve sustainability for the program over the long-term, it will be important to develop a corporate culture that encourages staff throughout the City to proactively pursue sponsorship (cash and in-kind) opportunities as part of their day-to-day business function. To this end, senior program and facility staff should be trained in the basics of sponsorship development to better identify opportunities and provide information that contributes to the sponsor recruitment and servicing process.
Leveraging the City’s Advertising Assets

Currently, Brampton relies on external contractors to market its advertising assets. To facilitate sponsor agreements, a portion of the overall advertising inventory (i.e. 5%) should be reserved for the City’s use, either for its own messaging or for inclusion in sponsorship benefits packages. This will ensure that the City has flexibility in customizing sponsorship benefits packages that include a commercial advertising element.

Statistical Information

In the past, the City has not placed a priority in compiling facility and program attendance statistics and this impacts the City’s ability to promote and assess the “fair market value” of these assets. In order to advance a number of the sponsorship opportunities, City staff will need to place more emphasis on the collection of relevant statistical information that will support the sponsorship development process. Basic information for each proposed sponsorship opportunity should include:

- Total Number of Annual or Event Participants that the sponsor can expect to reach through the sponsorship;
- Customer profile (i.e. demographic, geographic, socio-economic)
- Print and online mediums used to communicate with these audiences that can be leveraged by a sponsor, frequency and numbers distributed.

Outdoor Venue Attendance Metrics

While the parks, trails and outdoor sports venues represent potentially desirable sponsorship opportunities, the lack of usage metrics makes it a challenge to substantiate any kind of sponsorship investment level. The City might consider the use of traffic counters at key outdoor sites for controlled durations (i.e. two weeks) to compile usage statistics that support sponsorship efforts.

Sponsorship Database

To effectively manage the activities associated with the program, the City requires a database management system that can accomplish the following:

- Provide an Inventory of Sponsorship Opportunities that includes statistical information on each opportunity;
- Manage the City’s partnership prospect database including who is currently sponsoring and the nature of their agreements;
- Shared capability for staff involved in the program’s sales, management and servicing;
- Sorting capabilities for identifying specific types of prospects;
- Reporting;
- Notes fields to allow for updating contact notes;
- E-mail campaign capability;
- Controls to ensure data is seen only by those who need to see it / edit it;
Analytics.

No matter what software is used, the City needs to remember that the more complicated a system is to use, the less people who will make use of it. At the very least, a simple Excel spreadsheet on a shared drive will serve as a good starting point, since so few people will be involved in the sponsor solicitation process.

The following are potential enhanced software solutions for Brampton. These solutions were recently recommended by sponsorship professionals as viable options to consider for any sales CRM system.

*Publish2Profit.com Inc.*
http://www.publish2profit.com/

*Zoho CRM*
https://www.zoho.com/crm/

*SalesForce*
https://www.salesforce.com/form/sem/sales_salesforce.jsp?d=70130000000t7P3

*HelpGetSponsors*
http://www.helpgetsponsors.com

*Act!*
http://www.act.com/

**Approval Processes**

**Naming Rights**

With the high profile surrounding Naming Rights and the length of the commitment for most of these arrangements, a more substantive approval process should be established. The recommended approval process for Naming Rights agreements is as follows:

1. **Initial Letter of Intent** signed by the potential Naming Rights sponsor and the City that outlines the proposed Term, Payment Schedule and Benefits. While it is advantageous to have as much detail as possible in this Letter, it is often used as an intermediary step to maintain momentum in the sales process, ensure that the prospect is serious about the opportunity before undertaking all of the detailed work to confirm specific benefits and to conduct an optional “dry run” with senior officials / elected representatives before any discussion goes public.
2. Letter of Intent signed-off by the City Manager;
3. Consultations with the appropriate elected representative(s) to gain his/her concurrence with the opportunity and the potential corporate partner (Optional);
4. Formal approval of the Naming Right Partner (and Terms as per the Letter of Intent) at Council;
5. Preparation of a **Legal Naming Rights Agreement**.

This approval process will ensure that long-term agreements have the full support of the municipality as well as avoid any embarrassing moments that could arise from Council not approving a potential Naming Rights partner.
Approval of Program and Other Sponsorships

The City also needs to establish a streamlined approval process for Non-Naming Rights opportunities as this will help maintain momentum through any partner negotiation process and increase chances for a successful agreement. The approval process does not need to be as complex as Naming Rights because it will likely be for a much shorter term as well as for less financial investment. These agreements also do not typically require a Letter of Intent. The following is an example of how the approval process could be structured:

- Discussions with affected municipal staff to agree on what will be proposed to the prospective sponsor;
- Written Proposal to the prospective sponsor that includes customized benefit elements;
- Proposal sign-off by the prospective sponsor, either on a signature page in the proposal or other means of written correspondence (i.e. e-mail);
- Preparation of Legal Sponsorship Agreement including finalized benefit deliverables inserted as an Addendum;
- Signing levels and authority as indicated by City policy.

To streamline the approval process for these sponsorships, it is recommended that approval authority be considered for various levels of investment. The revised Policy outlines the Delegation of Authority for these levels.

It will also be important to have template agreements and approval processes in place prior to engaging the private sector, so that momentum may be maintained throughout the discussion / negotiation phases. To facilitate this process, it is recommended that a general agreement be put in place by Legal that can be used for all partnerships, with specific agreement details (e.g. payment terms and benefits) added as an Addendum to each agreement document. With this process, there will be less requirement for Legal to review the entire agreement each time, thus speeding up the approval process significantly.

Revenue Allocation

How the City allocates the dollars generated through sponsorships can have an impact on the program. These are some of the key factors that should be considered:

Public Acceptance – The public are likely to have more acceptance of the City’s sponsorship efforts if they see that at least a portion of the funds is being used to improve the programs and services offered to residents;

Sponsor Appeal – Even though potential sponsors should be receiving marketing oriented benefits as part of their participation package, they are likely to be more receptive if they know that their investment is also directly benefiting taxpayers;

Staff Support – Brampton staff are likely to put more time and effort into supporting sponsorships if their programs or facilities are benefiting some way from increased sponsorship dollars;
Council Support – Members of Council are likely to be more receptive to corporate partners playing an active role in City programs if they see that their communities are benefiting from the program.

Other Revenue Allocation Factors

Short-term sponsorship revenues should not be used to fund core programs and services as they are prone to marketplace fluctuations and/or conditions that could impact the operation of the program. Also, if staff see the sponsorship program reducing their budgets, they will be more reluctant to actively pursue sponsorship dollars because of its impact on current funding levels.

Also, it should not be expected that 100% of the dollars generated can be allocated because there is a cost associated with delivering the program and it should be expected that there will be a “cost of doing business” with each sponsor in order to secure the agreement. For example, if a sponsor takes on a naming right, the City should expect to install basic signage as part of the agreement.

For the above reasons, it is recommended that sponsorship funds generated stay with the program, facility or department to improve the level of service provided to residents. On the other hand, advertising revenues, which are more City-wide and non-associative in nature, could easily be directed to the City’s general revenue accounts. The exception is Transit where advertising revenues off-set operating expenses and have a potentially significant impact on Council approved budget performance targets (RC ratio).

The following are specific recommendations related to the allocation of revenue:

- Sponsorship revenue should not impact operating budgets;
- A portion or all of the sponsorship revenues should stay within the Division that “owns” the sponsorship asset i.e. Rec & Culture;
- A portion of the revenue generated should be allocated towards agreement deliverables as determined when the sponsorship is negotiated;
- Where feasible, a portion of the funds should be directed towards improving the sponsored facility, program and/or service for which the sponsorship is directed. This will ensure that participants realize some level of value-add, provide staff with an incentive to support the program and demonstrate to sponsors that their investment is being put to good use; and,
- Revenues from Transit advertising must remain with Transit to off-set expenditures related to Revenue-to-Cost Ratios.

Proposed Revenue Allocation Model

The model below provides an illustration of how revenue could be allocated to factor in the above considerations. It does not factor in staff allocation to manage and operate the program which will be discussed in the Revenue Analysis section.

<table>
<thead>
<tr>
<th>Expense or Allocation Consideration</th>
<th>Estimated Percentage of Gross Revenue</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Servicing costs to meet the City’s obligations (fulfillment) as it relates to each agreement. Includes signage, special printing costs, distribution of materials, etc. 5% - 10% To be negotiated as part of each agreement.

2. Dollars to off-set the costs of operating the sponsorship program including salaries and promotion of the program 20% - 25% Dollars to stay within the Department from which the sponsorship is generated.

3. Revenue allocated towards General Revenue (at City or Division level) that could be used to improve facilities or programs, off-set costs and/or help fund future priorities. 65% - 75% Determined by Council

### Project Resourcing

The City has a wide range of assets that can be marketed to the private sector; however, in order to generate any kind of significant revenue from these opportunities, the program will need to be adequately resourced. Simply stated, the program is sizeable and complex enough that it can’t be run from “the side of a person’s desk”.

Currently, the City has dedicated sponsorship personal in the following areas. These resources generate approximately $139,200 in cash sponsorships annually and an estimated $361,597 in in-kind.

<table>
<thead>
<tr>
<th>Division / Location</th>
<th>Location</th>
<th>Salary Range</th>
<th>Annual Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation &amp; Culture</td>
<td>• Sports Programs – Currently Games Coordinator&lt;br&gt;• Arts – Coordinator&lt;br&gt;• Arts – Programmer</td>
<td>Level 6&lt;br&gt;Level 5&lt;br&gt;Level 4</td>
<td>Combined Cash: $85,700&lt;br&gt;In-Kind: $319,736</td>
</tr>
<tr>
<td>Festivals &amp; Special Events</td>
<td>• Programmer (partial, assisted by Arts and Culture)</td>
<td>Level 4</td>
<td>Cash: $53,500&lt;br&gt;In-Kind: $41,861</td>
</tr>
</tbody>
</table>
While this is a good starting point, an expanded mandate and program will generate significantly greater revenue. Therefore, the intent of this Strategy would not to replace the efforts already taking place in the City; but rather to complement those efforts to generate significantly increased revenue.

As a starting point, the City needs to resource at least one (1) experienced (senior-level) staff person who would be assisted by an administrative person to manage the City’s program, market the City’s highest valued assets (i.e. naming rights) and advise existing City staff on how to identify and recruit sponsors for the lower valued (or specific) opportunities as well as in-kind services. This is in line with other large municipalities who are opting to use internal staff to manage and market their programs instead of external contractors.

It cannot be overstated how important it is to adequately resource the program, so that maximum time is spent by City representatives “in the field” having direct conversations with company representatives. As a rule, at least 50% of the Senior Staff Person’s time should be spent prospecting potential sponsors. If this not achievable, the City should not expect to achieve its five (5) year sales targets.

Relationship with Existing Sponsorship Personnel

While the new staff person(s) would be responsible for managing the higher-valued properties, existing sponsorship personnel in the Office of the COO and the Public Services Department should continue to be responsible for implementing their own programs and services. In this regard, the centralized resource is one the Departments could use as a resource in meeting their business plan goals if requested. Also, all staff would likely benefit from ongoing training and should meet on a regular basis with the centralized office (i.e. quarterly) to share intelligence and coordinate approaches where it makes sense. Specific collaborative strategies would include:

- Defining areas of responsibility for sponsorship development;
- Determining which companies will be approached by the Senior Staff Person and / or jointly;
- Incentives for sharing leads that result in new sponsorship agreements;
- Annual Planning Session to develop strategic approaches;
- Shared use of contact database including updating notes fields;
- Coordinated promotional materials and program messaging;
- Development of a consistent approach for approaching sponsors including the use of common materials for presenting City opportunities, preparing proposals and agreements.

In addition, over time, there needs to be a culture shift in other areas of the City where the appropriate staff are trained to look for sponsorship opportunities with their respective program or service areas. By creating an internal culture where program and facility managers throughout the corporation become proficient in seeking sponsorship, the responsibility for raising sponsorship dollars will be spread among many staff at the operational level. This will minimize expenses at the City’s end and encourage revenue generation as part of a normal course of business.

Internal VS. External Resourcing
As part of the Strategy development, the consultant considered Internal vs. External resourcing as a means of minimizing cost and risk to the City for the implementation of the program. In this regard, a number of key factors were considered:

- Sponsor acquisition and retention in any environment, is a long-term proposition based on building the property brand as well as relationships over a sustained period of time;
- Sponsor acquisition is generally a difficult process that involves a high degree of skill to be effective, mainly because it involves addressing more complex issues than commercial advertising. Where commercial advertising can be sold more as a commodity, sponsorships involve a strong knowledge of business as well as the marketing discipline to develop and negotiate benefits packages that meet the needs of business and the property;
- Sponsor acquisition requires an extensive knowledge of the municipalities overall assets, values and strategy so that companies can be aligned with the opportunities that meet their needs and that the appropriate internal stakeholders can be recruited and/or managed as it relates to fulfilling these agreements;
- Sponsor acquisition is just the beginning of the corporate / property relationship. To be successful over the long-term, just as much emphasis needs to be placed on executing these agreements, ensuring processes within the municipality are followed, maintaining communication with partners and providing fulfillment reports at the end of each agreement;
- Most times, sponsors want to establish relationships with those individuals who “own” the program (vs. a contracted salesperson) in order to leverage the relationship between the property and the company as well as ensure that there is a strong level of buy-in from the municipality itself;
- The City needs to protect the interests of the corporation as well as the citizens of Brampton. This may involve strategic decisions not to pursue certain opportunities because they do not support the City's values and ethics or foregoing opportunities in order to ensure fair and equitable access by regional businesses.

In further addressing the advantages of each approach, the following areas need to be considered:

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing Sponsorship Packages</td>
<td>Internal</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>• Would have the internal knowledge and ongoing relationships with City staff to identify and build integrated partner benefits packages as well as encourage buy-in from various departments.</td>
<td>• May be difficult to generate “out-of-the-box” thinking around benefits packages due to history with the program and/or internal pressures.</td>
</tr>
<tr>
<td></td>
<td>External</td>
<td>External</td>
</tr>
<tr>
<td></td>
<td>• Would likely bring a wider range of ideas to the table due to broader exposure to the market.</td>
<td>• May have an unrealistic view of what can be offered to potential partners, resulting in lost time or frustration with the program and/or process.</td>
</tr>
<tr>
<td>Recruiting, Negotiating</td>
<td>Internal</td>
<td>Internal</td>
</tr>
<tr>
<td></td>
<td>• Possible higher degree of trust</td>
<td>• May not have the skills to</td>
</tr>
<tr>
<td>Sponsorship agreements</td>
<td>Internal</td>
<td>Direct relationships would be established between the City and Sponsor vs. through a third-party.</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Will likely have the skills to immediately perform required functions to a high degree of proficiency.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Possible higher level of confidence in opportunities being presented.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>immediately perform required functions to a high level of proficiency, which could affect the reputation of the program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low skill level could result in missed opportunities, poorly negotiated agreements.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>May have an unrealistic view of what can be offered to potential sponsors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Could lose interest if approval processes too onerous.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Servicing Agreements</th>
<th>Internal</th>
<th>Would likely allocate more effort towards servicing sponsors to ensure the City’s reputation.</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Would likely have lower servicing costs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal</td>
<td>Likely higher cost due to municipal remuneration packages.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>External</td>
<td>Would likely spend less time on servicing, unless compensated for the service.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brand Management</th>
<th>Internal</th>
<th>More focused on protecting the City’s interests and long-term reputation of the program.</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Would likely bring more innovative ideas to the table on how to promote the program brand.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal</td>
<td>May have a biased view of the program / City reputation that prevents critical self-analysis.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>External</td>
<td>May be more interested in short-term gain than long-term reputation of the City.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial</th>
<th>Internal</th>
<th>Ability to ramp-up operation as required to service the program.</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Would likely cost less overall to service the program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Likely to focus on shorter-term, low hanging fruit, rather than more significant opportunities that require a longer investment of time to achieve (i.e. naming rights can take up to 18 months to achieve).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal</td>
<td>Would likely cost more to implement the program, based on municipal remuneration packages.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>External</td>
<td>Would likely be reluctant to spend more dollars executing the program, unless there was a direct financial benefit.</td>
<td></td>
</tr>
</tbody>
</table>
It is the consultant’s opinion that over that it is in the City’s best interests to assume overall responsibility for recruiting sponsors and managing all aspects of the sponsorship and advertising program through a centralized office consisting of municipal staff.

It is also the consultant’s opinion that the current use of an External Contractor for Advertising Sales (such as Transit) is the right approach because of the low-risk nature of display ads and requirement to “pound the pavement” in order to recruit potential advertisers. While the City may receive less net revenue by using an external contractor, the benefits of using an experienced contractor in this area will enable the City to focus on its more lucrative sponsorship opportunities.

**Minimum Staffing Requirements**

Despite promoting the City’s sponsorship opportunities, it is likely that sponsorship sales will require direct discussions between the staff representative and sponsor prospects in order to position the opportunities effectively, understand the needs of the prospect and customize proposals that respond to business objectives.

It should also be noted that sponsorship or naming rights are not typically on a company’s agenda, so in many cases, companies need to be educated on the opportunities, “sold” on the benefits of participating and properly budget for the expenditure. In this regard, a typical sponsorship or naming right agreement can take anywhere from three (3) to eighteen (18) months to complete, depending on the amount of investment, length of the commitment and budget cycle.

Therefore, of key importance is establishing a strong face-to-face sales campaign where staff are spending the majority of their time contacting and meeting with company representatives.

**Recommended Resourcing**

1. **To achieve sponsorship and advertising revenue targets, it is recommended that the City initially allocate 1 FTE resource (Level 6) to manage the overall program and directly market high profile sponsorship and naming opportunities.** The compensation package would likely be in the range of $90,000 annually, consisting primarily of salary plus possible performance bonuses.

2. **This position should be supported initially by a half or full-time position** (seconded or contracted) to coordinate administrative efforts internally and ensure that sponsor benefits are delivered as agreed. This supporting function could be fulfilled by an existing staff person on a part-time (or contracted) basis to begin with, until the program grows to a point where a dedicated resource would likely be required (Year 4).

This structure would provide a sales focus in the key revenue areas and enable senior staff to spend the majority of their time performing a sales function in their respective “product” areas. It cannot be overstated how important it is to adequately resource the program, so that maximum time is spent by City representatives “in the field” having direct conversations with company representatives. As a rule,
at least 50% of the Senior Staff Person’s time should be spent prospecting potential sponsors. If this not achievable, the City should not expect to achieve its five (5) year sales targets.

The following chart shows how all City resources could be leveraged to deliver an effective sponsorship program in Brampton:

<table>
<thead>
<tr>
<th>Resourcing Requirements</th>
<th>Initial Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promotion of Sponsorship and Advertising Opportunities</strong></td>
<td>Coordinated through a centralized sponsorship function (Senior Staff Person) with assistance from Communications staff</td>
</tr>
<tr>
<td><strong>Sponsorship / Naming Rights Sales</strong> (Major Properties)</td>
<td>Senior Staff Person who can conduct personal sales with high value prospects, liaise with impacted staff and move proposals through the system Existing sponsorship personnel to expand sales in their respective areas.</td>
</tr>
<tr>
<td><strong>Advertising Sales</strong></td>
<td>Partnerships with an External Advertising Sales Contractors managed through the Senior Staff Person. Does not include Transit who should maintain their own program.</td>
</tr>
<tr>
<td><strong>Program Administration / Sponsor Servicing</strong></td>
<td>Senior Staff Person to coordinate overall servicing standards, protect the City’s interests and coordinate major sponsorships. Supported by a half / full-time administrative position. Existing Staff to manage deliverables in</td>
</tr>
</tbody>
</table>

7.1-33
Additional Strategies for Maximizing Staff Effectiveness

The following are additional strategies to ensure that staff resources are fully maximized:

- Initial focus on face-to-face selling of the “lowest hanging” sponsorship opportunities, namely:
  - Naming opportunities for high profile Recreation Complexes;
  - Selected Program Sponsorships reaching the largest and most targeted clientele (i.e. Fitness)
  - Highest profile Events
  - Membership VIP Card (Monthly Access Passes)

- Active promotion of the various sponsorship and advertising opportunities through communications channels such as print advertising and direct mail to encourage call-ins from interested businesses;
- Training other sponsorship staff in becoming more proficient at recruiting / retaining sponsors.
- Active in-facility promotion of Advertising opportunities;
- Training facility / program supervisors in supporting less complex sales activities, so that the centralized sponsorship staff are not spending significant time on lower valued or straight-forward opportunities;
- Focus on multi-year agreements where possible, to reduce the need for constant re-selling of the sponsorship or advertising opportunity.

Please refer to the section on Revenue Analysis - Program Implementation Costs for more details.

Research – Staffing in Other Municipalities

The following is a summary of how other municipalities in the GTA are approaching their sponsorship programs from a staffing perspective and the results they are achieving.

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Staff Persons</th>
<th>Annual Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton (200,000)</td>
<td>1 Full-Time Person</td>
<td>$750,000</td>
</tr>
</tbody>
</table>
As one can see, even municipalities that are considerably smaller in size are experiencing some success in the development of sponsorship revenues. This bodes well for Brampton who has a higher population and many more assets to market than neighbouring communities.

### Marketing and Communications

The City has a broad sponsorship and advertising asset inventory ranging from program and facility amenities to City-wide programs, community building initiatives and unique advertising venues. These assets can be packaged and marketed in a variety of fashions; however, the secret is in building an inventory that appeals to a wide range of corporate objectives and budgets and having the flexibility to respond to the unique needs of each company by mixing and matching assets as required to create the desired program.

### Program Positioning

How the City positions its expanded sponsorship program will significantly impact how the community reacts to increased corporate involvement as well as how businesses will likely view the opportunity. For example, if the program is positioned as an overall “revenue grab” for City coffers with no direct citizen benefit, businesses will be less likely to invest in the program and citizens could see it as the City “selling out” to the corporate sector.

In addition, there are many businesses (with deep pockets) that do not market directly to consumers in the Brampton area. In order to appeal to these businesses, the overall sponsorship program will need to be positioned in ways that these companies see the merits of investing in the local community. Reasons
that a company might invest include those factors that relate more to the recruitment and retention of employees and helping to build a strong community where many of their employees live, work and play.

Brampton Positioning

In order to minimize commercial overtones, it will be extremely important to build a communications plan that positions the sponsorship program in the best possible light. By creating a positive atmosphere in which sponsor investments are positioned as beneficial to the citizens, the City and the corporate community (in this order), companies will see themselves as contributing to the quality of life in Brampton. Simply stated, this message will resonate much better than “helping the City reduce its costs”.

This positioning cannot be achieved by words alone. By ensuring that the community directly benefits in some way from the program and communicating these contributions in a public manner, it will be easy for staff at all levels, media, sponsors, community stakeholders and the political level to extol the virtues of the program, thus increasing its brand appeal in the marketplace. There are three (3) key elements that need to be considered from a strategic communications perspective, as outlined below:

a. Public Positioning:

Public positioning will be critical to build mutual understanding about the City’s efforts in this area. Potential messages include:

- Brampton is committed to providing value for the taxpayer dollar;
- Brampton’s sponsorship program is aimed at reducing or minimizing costs while improving the level of programs and services to the public;
- A portion of the revenues received through sponsorships will be used to enhance the experience of Brampton citizens participating in various programs and services offered by the City;
- The City will always maintain control of the programs and services it delivers to citizens.

b. Corporate Positioning:

While somewhat similar to public messages, effective positioning with the corporate sector will help set the overall tone of the program and value proposition for companies that are considering participating. Potential messages include:

- The City is interested in developing marketing partnerships with corporations that want to offer value to their employees and/or customers and create a strong balance between business objectives and corporate responsibility;
- Funds generated through the program will be used to maintain and/or improve programs and services and enhance the experience of the audience participating in City programs;
- Companies that participate will be making a positive contribution to the city where their employees and/or customers live, work and play;
- For national companies, Brampton is one of Canada’s most diverse communities and provides unique opportunities to test market with diverse populations prior to implementing national programs.
c. Internal Positioning

The strategy and positioning for Internal Communication will be to inform internal audiences of the progress of the sponsorship program (success stories) and the positive impact it is having on City operations. Potential messages include:

- The City is developing relationships with corporations that want to offer value to their employees and/or customers and create a strong balance between business objectives and corporate responsibility;
- Funds generated through the program will be used to maintain and/or improve programs and services and enhance the experience of the audience participating in City programs;
- All staff have a role to play in identifying potential sponsorship opportunities as a means of offsetting costs and enhancing operations;
- The City will always retain full control of its assets and programs;
- Core budgets will not be impacted by the program.

A successful marketing campaign will effectively position the City’s opportunities with those companies that have the most to gain through an association with the municipality. To this end, companies will need to be educated about the opportunities and feel confident that they are receiving good value for their investment. By effectively branding the program and presenting opportunities that are relevant to each company, the City will minimize the sales cycle and increase the odds of a successful, long-term relationship.

Promotion and Recruitment Strategies

In the marketing of the City’s assets, there are two main functions that need to be implemented in a coordinated manner.

- Communications and Promotion
- Personal Selling

The following are considerations for each of these areas:

**Communications and Promotion**

The program needs to be supported by a Marketing & Communications Plan that is focused on three (3) main audiences:

1. **Businesses**

Informing businesses of the opportunities for sponsorship and advertising. This campaign should consider providing local companies with fair and equitable access to opportunities to partner with the City. It should also communicate program success stories to create “buzz” and build credibility for the City’s program. The ultimate objective would be to create “warm leads” for sales staff to follow-up on.
Specific tactics include:

**Web Site**
Development of a comprehensive web site that articulates the value of being involved in the program and the opportunities available. At a minimum, the web site should include the following:

- Mayor’s message,
- Program Information (including Guiding Principles and the Policy),
- High-Level Opportunities (high definition photos and facility synopsis to promote naming rights and program sponsorships),
- Overall Benefits of Participating,
- Sponsor Profiles,
- Endorsements and Testimonials,
- City Contact information,
- Lead Generation (e-mail) Function.

**Promotional Collateral**
Given the range and large numbers of sponsorship and advertising opportunities available, it is not practical, nor desirable to produce collateral that features all of these opportunities. The primary goal of the sponsorship and advertising collateral should be to position the program, provide an overview of the types of opportunities available and to generate interest in the program.

Initial collateral should include:

- *Sales Letter (print or e-mail format)* that introduces the program and where specific messages can be customized for the reader;
- *Branded Kit Folder* to insert standard or customized documents;
- *Brochure - Opportunity Overview* (2-3-page overview of the program and high-level opportunities);
- *One-Pagers* to promote specific opportunities such as naming rights for certain facilities;
- *City-Wide Inventory* page (for selected use);
- *Photo / Testimonial* page that can be inserted into presentations / proposals;
- *Template Proposal* document that can be used to customize sponsorship proposals;
- *Power Point* deck to present an overview of the program to prospects at the initial meeting.

Materials need to be made available in print and electronic format (PDF).

**Brochure – Opportunity Overview (Print and PDF format)**
A general promotional brochure that can be widely distributed through City facilities and business groups including:

- A message from the Mayor;
- An introduction that effectively positions the City’s sponsorship program and its benefits to the community
- High-level sponsorship and naming opportunities
- High-level benefits and recognition a company could receive for their contribution to City facilities / activities / programs
- Compelling statistics for selected City facilities / programs
- Photos and testimonials from business leaders or sponsors
Contact information

*Newsprint Ads (minimum once per year)*
City-run newspaper ads announcing the program and encouraging all businesses to become involved. This could feature promotional copy or be positioned in the form of an Expression of Interest notice.

*Recreation Guide*
One page in each issue of the Recreation Guide (Brampton Corporate Partner Program) to promote sponsorship opportunities and recognize partners.

*Open Bidding System (once per year, Expressions of Interest)*
Posting an annual Expression of Interest to encourage companies to respond to the range of opportunities available or come forward with their own ideas for collaboration.

*Pop-Up Banners – Key Venues*
Pop-up signs in key venues during the initial launch period to position and promote the program.

*Direct Mail Campaign (Local Businesses)*
Targeted mailing to Brampton businesses including the Promotional Brochure. Message subject to change according to sector pursued.

*Face-to-Face Communications*
Exhibits at Brampton area business association functions.

*Sponsor Announcements / Events*
Prominently announcing new partners through news releases and events and featuring partners on the web site and in collateral.

*Elected Representative Speaking Engagements*
Provide the Mayor/Councillors with speaking notes for various business functions.

*Agency Briefing Session*
Briefing sessions to familiarize agencies with the opportunities presented through the program, so that they can in return, explain the program and opportunities available to their respective clients.

2. **Citizens**

Sharing the benefits of the program with citizens. This campaign should focus on building understanding about the program and service enhancements that are made possible through the program. It would also provide recognition to the City’s corporate partners which would enhance credibility among the private sector.

Specific tactics include:

*Web Site*
The City’s public web site should include pages dedicated to the Sponsorship Program which includes overall positioning for the program and its benefit to citizens.

**News Releases**
The use of City generated news releases (traditional and social media) to announce the launch of the program as well as major agreements and their benefit to the City.

**Announcement Events**
Mayor / Council participation in events announcing major new partnerships.

**Annual Report to Council**
Annual document submitted to Council outlining the contributions of sponsoring companies and the value delivered to citizens as a result of the partnership. This could include in-person recognition for the City’s most major sponsors ($ value to be determined).

**City Recognition Ads**
Ads in local newspapers (minimum once per year) recognizing City sponsors and the value delivered to citizens through each of these partnerships.

**Wall of Honour**
Installed at City Hall to recognize major partners ($ value to be determined) that have contributed to the City through its sponsorship program.

3. **Internal Audiences**

Encouraging a “sponsorship culture” and encouraging buy-in for the initiative. This campaign should be aimed at providing updates on the progress of the program, communicating success stories and recognizing staff that are taking an innovate approach towards sponsorship development.

Specific tactics include:

**Council Reporting (Once per year)**
Information Report to Council showing the revenue that has been generated through the program and how it has benefited citizens and/or City operations. Could also be tied into a sponsor recognition program.

**Staff Briefing Sessions**
Initial Briefing Sessions with staff from various program areas to explain the program, the steps that will be undertaken and potential impacts and how they can contribute to the program.

**Employee Correspondence**
Announcement of the program in Employee E-mail or Newsletter and/or condensed version of the Council Report to inform employees of progress.

**Personal Selling**
Despite the communications and promotion activities discussed above, it is likely that most sponsorship arrangements are going to come about as a result of personal sales efforts – identifying and contacting leads, meeting with prospects and developing proposals based on their unique needs and interests. As mentioned above, the advantage of a strong promotion campaign would be to generate interest and pre-qualify prospects so that sales staff are not “going in cold”.

a. General Sales Considerations

- Prior to a full launch, City staff should test the various opportunities with potential sponsors (“friendly corporations”) to gather “advice” and initial feedback and further refine the program;
- Focus on identifying and approaching businesses that cater to audiences served under each approved sponsorship opportunity (sponsor fit);
- Adopt a consultative selling approach for major Brampton-based companies by exploring their objectives and customizing proposals around their specific interests;
- Provide a number of “price points” that provide companies with options for participation, depending on their financial capability;
- Encourage the signing of three-year agreements or longer for Naming Rights (8-10 years minimum) to reinforce the long-term approach that should be taken towards achieving marketing objectives from sponsorships. These agreements would include an “Opt-Out Clause” that would allow either party to terminate their involvement with written notice by an agreed-upon date.

b. Companies Most Likely to Participate in Brampton’s Corporate Partnership Program

Experience has shown that sponsors can come from almost any industry sector; however, the most likely prospects share or any number of the following characteristics:

- Companies with strong community roots;
- Companies that are new to the community and want to increase their visibility;
- Competitive sectors (i.e. telecom, automotive, home building, food services, etc.);
- Companies that sell higher margin products or services to the consumer market (insurance, telecom, financial institutions, automotive, etc.);
- Companies that want to market specific products to specific audiences (i.e. sports equipment, physiotherapy);
- Companies that want to build loyalty and frequency among target audiences;
- Companies that hire a large number of local residents (potential HR solution).

In particular, almost any company that sells products to consumers is going to likely be the most open to any ideas that can help them interact with consumers in a non-competitive environment as well as shorten the sales cycle. However, companies that have low profit margins will likely not be able to afford the “big ticket items”. Based on experience in other municipalities, the most likely prospects include:

- Home developers who are active in the market
- Automotive dealerships
- Financial and telecom companies
- Companies that service the sports industry (i.e. sports retail, physiotherapy)
- Retail food stores
c. Specific Sales Strategies – Business-to-Business Companies

Brampton is also home to many businesses that are not tied to the local consumer market such as manufacturing, warehousing and transportation. This represents an untapped market and if Brampton can create opportunities that appeal to these sectors, they could generate significant revenue from these sources. Because B2B companies don’t market products or services to local residents, sponsorship with these companies requires a different approach than local businesses who service the community and surrounding area.

In order to appeal to these companies, Brampton will need to focus on elements that are likely more important to their business; namely:

- **Share Fate Rationale:** Community investment helps create a more prosperous Brampton, which helps build infrastructure (i.e. transportation, transit) and services (i.e. economic development) that support business activities and add value to their business.

- **Employee Recruitment and Retention:** Brampton sponsorship provides an opportunity for companies to enhance the quality of life of their employees through the provision of high quality facilities, programs and services as well as opportunities for recruiting new employees by making it more attractive to live in Brampton or leveraging the City’s assets such as its recreation complexes to recruit new employees.

- **Workplace Health:** Sponsorship can provide company employees with access to Brampton fitness and recreation facilities that could help reduce absenteeism and other workplace issues through the adoption of healthier lifestyles.

- **Leveraging Brampton Assets for Corporate Functions:** Sponsorship provides opportunities for businesses to make use of facilities such as the Brampton Sports Centre to hold employee functions, recruitment fairs and other corporate activities.

Specific strategies to recruit these companies include:

- Target sponsorship opportunities for companies that have large numbers of employees that live in Brampton, companies that are growing and want to recruit new employees or established companies that would view community investment as part of being a good corporate citizen and would want to invest in City-wide initiatives (i.e. Active Living, Flower City beautifying initiatives).

- Develop specific messaging and sales collateral for these businesses including: Letter from the Mayor, 1-2-page Prospectus document, Power Point Presentation for one-on-one meetings with prospects.

d. Specific Sales Strategies – Ethnic Organizations and Business Groups
The Sponsorship Program offers a unique opportunity for diverse organizations to participate in civic-building activities and contribute to the City where many of the population from other parts of the world have found new lives in Canada. Specific strategies include:

- Identify areas where large groups of the ethnic population participate in community activities and focus on these areas for community sponsorship;
- Conduct presentations to ethnic businesses groups and focus on the marketing benefits of partnerships as well as the opportunity for demonstrating community-building and inclusiveness.

### Initial Roll-Out Plan (2016)

To be sustainable over the long-term, the City will need to build its brand and reputation for working effectively with the private sector as well as develop its resource capacity to effectively recruit and service partners. The following is the recommended Roll-Out Strategy.

#### Pre-Launch Period (Planning, Preparation, Market Testing)

- Develop the internal infrastructure to effectively manage the program (i.e. Staff hiring, training, physical operation, parameters of centralized function, internal procedures, approvals, etc.);
- Consult with selected members of the business community to get their overall feedback on the program and the opportunities available (Appendix A);
- Ensure policies, agreement templates and other administrative documents are in place to support the program;
- Prepare Naming Rights specification sheets for each naming opportunity;
- Verify expanded Advertising inventory;
- Bundle high priority Themed Initiatives and specific program/theme sponsor benefits;
- Develop full marketing communication plan for the program, including collateral (print materials, web pages, etc.) to promote opportunities to the private sector;
- Through the informal business consultations, attempt to secure 1-2 new sponsors that could be part of the official launch of the program.

#### Year 1 (Official Launch Year)

**Note on Timing of Launch Date:** Although the Launch date of the Corporate Sponsorship Program could be anytime (except the Summer period), a Winter / early Spring launch date is advantageous because it helps the City position opportunities in the marketplace prior to the Summer festival and Fall program season as well as get information in the hands of businesses before their Summer/Fall budgeting period.

- Initiate formal launch of Corporate Sponsorship Program including Communications Campaign to inform businesses of the opportunities;
- Focus sales efforts on low hanging Naming Rights (i.e. Brampton Soccer Centre), high profile programs and special events as outlined in Appendix C.
- Secure some “early wins” that demonstrate the positive aspects of the program and City’s ability to achieve revenue objectives (i.e. naming rights for or facility);
Focus on the expansion of advertising opportunities and exclusive supplier services (i.e., Wi-Fi) to all municipal facilities and/or transit;
Collect ongoing industry feedback on Phase 1 Inventory and partner benefits to determine those areas that have the greatest appeal for sponsorship, naming rights and advertising;
Bundle priority Themed Initiatives and specific sponsor benefits;
Develop data collection processes and begin to collect/compile program statistics (i.e., participation rates) that more strongly support asset such as verified attendance, demographic profiles of various program participants and placing people counters at selected outdoor sites;
Build program staff capacity to identify potential sponsorship opportunities.

Year 2

Build on Inventory and sponsor benefits packages based on industry and stakeholder feedback received in Year 1;
Focus on increasing corporate take-up on existing Naming and Sponsorship and Advertising Inventory as outlined in Appendix C.
Expand advertising capacity throughout the municipality;
Build database capability for the integration and sharing of sponsor/advertiser information;
Build staff capacity to identify and recruit sponsors.

Year 3

Build on Inventory and sponsor benefits packages based on industry and stakeholder feedback received in Year 2;
Expand sponsorship program to include new opportunities for Naming Rights, Programs, City-Wide Initiatives and Bundled Registration-based Programs;
Conduct 3-year review of the Corporate Sponsorship Program and present report to City Council that includes Revenue outcomes, sponsor and community feedback, program challenges and success stories;
Build staff capacity to identify potential sponsors.

Year 4

Build on Inventory and sponsor benefits packages based on industry and stakeholder feedback received in Year 3
Build staff capacity to identify and recruit sponsors and advertisers.

Year 5

Build on Phase 4 Inventory and sponsor benefits packages based on industry and stakeholder feedback received in Year 4;
Conduct an extensive review of the program to determine its impact on citizens, corporations and the municipality, and make recommendations on the program’s future operations.
Build staff capacity to identify and recruit sponsors and advertisers.
Revenue Analysis

In Phase 1 of the project, the consultant conducted a high-level analysis of potential properties to determine the potential new revenue that could be generated through the program. In order to determine a set of initial revenue projections for the Corporate Partnership Program, a series of assumptive partner benefits were established for each of the following categories of sponsorship:

**Sponsorships:**

1. **Naming Rights** – To estimate potential revenue from Naming Rights, only high profile, multi-purpose facilities, individual arenas and pools were considered, as they were viewed as the best opportunities for corporate sponsorships.

2. **Program Sponsorships** – Revenue estimate considerations included the size of the audience and composition, the types of benefits offered, combined value of benefit offerings and associative value of the property.

3. **Event Sponsorships** – Revenue estimates focused on existing events that attract relatively large numbers or other events that are very targeted.

4. **Themed Community Initiatives** – Revenue estimates were based on bundling multiple activities around important community-wide initiatives such as the Environment or Active Living.

5. **Bundled Programs** – Similar to Program Sponsorships, the revenue estimate was based on bundling together multiple programs and services catering to a specific population such as Seniors.

**Advertising:**

6. **Web Site Advertising** – To determine the potential value of these opportunities, baseline revenue estimate considerations included the level of visibility and number of unique visits. Based on traffic counts, single or rotating ads (unless indicated) are initially recommended.

7. **Print – Display Advertising** – Phase 1 Print-Display Advertising should focus on consolidating advertising on high profile opportunities in major facilities as well as targeted opportunities such as the Access Pass VIP Membership Program.

8. **Other Opportunities** – In addition to the core revenue opportunities described above, there are other product / service categories that have the potential to generate additional revenue sources for the City. In addition, it is anticipated that businesses will come forward with their own ideas (Unsolicited Proposals) once the City promotes that it is “open for business”.

Further details on the assumptions made in developing the revenue projections for this strategy are included in Appendix C – **Recommended Sponsorship and Advertising Assets** of this report.
The following chart provides a summary of estimated annual gross revenues, operating expenses and net revenue projections spread over a 5-Year implementation schedule.

**Revenue Summary**

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td>Gross</td>
<td>$180,000</td>
<td>$347,000</td>
<td>$540,000</td>
<td>$821,000</td>
</tr>
<tr>
<td>Net</td>
<td>$45,000</td>
<td>$119,000</td>
<td>$125,000</td>
<td>$135,600</td>
<td>$211,500</td>
</tr>
<tr>
<td></td>
<td>$61,000</td>
<td>$222,000</td>
<td>$404,400</td>
<td>$609,500</td>
<td>$766,500</td>
</tr>
<tr>
<td>Expenses</td>
<td>Gross</td>
<td>$100,000</td>
<td>$192,000</td>
<td>$280,000</td>
<td>$380,000</td>
</tr>
<tr>
<td>Net</td>
<td>$15,000</td>
<td>$25,000</td>
<td>$50,000</td>
<td>$75,000</td>
<td>$93,000</td>
</tr>
<tr>
<td></td>
<td>$15,000</td>
<td>$25,000</td>
<td>$50,000</td>
<td>$75,000</td>
<td>$93,000</td>
</tr>
</tbody>
</table>

It is important to note that the first five (5) years need to be viewed as building blocks to a sustainable sponsorship program. After the first five years, the City could potentially be in a position to sustain an estimated $989,000 in gross new revenue annually. This includes new revenue generated through the centralized function as well as increased revenue from existing sponsorship personnel in Sports Programs, Arts & Culture and Festivals & Special Events. This amount could grow substantially if sponsorship opportunities are expanded to other City operations.

It should also be noted that revenue estimates are conservative in approach; in most cases, calculated at 25% of the total sponsorship inventory and that as new facilities, programs and public services are introduced and/or removed from the inventory, the Revenue Mix and Projections will be subject to change.

**Estimated Revenue Mix and Projections**

The following chart provides an illustration of the potential revenue mix in each area year-over-year as well as the Projected Cumulative Total over a five-year period.

**Revenue Mix Projections**

<table>
<thead>
<tr>
<th>Sponsorship and Advertising Assets</th>
<th>Estimated Annual Revenue</th>
<th>Year 1 2017</th>
<th>Year 2 2018</th>
<th>Year 3 2019</th>
<th>Year 4 2020</th>
<th>Year 5 2021</th>
<th>Projected Cumulative Total (low)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naming Rights</td>
<td>$480,000</td>
<td>$100,000</td>
<td>$192,000</td>
<td>$280,000</td>
<td>$380,000</td>
<td>$480,000</td>
<td>$1,432,000</td>
</tr>
<tr>
<td>Program Sponsorships</td>
<td>$93,000</td>
<td>$15,000</td>
<td>$25,000</td>
<td>$50,000</td>
<td>$75,000</td>
<td>$93,000</td>
<td>$258,000</td>
</tr>
</tbody>
</table>
Projected revenue is based on achieving sales on a percentage of the total identified inventory. This is because it is expected that the City will always have more inventory than what will be sold and companies will drop in and out of the program as their needs and financial capacity changes.

The Projected Cumulative Total is based on a graduated revenue approach (year-over-year increase) with a minimum of three (3) years in most cases, to achieve a 50% revenue potential based on the initial assets identified in this phase.

Other Notes:

- Web Advertising would not be implemented until Year 3 to allow exclusive sponsor visibility on the appropriate web pages;
- Display / Print (Outdoor Billboard) Advertising would not be implemented until Year 4 to allow for planning and to issue an RFP for contracted services;
- In-Kind contributions represent actual budget savings.

**Program Implementation Costs**

While the City currently has dedicated personnel involved in sponsorship within various Departments, they have no dedicated resource allocated towards addressing the sponsorship and advertising program at a corporate-wide level as well as the strategic management of the program. In order to establish a successful program, market the number and variety of opportunities available, coordinate the sponsor deliverables and manage the sponsorship and advertising program, the following is recommended:
1. That a Senior Staff Person (1.0 FTE) be hired to assist in laying the groundwork for a successful launch and to manage the implementation of the program (incl. sales). The initial planning work would be completed prior to launching the program and involve the establishment of internal infrastructure and processes, preparation of marketing collateral and market testing. Estimated initial cost Year 1) is $90,000 including salary and commissions.

2. That half/full-time administrative support (seconded or contracted) be initially brought on board to assist the Senior Staff Person in the administrative aspects of the program including the coordination of sponsor fulfillment (servicing deliverables). It is expected that this evolve into a full-time position as the program develops.

3. That sponsorship personnel currently in place in the Office of the COO and Public Services Department continue their efforts to secure sponsorship revenue, but coordinate their efforts through a centralized office (Senior Staff Person).

4. That supervisors in high value areas be trained in the basics of sponsorship sales so that prospects can ultimately be passed on to these staff to support sales (i.e. tours of facilities).

5. That Advertising continue to be contracted out to a third-party with the City receiving a commission on sales.

In addition to the above, an ongoing variable cost needs to be identified for Servicing Agreements which includes benefit activation costs for items such as City-installed signage as part of any partnership agreements (5%-10% of partnership fee) as well as ongoing marketing costs to promote the program to the business community. These costs are illustrated in the Costs and Benefits Table below.

It should also be noted that increases in resources may be required as the sponsorship program builds, but corresponding revenue should be tied to any new positions. By steady state, the maximum administration costs to support the sponsorship and advertising program should be in the range of 20%-25% of the benefits realized. This cost is in line with marketing sponsorship programs on an industry-wide basis. The overall cost of the Program during the five years from the Official Launch and the Net Revenue Targets are identified in the Table below.

**Costs and Benefits**

The following analysis is based on the use of internal staff (full-time employee) to manage and deliver a successful Corporate Partnership Program.

**Costs and Benefits (rounded)**

<table>
<thead>
<tr>
<th></th>
<th>2016 Planning</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Projected New Revenue (Gross)</strong></td>
<td></td>
<td>$180,000</td>
<td>$347,000</td>
<td>$540,000</td>
<td>$821,000</td>
<td>$989,000</td>
<td>$2,877,000</td>
</tr>
</tbody>
</table>
### Issues and Risks

The establishment and reliance on revenue from an enhanced sponsorship and advertising program is not without its issues and risks.

1. **One of the major risks is whether there will be uptake on the opportunities being presented by the City.** In order to get a better sense on the degree of potential participation by local and national companies of these opportunities, some selected market testing of the program should be completed in 2016. The purpose of the market testing will be to gather industry feedback on the overall program as well as specific opportunities. The results of the business intelligence will allow The City to:

   - Gage overall potential response to the program;
   - Determine what types of opportunities and benefits will carry the most weight with potential sponsors and advertisers;
   - Gather industry intelligence as it relates to competitive factors as well as other Bramptoners to take-up;
   - Provide staff with business intelligence that supports the overall project (due diligence).

   Initial market testing should be completed in 2016. While the overall reaction is expected to be positive, it is anticipated that the feedback received will provide Brampton with useful information to fine-tune the program prior to launching the full initiative.

2. **The revenue projections are based on the programs and services currently being provided by the City.** If there are program changes (new or cancelled programs, new facilities), print publication volumes change or there is a change in the method of communicating to the targets audiences, or assets no longer available, revenues will be affected. If, for example, community facilities are no longer available for naming rights because they have been selected for a commemorative naming or there is no community and Council support for a proposed naming agreement, the ability to achieve the revenue targets from this valuable type of opportunity is lost.

### Table

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<thead>
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<tbody>
<tr>
<td><strong>Annual Staff Costs</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Senior Mgr.)</td>
<td>$45,000</td>
<td>$90,000</td>
<td>$92,000</td>
<td>$93,600</td>
<td>$95,500</td>
<td>$97,500</td>
</tr>
<tr>
<td><strong>Annual Staff Costs</strong></td>
<td></td>
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<tr>
<td>(Admin/Servicing)</td>
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</tr>
<tr>
<td><strong>Marketing Costs</strong></td>
<td>$20,000</td>
<td>$20,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
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<tr>
<td><strong>Sponsorship Servicing</strong></td>
<td></td>
<td></td>
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<tr>
<td>(5% of projected rev.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>$9,000</td>
<td>$18,000</td>
<td>$27,000</td>
<td>$41,000</td>
<td>$50,000</td>
<td>$145,000</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>($65,000)</td>
<td>$61,000</td>
<td>$222,000</td>
<td>$404,400</td>
<td>$609,500</td>
<td>$766,500</td>
</tr>
</tbody>
</table>
3. Resourcing will play a major factor in the revenues that can be generated as well as the length of time it will take to generate projected revenues.

4. In the event that sponsorship or advertising revenues cease for an enhanced level of program or service, there will be an impact on budgets if the sponsor drops out and the program is to continue.

## Action Plan

<table>
<thead>
<tr>
<th>Planning Task</th>
<th>Timeline</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Corporate Sponsorship Program by Council</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Fill Senior Sponsorship position and establish office</td>
<td>Week 6</td>
<td>HR in conjunction with Advisory members</td>
</tr>
<tr>
<td>Planning session with existing sponsorship personnel to review assets, areas of responsibility, working parameters, workflow processes, etc.</td>
<td>Week 10</td>
<td>Senior Sponsorship Person with feedback from Advisory members</td>
</tr>
</tbody>
</table>
| Finalize Inventory of Sponsorship Assets to be marketed in Phase 1 and Price List  
  - Naming Rights  
  - Program Sponsorships (stand-alone and bundled)  
  - Events | Week 12   | Senior Sponsorship Person with feedback from Advisory members |
<table>
<thead>
<tr>
<th></th>
<th>Themed Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop Template Agreements</strong></td>
<td>Week 14</td>
</tr>
<tr>
<td>• Naming Rights</td>
<td></td>
</tr>
<tr>
<td>• Program Sponsorship</td>
<td></td>
</tr>
<tr>
<td><strong>Develop “working collateral piece” (PPT deck) that can be used for informal discussions with selected local businesses</strong></td>
<td>Week 14</td>
</tr>
<tr>
<td><strong>Conduct Consultations with selected local businesses</strong></td>
<td>Week 16</td>
</tr>
<tr>
<td>• Introduce Program and range of opportunities</td>
<td></td>
</tr>
<tr>
<td>• Collect initial feedback</td>
<td></td>
</tr>
<tr>
<td>• Prepare Proposal (if appropriate)</td>
<td></td>
</tr>
<tr>
<td><strong>Compile / take photos of programs and facilities for inclusion in promotional material and web site</strong></td>
<td>Week 18</td>
</tr>
<tr>
<td><strong>Finalize Launch Promotion Strategy</strong></td>
<td>Week 22</td>
</tr>
<tr>
<td>• Expression of Interest on Bid / Procurement site</td>
<td></td>
</tr>
<tr>
<td>• Ads in Local Papers</td>
<td></td>
</tr>
<tr>
<td>• Direct Mail through Business Organizations</td>
<td></td>
</tr>
<tr>
<td>• Banners in Major Centres</td>
<td></td>
</tr>
<tr>
<td><strong>Develop Branded Promotional Collateral</strong></td>
<td>Week 24</td>
</tr>
<tr>
<td>• Sponsorship Prospectus (Doing</td>
<td></td>
</tr>
<tr>
<td>Business with the City</td>
<td>with Communications and with feedback from Advisory members</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Kit Folder</td>
<td>Week 28</td>
</tr>
<tr>
<td>Masthead (hard copy and electronic letterhead) for One-Pagers</td>
<td></td>
</tr>
<tr>
<td>Detailed One-Pagers for Major Facility or Program Sponsorship (print and electronic)</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Develop Web Pages on City site to market program</th>
<th>Week 28</th>
<th>Senior Sponsorship Person in conjunction with Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Sales Collateral</td>
<td>Week 28</td>
<td>Senior Sponsorship Person in conjunction with Communications</td>
</tr>
<tr>
<td>Sales Intro Letter (print and electronic)</td>
<td></td>
<td></td>
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<tr>
<td>Power Point Deck (discovery session)</td>
<td></td>
<td></td>
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<tr>
<td>Proposal Template</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Finalize Launch Communication Strategy</th>
<th>Week 30</th>
<th>Senior Sponsorship Person in conjunction with Communications and Mayor’s Office with feedback from Advisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch Event (Mayor and Council)</td>
<td></td>
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</tr>
<tr>
<td>News Release</td>
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</tr>
<tr>
<td>Q&amp;A’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speaking Notes</td>
<td></td>
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<table>
<thead>
<tr>
<th>Establish Technology Infrastructure</th>
<th>Week 30</th>
<th>Senior Sponsorship Person in conjunction with IT Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact database and Notes Field</td>
<td></td>
<td>Est. Cost (off-the-shelf): $1,000</td>
</tr>
<tr>
<td>Communication Capability</td>
<td></td>
<td></td>
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<tr>
<td>Sharing Capability</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Identify in-house resource for Servicing Coordinator position</th>
<th>Week 30</th>
<th>Senior Sponsorship Person in conjunction with Advisory members</th>
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</thead>
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<table>
<thead>
<tr>
<th>Senior Staff Training</th>
<th>Week 32</th>
<th>Senior Sponsorship Person</th>
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<tbody>
<tr>
<td>Sponsorship Best Practices</td>
<td></td>
<td></td>
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<tr>
<td>Roll-Out Strategies</td>
<td></td>
<td></td>
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<tr>
<td>Roles and Responsibilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7.1-53

[City of Brampton – Sponsorship Strategy and Action Plan - Final]  
April 29, 2016

<table>
<thead>
<tr>
<th>Frontline Staff Orientation Session</th>
<th>Week 32</th>
<th>Senior Sponsorship Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Roll-Out Strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Roles and Responsibilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Official Program Launch</th>
<th>Week 34</th>
<th>Senior Sponsorship Person in conjunction with Communications and Mayor’s Office Est. Cost: $1,000 for F&amp;B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Potential to feature a signed Sponsor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Appendix A – High Level Overview of Sponsorship and Advertising Assets

<table>
<thead>
<tr>
<th>Naming Rights</th>
<th>Public Programs &amp; Services</th>
<th>City-Wide Initiatives</th>
<th>Audience Bundled Programs</th>
<th>Events and Attractions</th>
<th>Advertising</th>
<th>Other Unique Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor name added as a prefix to the facility name e.g. TD Recreation Centre</td>
<td>City-wide or public programs with a centralized or coordinated delivery system</td>
<td>Multiple programs presented under a common theme</td>
<td>Registration-based programs catering to specific audiences</td>
<td>Annual events or activities</td>
<td>Commercial messaging with no implied associative element</td>
<td>Other Opportunities not covered in other categories</td>
</tr>
</tbody>
</table>

Community Centres and Amenities
- Brampton Soccer Centre
- Cassie Campbell (Amenities)
- Chinguacousy Park
- Chinguacousy Wellness Centre
- Earnscliff
- Gore Meadows
- South Fletcher

Planned Facilities
- Considered during pre-construction stage

Seasonal
- Outdoor Facilities at Community Centres (above)
- Creditview Sandlewood

Outdoor Programs
- Outdoor Skating and Hockey
- Learn-to-Swim: Pre-School
- Learn-to-Swim: Children
- AquaFitness (Seniors)
- Fitness Membership
- Registered Fitness Classes
- Recreational Swims
- Wading Pools / Splash Pads
- Recreational Skating
- Learn-to-Skate (All Ages)
- Camps (Child and Youth)
- Dance (Child and Youth)

Green Brampton
- Spring Clean-Up
- Green Education Program
- Youth Eco Advisors Team
- Emerald Ash Borer
- Pet Friendly City
- Off-Leash Parks
- Licensing Program
- Animal Services

Flower City
- Beautifying initiatives incl. Traffic Circles

Active Brampton
- ActiveAssist

Senior’s Programs and Services
- Fitness
- Dance
- Social

Children’s Camps (6-13 years)
- All After School
- All Summer Camps

Children’s Programs (6-13 years)
- All Children’s Sports
- All Children’s Arts
- General Interest

Garden Square Programming
- Celebrity BRAMPTON
- Canada Day
- Thursday Night Concert Series
- Mount Pleasant Movie Nights
- Doors Open Brampton
- Christmas Tree Lighting
- New Years Eve
- Bunny Excitement
- Fright Nights
- Spring Fling
- Brampton Sports Hall of Fame

City Rec Guide
- Rec Web Pages (selected)
- Rec Registration Page / Receipt
- Specialty Program Leaflets
- Trail Maps
- Arts & Culture Map
- Membership Loyalty Program
- Facility Bookings
- Display Ads in City Facilities
- Ads for Wi-Fi Service in City Facilities or Busses
- Garbage Collection

Employee Benefits Program
- Home / Auto Insurance
- Banking Services
- Automotive
- Telecom

Official Suppliers
- Fleet
- Telecom
- Computers

In-Kind Service Suppliers
- Sports Equipment
- Apparel
### Potential Sponsorship Benefits

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Benchmark Tangible Value (per potential exposure)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Web Site / Facebook Site / Social Media</strong> (Based on the number of Unique Visits or Sessions during the period which the sponsor will be profiled i.e. 3 months, annual)</td>
<td></td>
</tr>
<tr>
<td>Company Name and link</td>
<td>$.005 (per unique visit or session)</td>
</tr>
<tr>
<td>Logo ID and link</td>
<td>$.01</td>
</tr>
<tr>
<td>Leaderboard ad</td>
<td>$.02</td>
</tr>
</tbody>
</table>

### Appendix B – Table of Tangible Sponsorship Values

The table below provides a summary of the types of benefits that could be considered as “standard inventory” for any City sponsorship or advertising property. The column on the left represents the Specific Benefit (or combination thereof) that could be offered to a potential corporate partner as part of an overall engagement package. The column on the right represents the Tangible Value that will per applied for each impression (or exposure).

It is important to note that the **Benchmark Tangible Value** in the table is based on exposure to a Public Audience that represents a broad cross-section of the population (e.g. all web site visitors). As a general rule of thumb, the tangible values can increase based on the quality of the buying audience. To reflect the high quality nature of some of the City’s audiences the Tangible Values below could be increased by up to 100% depending on the uniqueness of the sponsorship property and make-up of the audience.
**CITY OF BRAMPTON – SPONSORSHIP STRATEGY AND ACTION PLAN - FINAL**

**April 29, 2016**

<table>
<thead>
<tr>
<th>Sponsorship Opportunity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rectangle ad</td>
<td>$.01</td>
</tr>
<tr>
<td>Big Box ad</td>
<td>$.03</td>
</tr>
<tr>
<td>Partner Promotional Text and link</td>
<td>$.02</td>
</tr>
<tr>
<td>Rotating logo ID and Link (multiple partners)</td>
<td>$.01</td>
</tr>
<tr>
<td>( % of total exposures)</td>
<td></td>
</tr>
<tr>
<td>Partner article in visitor resource section (subject of interest/value to the visitor)</td>
<td>$.04</td>
</tr>
<tr>
<td>( per exposure to article)</td>
<td></td>
</tr>
<tr>
<td>Corporate profile and/or description of corporate activity (how they are supporting the organization)</td>
<td>$.03</td>
</tr>
<tr>
<td>( per exposure to article)</td>
<td></td>
</tr>
<tr>
<td>Listing in Supplier Directory (name, web, phone, product description)</td>
<td>$.02</td>
</tr>
<tr>
<td>Logo ID on downloadable Event Schedules, etc.</td>
<td>$.01/download</td>
</tr>
<tr>
<td>Coupon or Special Offer</td>
<td>$.04/ impression</td>
</tr>
<tr>
<td>$ .10 / download</td>
<td></td>
</tr>
<tr>
<td>Leadership message from corporation</td>
<td>$.02/exposure to message</td>
</tr>
<tr>
<td>Downloadable video with partner recognition</td>
<td>$.02/exposure to video call-out</td>
</tr>
<tr>
<td>Downloadable photo with partner recognition</td>
<td>$.02/exposure to photo</td>
</tr>
<tr>
<td>Sponsor mention on Tweets</td>
<td>$.01 per Follower</td>
</tr>
<tr>
<td>Sponsor mention on Social Networking Groups i.e. Linkedin</td>
<td>$.01 per Follower</td>
</tr>
</tbody>
</table>

**E-Communication (Electronic Newsletter)**

<table>
<thead>
<tr>
<th>Advertisement Type</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner Text and link</td>
<td>$.01</td>
</tr>
<tr>
<td>( per Newsletter distributed)</td>
<td></td>
</tr>
<tr>
<td>Logo ID and link</td>
<td>$.01</td>
</tr>
<tr>
<td>Partner article (value-added content) and link</td>
<td>$.06</td>
</tr>
<tr>
<td>Photo of partner activity and caption</td>
<td>$.04</td>
</tr>
<tr>
<td>Logo ID on Branded Content Feature Section (e.g. Tip of the Week/Month)</td>
<td>$.06</td>
</tr>
<tr>
<td>Banner Ad and link</td>
<td>$.02</td>
</tr>
<tr>
<td>Text Offer and link</td>
<td>$.02</td>
</tr>
<tr>
<td>Downloadable Coupon</td>
<td>$.10 / download</td>
</tr>
</tbody>
</table>

**General Print Collateral (brochures, programs, etc.)**

<table>
<thead>
<tr>
<th>Advertisement Type</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name recognition on general print collateral</td>
<td>$.02 / $.005 per item distributed</td>
</tr>
<tr>
<td>( cover / inside)</td>
<td></td>
</tr>
<tr>
<td>Logo ID on printed collateral</td>
<td>$.03 / $.01</td>
</tr>
<tr>
<td>( cover / inside)</td>
<td></td>
</tr>
<tr>
<td>Corporate Profile or description of partnering activity</td>
<td>$.04</td>
</tr>
<tr>
<td>Photo with partner branding</td>
<td>$.04</td>
</tr>
<tr>
<td>Directory Listing (name/web/phone)</td>
<td>$.04</td>
</tr>
<tr>
<td>Insert – multiple partners featured on same insert</td>
<td>$.10</td>
</tr>
<tr>
<td>Insert – stand-alone company insert</td>
<td>$.20</td>
</tr>
<tr>
<td>Name or Logo ID on Event Schedule (one-pager)</td>
<td>$.02 / $.01</td>
</tr>
<tr>
<td>( logo / name)</td>
<td></td>
</tr>
<tr>
<td>Logo ID on event poster (more than 3 logos)</td>
<td>$.01 x 50 views per poster</td>
</tr>
<tr>
<td>Profile on Ticket (front)</td>
<td>$.02 / $.01</td>
</tr>
<tr>
<td>( logo / name)</td>
<td></td>
</tr>
<tr>
<td>Corporate profile in Annual Report</td>
<td>$.02</td>
</tr>
<tr>
<td>Partner name on letterhead</td>
<td>$.02</td>
</tr>
<tr>
<td>Full-Page Colour Ad</td>
<td>$.10</td>
</tr>
</tbody>
</table>
### City of Brampton – Sponsorship Strategy and Action Plan - Final

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<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half-Page Colour Ad</td>
<td>$0.06</td>
</tr>
<tr>
<td>Quarter-Page Colour Ad</td>
<td>$0.04</td>
</tr>
</tbody>
</table>

**Print Publication** *(Magazine / Guide Style or Newsletter)*

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name recognition</td>
<td>$0.02 / $0.01 per item distributed (cover / inside)</td>
</tr>
<tr>
<td>Logo ID</td>
<td>$0.03 / $0.01 (cover / inside)</td>
</tr>
<tr>
<td>Corporate profile or description of partnering activity</td>
<td>$0.04</td>
</tr>
<tr>
<td>Directory Listing including product description</td>
<td>$0.03</td>
</tr>
<tr>
<td>Advertising (colour)</td>
<td>$0.8 / $0.05 / $0.03 (full / half / quarter page)</td>
</tr>
<tr>
<td>Advertising (Black/White)</td>
<td>$0.06 / $0.04 / $0.02 (full / half / quarter page)</td>
</tr>
<tr>
<td>Advertorial (partner-centric article e.g. new home exercise technology)</td>
<td>$0.12</td>
</tr>
<tr>
<td>Feature article on topic of value to the reader where sponsor is highlighted</td>
<td>$0.08</td>
</tr>
<tr>
<td>Photo and caption</td>
<td>$0.04</td>
</tr>
<tr>
<td>Coupon (one of multiple on feature page)</td>
<td>$0.06</td>
</tr>
<tr>
<td>Insert – multiple partners featured on same insert</td>
<td>$0.10</td>
</tr>
<tr>
<td>Insert – stand-alone</td>
<td>$0.20</td>
</tr>
<tr>
<td>Magazine wrapper</td>
<td>$0.10</td>
</tr>
<tr>
<td>Partner Post-it note</td>
<td>$0.08</td>
</tr>
</tbody>
</table>

**On-Site Static Signage** *(Could include: Primary identification, Common Use, Special Purpose (permanent /temporary), Information, Interpretive, Portable, Point-of-Purchase, Wall Plaque, etc.)*

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name on sign – premium location i.e. entrance (pedestrian traffic)</td>
<td>$0.01 / $0.005 / exposure (exclusive / shared)</td>
</tr>
<tr>
<td>Name / Logo ID on sign – premium sign (pedestrian traffic)</td>
<td>$0.02 / $0.01 (exclusive / shared)</td>
</tr>
<tr>
<td>Name on Directional Signs and Floor Plans</td>
<td>$0.0010</td>
</tr>
<tr>
<td>Logo ID and Tag Line on sign (pedestrian traffic)</td>
<td>$0.03</td>
</tr>
<tr>
<td>Title Name on Sign (e.g. xx company presents...)</td>
<td>$0.02</td>
</tr>
<tr>
<td>Logo ID on Stage Sign (extended visibility)</td>
<td>$0.05</td>
</tr>
<tr>
<td>Partner stand-alone (POP) sign at Guest / Service areas</td>
<td>$0.02</td>
</tr>
<tr>
<td>Stand-alone sign or banner (up to 25 sq.')</td>
<td>$0.02 / $0.01 (premium / non-premium)</td>
</tr>
<tr>
<td>Stand-alone sign or banner (over 25 sq.')</td>
<td>$0.03 / $0.02 (premium / non-premium)</td>
</tr>
<tr>
<td>Backlit Sign (up to 25 sq.’)</td>
<td>$0.02 / $0.01 (premium / non-premium)</td>
</tr>
<tr>
<td>Name on Roadside Sign (e.g. Facility Name) Vehicular Traffic</td>
<td>$0.0015</td>
</tr>
<tr>
<td>Logo ID on Roadside Sign (e.g. Facility Name) Vehicular Traffic</td>
<td>$0.0020</td>
</tr>
<tr>
<td>Logo on Name Badge</td>
<td>$0.50 / $0.25 (logo / name)</td>
</tr>
<tr>
<td>Logo on Show Bag</td>
<td>$0.04 / $0.02 (exclusive / shared)</td>
</tr>
</tbody>
</table>

**Signage – Other** *(Including all dynamic visibility opportunities)*

---

Centre of Excellence for Public Sector Marketing |
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<table>
<thead>
<tr>
<th>In-Arena Signage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Logo ID – In Ice</td>
<td>$.06 / potential exposure</td>
</tr>
<tr>
<td>Logo ID and Tag - Zamboni</td>
<td>$.03</td>
</tr>
<tr>
<td>Ad – Score / Hour Clock (up to 25 sq. ')</td>
<td>$.04</td>
</tr>
<tr>
<td>Ad – Rink Board (2 – 1 ea. side)</td>
<td>$.02</td>
</tr>
<tr>
<td>Logo – Dressing Room Door</td>
<td>$.02</td>
</tr>
<tr>
<td>Ad – Dressing Room</td>
<td>$.04</td>
</tr>
<tr>
<td>Backlit Sign – (up to 25 sq.) High Traffic Area</td>
<td>$.04</td>
</tr>
<tr>
<td>Window Decal w/Logo ID - Entrance</td>
<td>$.01</td>
</tr>
<tr>
<td>Floor Decal – High Traffic Area</td>
<td>$.02</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct Marketing (use of lists for mailings, inserts, etc.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to E-mail list for direct communication</td>
<td>$.15 per name</td>
</tr>
<tr>
<td>Access to Mailing list for direct communication</td>
<td>$.20 per name</td>
</tr>
<tr>
<td>Access to Fax list for direct communication</td>
<td>$.20 per name</td>
</tr>
<tr>
<td>Partner message sent with On line Registration Confirmation</td>
<td>$.04</td>
</tr>
<tr>
<td>Stand-alone partner message sent after On line Registration</td>
<td>$.08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Displays (staffed exhibit space, static displays, demos, etc.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of space for static display</td>
<td>$.04 / exposure</td>
</tr>
<tr>
<td>Use of space for staffed exhibits / displays</td>
<td>$.10 / exposure or $12.00 / sq’</td>
</tr>
<tr>
<td>Static Display of Corporate Literature (i.e. POP, wall holder)</td>
<td>$.0025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Face-to-Face Marketing(demos, product sampling)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity to conduct a product demonstration / trials on site (high traffic area)</td>
<td>$.10 / exposure or $5.00 / actual demo. attendee</td>
</tr>
<tr>
<td>Product sampling on site (distributed by sponsor)</td>
<td>$.15 per sample</td>
</tr>
<tr>
<td>Product sampling on site (distributed by staff)</td>
<td>$.20 per sample</td>
</tr>
<tr>
<td>Opportunity to conduct surveys on site</td>
<td>Flat Fee</td>
</tr>
<tr>
<td>Distribution of company literature by staff</td>
<td>$.15 / item distributed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promotional Marketing (contests, awards, coupon distribution)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Insert in Print Registration Package</td>
<td>$.20 / item distributed</td>
</tr>
<tr>
<td>Coupon distribution at Registration or other area (aided, multiple coupons)</td>
<td>$.10 / item distributed</td>
</tr>
<tr>
<td>Coupon distribution at any location (un-aided or static, multiple coupons)</td>
<td>$.04 / item taken</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Relations (news releases, news conference, etc.)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name mention in News Release</td>
<td>$150 Flat Fee (Low impact)</td>
</tr>
<tr>
<td>Text mention or testimonial in News Release</td>
<td>$250 Flat Fee (Medium impact)</td>
</tr>
</tbody>
</table>
### Partner stand-alone insert in Media Kit
- Stand-alone insert in Media Kit: $0.10 or Flat Fee
- Insert with multiple partner logos in Media Kit: $0.02 or Flat Fee
- Name Mention at News Conference: $250 Flat Fee (Medium impact)
- Speaking Opportunity at News Conference: $500 Flat Fee (High Impact)

### Verbal Recognition (e.g. Stages, PA’s, events)
- Name mention in General PA Announcement: $0.005
- Name mention on Incoming / Outgoing Phone Calls: $0.005
- Verbal mention on phone: $0.0075
- Verbal Mention by MC on stage: $0.01
- Verbal Mention by MC on stage with Logo ID on screen: $0.02
- Speaking Opportunity at event (up to 2 min.): $2.00 / attendee

### Tickets & Hospitality (complimentary access to facilities, events, etc.)
- Complimentary Registration Passes: Face Value
- Complimentary Parking Passes: Face Value
- Reduced prices for Admissions (e.g. 50% off Day pass): % of Face Value
- Complimentary use of Facilities: Face Value
- Customized programming by staff for partner clients or staff: Direct cost plus 25% mark-up
- Food and Beverage: Direct Costs plus 25% mark-up

### Sales and Merchandising Rights (beverages, products, services)
- Exclusive product sales on site: 15% - 40% of Sales
- On line product sales through “Virtual” store: 15% - 40% of sales
- Recognition as Official Supplier of facility / event-related products and services: Combined value of specific visibility benefits

### Non-Owned Media (TV, radio, print, out-of-home, etc.)
- Name mention on TV or radio ads: 5% of ad value
- Logo ID on TV or print ads: 5% of ad value
- Title Name on print ads: 10% of ad value
- Logo ID/tag on TV or print ads: 10% of ad value
- Special offer or Call-to-Action on TV, print or radio ads: % of space / time
- Ad space in print ads: % of space / time
- Coupon in print ads: % of space / time

### License and Endorsements (use of logo, co-branded merchandise, product endorsements)
- Use of property logo ID on partner promotional materials: See Intangible Value
- Use of property photos for company campaigns: Flat royalty fee
- Partner sales of co-branded merchandise (T-shirts, hats, etc.): 15% to 40% of Sales

### On-Site Programming (interactive programming)
- Opportunity to conduct partner-initiated programming on site (e.g. themed activity): Based on combination of visibility benefits received
- Property programming with partner element (e.g. use of partner equipment): Based on combination of visibility benefits received
- Partner engagement activity on site (e.g. sponsored Networking area): STBD*
### Use of partner equipment on site / at facilities (e.g. vehicles)
- Flat rights fee

### Research and Other Business Intelligence (access to stats, user profiles, on site surveys)
<table>
<thead>
<tr>
<th>Service Description</th>
<th>Fee Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to visitor statistics and profiles</td>
<td>Hard costs plus Flat Fee</td>
</tr>
<tr>
<td>Opportunity to conduct stand-alone visitor survey (in-person)</td>
<td>Flat Fee (Medium impact)</td>
</tr>
<tr>
<td>Opportunity to conduct stand-alone visitor survey (electronic)</td>
<td>$0.10 / survey distributed</td>
</tr>
<tr>
<td>Opportunity to post questions on an existing survey</td>
<td>$0.50 per response</td>
</tr>
</tbody>
</table>

### Networking
- Invitation / recognition at Partner Appreciation event: Flat Fee (Medium impact)

### Other Rights (exclusivity, naming, park advisory committee)
<table>
<thead>
<tr>
<th>Exclusivity Type</th>
<th>Intangible Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusivity by specific program, venue or event</td>
<td>50%</td>
</tr>
<tr>
<td>Exclusivity by industry category</td>
<td>25%</td>
</tr>
<tr>
<td>Premium placement of ads in publications</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Appendix C – Recommended Sponsorship and Advertising Assets – Phase 1

As part of the preliminary (Phase 1) planning process, the consultant conducted a high-level analysis of potential properties (or assets) to determine the potential revenue that could be generated through the program. It should be noted that where a detailed valuation has not been completed, an estimated revenue has been provided, based on industry norms and consultant experience marketing these types of assets.

It is also important to note that while the inventory establishes the overall scope of opportunities that are available, it needs to be seen as a “work in progress” as the program evolves and new opportunities are added or dropped.

The following is a summary of this analysis:

#### Facility Naming Rights

In order to determine revenue potential, a series of assumptive, baseline “Naming Rights Benefits” were established for potential Naming Rights opportunities. They included:

- Branded Name on Building Exterior Entrance
- Branded Name on Roadside Sign
- Backlit Sign OR Display in Lobby (ongoing)
- Stand-alone Banner (supplied by sponsor)
- Display Opportunity in Lobby or at Entrance
Title Name in Facility Publications
Name on directional signage
Logo and Corporate Profile in Facility Publications
Title Name in Recreation Guide (print and/or online)
Half Page Ad (once per year) in Recreation Guide (print or online)
Name / Logo ID on Facility Web Pages
Corporate Profile on City of Brampton Web Site
Name mention on all Incoming / Outgoing Phone Calls
Official News Release or Media Event to announce the partnership
Media Mentions (where applicable)
Annual Credit for use of facility for activation functions e.g. staff function, community events (negotiable)
Distribution of brochures or samples
Other activation rights and benefits (as mutually agreed)

To estimate potential revenue, a wide range of facilities were considered; however, the following facilities were identified as the best potential candidates for Naming Rights. Those naming assets that have not been formally valuated (Appendix A) are identified by “Est.” in the Potential Gross Revenue column.

<table>
<thead>
<tr>
<th>Facility / Exposure Potential</th>
<th>Naming Rights Opportunities</th>
<th>Estimated Annual Potential Gross Revenue (Based on low price range)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tier I Facilities (most likely candidates for Naming Rights)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Brampton Soccer Centre</strong></td>
<td>Complex</td>
<td>$75,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field #1</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field #2</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field #3</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Field #4</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cricket Pitch #1, #2</td>
<td>$9,000 (2) Est.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gymnasium</td>
<td>$15,000 Est.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multi-Purpose/Board Rm (3)</td>
<td>$15,000 (3) Est.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dance Studio</td>
<td>$7,500 Est.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Splash Pad</td>
<td>$7,500 Est.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Sub Total:</strong></td>
<td><strong>$189,000</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arena 1</td>
<td>$25,000</td>
<td></td>
</tr>
</tbody>
</table>

Assuming Gym is same level of use as Fields with same benefits
<table>
<thead>
<tr>
<th>Location</th>
<th>Facilities</th>
<th>Sponsorship Costs</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Centre             | Attendance: 1,213,724  
Fields #1, #2: 31,000 ea.  
Cricket Pitch: 3,600  
Field Hockey: 37,800  
Vehicle Exposure: 6,124,700 | $25,000  
$30,000  
$15,000 Est.  
$12,500 Est.  
$12,500 Est.  
$12,500 Est.  
$7,500 Est.  
$7,500 Est.  
$5,000 Est.  
$10,000 Est.  
$10,000 Est.  
$4,500 Est.  
$192,000 | |
| Century Gardens    | Attendance: 562,044  
Multisport Field: 40,583  
Baseball Diamond: 30,870  
Vehicle Exposure: 4,420,150 | $50,000  
$20,000 Est.  
$20,000 Est.  
$20,000 Est.  
$15,000  
$15,000 (3) Est.  
$10,000 Est.  
$12,000 (4) Est.  
$10,000 Est.  
$172,000 | Not as attractive a facility, but well used |
| Chinguacousy Park  | Attendance: 2 million  
Ski Hill: TBC  
Volleyball Courts: 49,333  
Stadium: 53,892  
Track: 28,635  
Vehicle Exposure: 8,420,550 | $7,500 Est.  
$5,000 Est.  
$25,000 Est.  
$5,000 Est.  
$5,000 Est.  
$5,000 Est.  
$20,000 Est.  
$10,000 Est.  
$25,000 Est.  
$7,500 Est.  
$4,500 Est.  
$7,500  
$10,000  
$137,000 | Strong family focus, very spread out |
| Chinguacousy Wellness Centre | Auditorium-Curling Lounge  
Barn & Petting Zoo  
Curling Rink  
Mini Golf  
Paddle Boat Facility  
Skateboard Park  
Ski Hill  
Ski Chalet  
Special Event Field  
Splash Pad  
Tennis Courts (6)  
Volleyball Courts (14)  
Stadium | $55,000  
$25,000 Est.  
$20,000 Est. | |
<table>
<thead>
<tr>
<th>Complex</th>
<th>$40,000</th>
<th>Seasonal, strong Tournament focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arena #1</td>
<td>$20,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Arena #2</td>
<td>$20,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Aquatic Centre / Pool</td>
<td>$20,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Fitness &amp; Weight Room</td>
<td>$15,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Multipurpose Room A</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Multipurpose Room B</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Mini Sports Fields (3)</td>
<td>$9,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Softball Diamonds (4)</td>
<td>$10,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Cricket Pitch #1, 2</td>
<td>$9,000 (2) Est.</td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total:</strong></td>
<td><strong>$153,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complex</th>
<th>$45,000</th>
<th>High profile facility location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Arena (pending)</td>
<td>$15,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Pool (pending)</td>
<td>$25,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Community Room #1</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Community Room #3</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Fitness Centre</td>
<td>$12,500 Est.</td>
<td></td>
</tr>
<tr>
<td>Gymnasium</td>
<td>$15,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Kitchen</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Soccer / Multisport Field</td>
<td>$12,500 Est.</td>
<td></td>
</tr>
<tr>
<td>Skate Park</td>
<td>$5,000 Est.</td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>$145,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complex</th>
<th>$90,000</th>
<th>High profile facility location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arena #1</td>
<td>$25,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Arena #2</td>
<td>$25,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Arena #3</td>
<td>$25,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Arena #4</td>
<td>$25,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Aquatic Centre / Pool</td>
<td>$30,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Fitness Centre</td>
<td>$15,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Gymnasiums (2)</td>
<td>$30,000 (2) Est.</td>
<td></td>
</tr>
<tr>
<td>Multipurpose Rooms (3)</td>
<td>$15,000 (3) Est.</td>
<td></td>
</tr>
<tr>
<td>Softball Diamonds (2)</td>
<td>$7,000 (2) Est.</td>
<td></td>
</tr>
<tr>
<td>Skateboard Park</td>
<td>$7,500 Est.</td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>$294,500</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complex</th>
<th>$50,000 Est.</th>
<th></th>
</tr>
</thead>
</table>

| Attendance: 726,724 | Multipurpose Room #1 | $5,000 Est. | |
| Vehicle Exposure: TBC | Multipurpose Room #2 | $5,000 Est. | |
| | Multipurpose Room #3 | $5,000 Est. | |
| | **Sub Total:** | **$115,000** | |

| Earnscliffe Recreation Centre Attendance: 453,591 | Multipurpose Room #1 | $40,000 | |
| Softball Diamonds: 121,910 | Complex | $20,000 Est. | |
| Cricket Pitch: 14,669 | Arena #1 | $20,000 Est. | |
| Mini Sports Fields #1,2,3: 42,338 | Arena #2 | $20,000 Est. | |
| Vehicle Exposure: 4,682,950 | Aquatic Centre / Pool | $15,000 Est. | |
| | Fitness & Weight Room | $5,000 Est. | |
| | Multipurpose Room A | $5,000 Est. | |
| | Multipurpose Room B | $9,000 Est. | |
| | Mini Sports Fields (3) | $10,000 Est. | |
| | Softball Diamonds (4) | $9,000 (2) Est. | |
| | Cricket Pitch #1, 2 | **$153,000** | |
| **Sub Total:** | | |

| Gore Meadows | Complex | $40,000 | |
| Outdoor Arena (pending) | $20,000 Est. | |
| Pool (pending) | $20,000 Est. | |
| Community Room #1 | $15,000 Est. | |
| Community Room #3 | $5,000 Est. | |
| Fitness Centre | $5,000 Est. | |
| Gymnasium | $12,500 Est. | |
| Kitchen | $5,000 Est. | |
| Soccer / Multisport Field | $12,500 Est. | |
| Skate Park | $5,000 Est. | |
| **Sub Total** | **$145,000** | |

| South Fletcher’s | Complex | $90,000 | |
| Arena #1 | $25,000 Est. | |
| Arena #2 | $25,000 Est. | |
| Arena #3 | $25,000 Est. | |
| Arena #4 | $25,000 Est. | |
| Aquatic Centre / Pool | $30,000 Est. | |
| Fitness Centre | $15,000 Est. | |
| Gymnasiums (2) | $30,000 (2) Est. | |
| Multipurpose Rooms (3) | $15,000 (3) Est. | |
| Softball Diamonds (2) | $7,000 (2) Est. | |
| Skateboard Park | $7,500 Est. | |
| **Sub Total** | **$294,500** | |

| Creditview Sandalwood | Complex | $50,000 Est. | |

| Attendance: 457,596 | Multipurpose Room #1 | $5,000 Est. | |
| Softball Diamonds: 121,910 | Complex | $40,000 | |
| Cricket Pitch: 14,669 | Arena #1 | $20,000 Est. | |
| Mini Sports Fields #1,2,3: 42,338 | Arena #2 | $20,000 Est. | |
| Vehicle Exposure: 9,636,000 | Aquatic Centre / Pool | $15,000 Est. | |
| | Fitness & Weight Room | $5,000 Est. | |
| | Multipurpose Room A | $5,000 Est. | |
| | Multipurpose Room B | $9,000 Est. | |
| | Mini Sports Fields (3) | $10,000 Est. | |
| | Softball Diamonds (4) | $9,000 (2) Est. | |
| | Cricket Pitch #1, 2 | **$153,000** | |
| | **Sub Total:** | | |

| Gore Meadows | Complex | $45,000 | |
| Outdoor Arena (pending) | $15,000 Est. | |
| Pool (pending) | $25,000 Est. | |
| Community Room #1 | $5,000 Est. | |
| Community Room #3 | $5,000 Est. | |
| Fitness Centre | $12,500 Est. | |
| Gymnasium | $15,000 Est. | |
| Kitchen | $5,000 Est. | |
| Soccer / Multisport Field | $12,500 Est. | |
| Skate Park | $5,000 Est. | |
| **Sub Total** | **$145,000** | |

| South Fletcher’s | Complex | $90,000 | |
| Arena #1 | $25,000 Est. | |
| Arena #2 | $25,000 Est. | |
| Arena #3 | $25,000 Est. | |
| Arena #4 | $25,000 Est. | |
| Aquatic Centre / Pool | $30,000 Est. | |
| Fitness Centre | $15,000 Est. | |
| Gymnasiums (2) | $30,000 (2) Est. | |
| Multipurpose Rooms (3) | $15,000 (3) Est. | |
| Softball Diamonds (2) | $7,000 (2) Est. | |
| Skateboard Park | $7,500 Est. | |
| **Sub Total** | **$294,500** | |

<p>| Creditview Sandalwood | Complex | $50,000 Est. | |</p>
<table>
<thead>
<tr>
<th>Event</th>
<th>Attendance</th>
<th>Vehicle Exposure</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sesquicentennial</strong></td>
<td>475,573</td>
<td>TBC</td>
<td>$35,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Includes sponsorship of the 8 diamonds</td>
</tr>
<tr>
<td><strong>Dixie 407</strong></td>
<td>TBC</td>
<td>TBC</td>
<td>$35,000</td>
</tr>
<tr>
<td></td>
<td>193,562</td>
<td></td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td>154,142</td>
<td></td>
<td>$9,000 (2)</td>
</tr>
<tr>
<td></td>
<td>8,619</td>
<td></td>
<td><strong>$59,000</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Complex includes naming of 7 senior fields</td>
</tr>
<tr>
<td><strong>Flower City Seniors Centre</strong></td>
<td>142,229</td>
<td>TBC</td>
<td><strong>$30,000</strong></td>
</tr>
<tr>
<td></td>
<td>3,695</td>
<td></td>
<td><strong>$4,500 Est.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$34,500</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Need annual attendance stats on new gym to determine baseline value</td>
</tr>
<tr>
<td><strong>Garden Square</strong></td>
<td>1,100,000</td>
<td>9,887,650</td>
<td><strong>$75,000</strong></td>
</tr>
<tr>
<td></td>
<td>(walk-by and programming)</td>
<td>(facing Main &amp; Queen)</td>
<td><strong>$75,000</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Centre of Excellence for Public Sector Marketing</td>
</tr>
</tbody>
</table>
### Facilities not included in the Phase 1 (Initial Roll-Out) Naming Rights Inventory

- Smaller Facilities that are commemoratively named
- Older Facilities
- Parks (likely to be controversial, see Themed Community Initiatives section)
- Picnic Shelters (may be bundled with other programs)
- Smaller, less used rooms in Recreation Facilities
- Medium / Long Term Facility Development Projects (will require details)
- Transit Stations or Station Domination (80,000 daily)
- Mount Pleasant Village / Professor’s Lake assets
- Brampton Fairgrounds Fastball Diamonds

### Revenue Analysis

The value of a Naming Rights sponsorship can change if benefits are either added or taken away from the benefits package. The Recommended Value Range should be on the conservative side to allow for the number of “soft” benefits.

- An assessment of the Naming Rights for major assets in major facilities would indicate a potential inventory in the range of $1,920,000 per year. Based on 25% of the inventory being sold at any one time, the potential revenue after Year 5 would be in the range of **$480,000 annually**.

Please note that new facilities that come on stream will likely represent the greatest opportunity for sustainable new revenue.

### Program Sponsorships

To determine the potential value of these opportunities, baseline revenue estimate considerations include the size of the audience and composition, the types of benefits offered, combined value of benefit offerings and associative value of the property.

In order to substantiate revenue potential, a series of assumptive “Program Sponsor Benefits” were established for each identified opportunity. They included:
- Logo ID in Recreation Guide (print and online)
- Full page, half-page or quarter-page ad in Recreation Guide (print and online)
- Logo ID / Link on related Web Site Pages
- Banner ad on Web Site in sponsored section
- Verbal Recognition by Staff Person / Instructor
- On site signage throughout sponsored activity
- Distribution / Sampling Opportunity
- Display / exhibit Opportunity
- Direct Communication Opportunity (with registration receipt or some other appropriate method)
- Additional Activation Opportunities (TBD)

Initially, City-wide and Bundled program sponsorships could be implemented in the following areas. These areas likely represent the “low hanging fruit” because of the unique appeal of the program and/or the number of citizens likely being served. Please note that all potential revenues are estimates and would require further assessment to verify value.

<table>
<thead>
<tr>
<th>Program</th>
<th>Sponsorship Opportunities</th>
<th>High-Level Gross Potential Revenue Estimate (Combined Levels)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Swims</strong></td>
<td>1 Presenting Sponsor and/or Multiple Sponsors</td>
<td>$30,000 combined</td>
<td>Could include Public Swim sponsorship (general) or expansion of Free Swims on holidays and other discounts</td>
</tr>
<tr>
<td><em>(Indoor, Year-Round)</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children / Youth / Families Attendance: 146,732</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Learn-to-Swim Lessons</strong></td>
<td>1 Presenting Sponsor</td>
<td>$20,000</td>
<td>Year-Round</td>
</tr>
<tr>
<td><em>(Pre-School 0-4 years)</em></td>
<td></td>
<td></td>
<td>Could be combined with Youth</td>
</tr>
<tr>
<td>Attendance: 70,820</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Learn-to-Swim / Lifesaving Lessons</strong></td>
<td>1 Presenting Sponsor</td>
<td>$40,000</td>
<td>Year-Round</td>
</tr>
<tr>
<td><em>(Children 5-14 years)</em></td>
<td>2 Major Sponsors</td>
<td></td>
<td>Could be combined with Youth</td>
</tr>
<tr>
<td>Attendance: 403,240</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### CITY OF BRAMPTON – SPONSORSHIP STRATEGY AND ACTION PLAN - FINAL

**April 29, 2016**

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Sponsorship Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wading Pool / Splash Program</strong></td>
<td>Family / Children, Attendance: TBC, Presenting Sponsor: $20,000, Year-Round</td>
</tr>
<tr>
<td><strong>Learn-to-Skate (Combined)</strong></td>
<td>All Ages mostly 5-14 years, Attendance: 126,700, 1 Presenting Sponsor: $20,000</td>
</tr>
<tr>
<td><strong>Public Skates</strong></td>
<td>Children/Youth/Families/Seniors, Attendance: 59,028, 1 Presenting Sponsor: $15,000 combined</td>
</tr>
<tr>
<td><strong>Aqua Fitness/Therapy</strong></td>
<td>Primarily Adults/Seniors, Attendance: N/A, 1 Presenting Sponsor: $10,000, Year-Round</td>
</tr>
<tr>
<td><strong>Outdoor Rink Program</strong></td>
<td>Children / Youth / Families, Attendance: TBC, 1 Presenting Sponsor: $15,000, Seasonal</td>
</tr>
<tr>
<td><strong>Fitness Memberships and Drop-Ins</strong></td>
<td>Adults, Attendance: 835,912, 1 Presenting Sponsor: $50,000, Includes all City Fitness Centres</td>
</tr>
<tr>
<td><strong>Fitness Programs (Registered)</strong></td>
<td>Adults, Attendance: 71,530, 1 Presenting Sponsor: $20,000, 2 Major Sponsors combined</td>
</tr>
<tr>
<td><strong>Camps</strong></td>
<td>Children 5-14 years, Attendance: 76,105, 1 Presenting Sponsor: $20,000, Seasonal i.e. Summer only</td>
</tr>
<tr>
<td><strong>Dance</strong></td>
<td>Children 5-14 years, 1 Presenting Sponsor: $15,000, Could be Year Round or Seasonal i.e. Summer only</td>
</tr>
<tr>
<td>Event</td>
<td>Presenting Sponsor</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Birthday Package</td>
<td>1</td>
</tr>
<tr>
<td>Children / Families</td>
<td></td>
</tr>
<tr>
<td>Attendance: TBC</td>
<td></td>
</tr>
<tr>
<td>Community Gardens</td>
<td>1</td>
</tr>
<tr>
<td>Adults / Families</td>
<td></td>
</tr>
<tr>
<td>Attendance: TBC</td>
<td></td>
</tr>
<tr>
<td>Animal Licensing Program</td>
<td>1</td>
</tr>
<tr>
<td>Adults / Families</td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
</tr>
<tr>
<td>Off-Leash Parks (3)</td>
<td>1</td>
</tr>
<tr>
<td>Adults / Families</td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
</tr>
<tr>
<td>Vehicle Charging Stations</td>
<td>1</td>
</tr>
<tr>
<td>Adults</td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
</tr>
<tr>
<td>ActiveAssist Program</td>
<td>Multiple</td>
</tr>
<tr>
<td>Children / Adults</td>
<td></td>
</tr>
<tr>
<td>Registrants:</td>
<td></td>
</tr>
<tr>
<td>Rose Theatre Professional Series (Season)</td>
<td>1</td>
</tr>
<tr>
<td>All Ages / Adults</td>
<td></td>
</tr>
<tr>
<td>Attendance: 29,000 Est.</td>
<td></td>
</tr>
<tr>
<td>Total Potential Annual Revenue</td>
<td></td>
</tr>
</tbody>
</table>
Programs not included in the Phase 1 Inventory

- Programs with low attendance and/or registration numbers
- Individual sports programs (more focus on facility naming where sports are played)
- Transit “Free Ride” Initiatives (part of event sponsor packages?)

Revenue Analysis

It is difficult to verify potential revenue that could be achieved through these programs due to a lack of detailed information and discussion on specific benefits that a sponsor might receive such as the number of supporting publications distributed and level of visibility, newspaper advertising visibility, specific signage locations, sponsor activation, etc.

However, based on industry experience, it is estimated that the above inventory could generate up to $375,000 per year in potential revenue, based on more popular programs and the assumptive benefits that would be offered through the sponsorship. Taking a conservative approach of 25% of the total inventory being sold at any one time by Year 5, the estimated revenue should be in the range of $93,000 per annum.

Event Sponsorships

Event sponsorships are viewed as a valuable opportunity because of the typically large numbers of participants, the “buzz” that is usually generated around these events and the fact that sponsorship of events usually as a high level of acceptance by the public.

In order to substantiate revenue potential, a series of assumptive “Event Sponsor Benefits” were established for each identified opportunity. They included:

- Logo ID in the Recreation Guide (Events section)
- One-half page ad in Recreation Guide (Events section)
- Logo ID on Events Calendar
- Logo ID / Link on Web Site in sponsored event section
- Rotating Banner ad on Web Site in sponsored event section
- Logo ID and/or verbal recognition on print, radio, TV ads
- Verbal Recognition at event
- High profile banner opportunity at event
- Distribution / Sampling Opportunity
- Exhibit / Display / Demo Opportunity
- Activation Opportunity (TBD)

Initial inventory should include those that have the highest priority from a City perspective, provide a buzz and attract a large and/or distinct audience that might appeal to specific sponsors. Events in this category could include:
<table>
<thead>
<tr>
<th>Event</th>
<th>Sponsorship Opportunities</th>
<th>High-Level Gross Revenue Estimate (New - Combined Levels)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>CeleBRAMPTON Families</td>
<td>Major Sponsors Supporting Sponsors</td>
<td>$20,000 combined new</td>
<td></td>
</tr>
<tr>
<td>Attendance: 40,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada Day Children / Families</td>
<td>Major Sponsors Supporting Sponsors</td>
<td>$40,000 combined new</td>
<td></td>
</tr>
<tr>
<td>Attendance: 100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christmas Lights All Ages</td>
<td>1 Presenting Sponsor Supporting Sponsors</td>
<td>$10,000 combined</td>
<td></td>
</tr>
<tr>
<td>Attendance: 5,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Years Eve Families</td>
<td>1 Presenting Sponsor Supporting Sponsors</td>
<td>$10,000 Combined</td>
<td>Specialized sponsorship</td>
</tr>
<tr>
<td>Attendance: 8,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Garden Square Event Programming All Ages</td>
<td>1 Presenting Sponsor Supporting Sponsors</td>
<td>$20,000 Combined</td>
<td></td>
</tr>
<tr>
<td>Attendance: 20,000 Est.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seniors 55+ Games</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance: TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Misc. Events (i.e. Family / PD Days March Break)</td>
<td>Various Levels TBD</td>
<td>$20,000</td>
<td>Existing and new events</td>
</tr>
<tr>
<td>Total Potential Annual</td>
<td></td>
<td>$120,000</td>
<td></td>
</tr>
</tbody>
</table>
Additional events to be considered for Phase 1
- Bunny Excitement (Attendance: 3,000)
- Fright Nights (Attendance: 10,000)
- Spring Fling
- Brampton Sports Hall of Fame Induction Ceremony
- Arts Walk of Fame

Revenue Analysis

Revenue estimates will need to be confirmed as each event finalizes its program and promotion for that year and is able to confirm sponsor benefits such as visibility in publications and ads, program / event signage, sponsor activation opps, etc. Based on industry experience, it is estimated that the above inventory should generate up to $120,000 per year in potential revenue, based on more popular events and the assumptive benefits that would be offered through the sponsorship. Taking a conservative approach of 50% of the total inventory being sold at any one time, the estimated revenue should be in the range of $60,000 per annum.

Themed Community Initiatives

Themed Community Initiatives are an ideal way for a company to support City activities that are aligned with the values of the corporation. In this area, several initiatives would be bundled under a common theme and sponsors would be positioned as “champions” of that particular area. Sponsor benefits would be similar to those outlined in Program Sponsorship, but may be attached to several programs bundled under a common theme.

Themed initiatives in the initial Roll-Out could include:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Sponsorship Opportunities</th>
<th>High-Level Gross Revenue Estimate (Combined Levels)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Brampton (All Ages)</td>
<td>1-3 Presenting Sponsors Supporting Sponsors</td>
<td>$20,000 combined</td>
<td>Positioned as supporting an active, healthy community</td>
</tr>
<tr>
<td>Event/Initiative</td>
<td>Presenting Sponsorships</td>
<td>Supporting Sponsorships</td>
<td>Positioning</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Green Brampton</strong></td>
<td>1-3</td>
<td>$30,000 combined</td>
<td>Positioned as supporting environmental initiatives</td>
</tr>
<tr>
<td>(Children / Families)</td>
<td>Presenting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spring Clean-Up</td>
<td>Supporting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycling Initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree Planting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emerald Ash</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Flower City</strong></td>
<td>1-3</td>
<td>$10,000</td>
<td>Positioned as helping to beautify our City</td>
</tr>
<tr>
<td>Beautifying Initiatives</td>
<td>Presenting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i.e. flower beds)</td>
<td>Supporting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A Safe Brampton</strong></td>
<td>1-3</td>
<td>$20,000 combined</td>
<td>Positioned as supporting safety initiatives</td>
</tr>
<tr>
<td>(Children / Families)</td>
<td>Presenting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Preparedness</td>
<td>Supporting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Safety Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Response</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drowning Prevention</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business Friendly Brampton</strong></td>
<td>1-3</td>
<td>$30,000 combined</td>
<td>Positioned as supporting a strong business environment</td>
</tr>
<tr>
<td>(Businesses)</td>
<td>Presenting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start-Up Services</td>
<td>Supporting Sponsors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Licenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing Services / Directory</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneur Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure: TBC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>** Adopt-A-Trail System**</td>
<td></td>
<td>Three (3) non-competing Trail Patrons at $5,000 each $15,000</td>
<td>Requires more discussion to determine feasibility</td>
</tr>
<tr>
<td>Attendance: All Ages</td>
<td>Most heavy used sections (3 Trails) of the System</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Revenue Analysis

Estimated revenue that could be achieved through these programs will be difficult to determine until the specific programs under each chosen category are identified as well as the specific benefits that sponsors will receive as part of their sponsorship. However, based on industry practices, it is estimated that the above inventory should generate a potential revenue up to $145,000 per year, based on more popular programs and the assumptive benefits that would be offered through the sponsorship. Taking a conservative approach of 25% of the total inventory being sold at any one time, the estimated new revenue should be in the range of $36,000 per annum.

Audience Bundled Programs

Audience Bundled sponsorships are ideal for companies that want to be associated with a particular audience, but where the numbers of the individual programs are not sufficient to warrant a meaningful sponsorship opportunity.

The following area is recommended in the initial Roll-Out of the program:

<table>
<thead>
<tr>
<th>Audience</th>
<th>Frequency / Distribution / Exposures</th>
<th>High-Level Gross Revenue Estimate</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniors Programs and Services</td>
<td>Based on Exposures from combined programs</td>
<td>$30,000</td>
<td>1-2 Presenting Sponsors Would be positioned as helping to deliver Seniors Programs in Brampton</td>
</tr>
<tr>
<td>Registration-based Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance: 152,400</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Revenue Analysis

Until details are confirmed for which programs will be offered in the bundle, it will be difficult to assess the full revenue opportunity.

Advertising

Web site advertising on selected pages can provide profile for program, event or naming rights sponsors as well as stand-alone revenue from advertisers. A rotating banner ad could be featured on selected pages or bundled on pages around a common theme (e.g. environmental issues).

To determine the potential value of these opportunities, baseline revenue estimate considerations include the level of visibility (type of ad) and number of unique visits on a monthly / annual basis. The following chart provides an initial outline of the most likely pages where rotating ads could be featured. Other high profile pages could be added at any time.

Web Site

<table>
<thead>
<tr>
<th>Web Page</th>
<th>Unique Page Views</th>
<th>Estimated High-Level Annual Gross Revenue</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garbage / Recycling</td>
<td>55,408 for 8 mths</td>
<td>$1,662</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td></td>
<td>83,112/year Est.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation Home Page</td>
<td>91,386 137,079</td>
<td>$2,741</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td>Swimming Schedule</td>
<td>132,147 198,220</td>
<td>$3,964</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td>Public Skating Schedule</td>
<td>38,266 57,399</td>
<td>$1,147</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
</tbody>
</table>
## Revenue Analysis

The growth of online advertising demonstrates that there is a significant demand for this medium; especially in areas where messages can be targeted to specific audiences. In addition, the emergence of social media has created significant new opportunities to develop “communities” involving dynamic web content and this is where many companies are focusing their efforts. If the City can adapt to this new environment, it has the potential to generate significant revenue by helping to establish communities with which companies want to be engaged.

Potential revenue is estimated at $.02 per unique pageview. Based on the number of unique visits to each of the web pages listed, revenue potential is likely in the range of **$35,000 per annum** (minimum) based on one (1) rotating banner ad in each section. This figure could be adjusted upwards as new advertising opportunities become available if Flat Fee Pricing was established (e.g. $50 per month x 6 advertisers = $3,600 per designated page per year) which is noticeably higher than the assessed value, but likely marketable due to the shift to Internet advertising.

Another consideration is that web advertising could be limited to major program or naming rights sponsors, adding to the exclusivity of the sponsorship arrangements.

### Display / Print Advertising

<table>
<thead>
<tr>
<th>Service</th>
<th>Unique Visits</th>
<th>Revenue Potential</th>
<th>Payment Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall Job Opportunities</td>
<td>196,905 295,357</td>
<td>$5,907</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td>Transit Schedules and Maps</td>
<td>547,566 821,349</td>
<td>$16,426</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td>Animal Services</td>
<td>43,301 64,951</td>
<td>$1,299</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td>Summer Camps</td>
<td>25,380 38,070</td>
<td>$761</td>
<td></td>
</tr>
<tr>
<td>Special Events Calendar</td>
<td>51,325 76,987</td>
<td>$1,539</td>
<td>Single ad or rotating ads with percentage split</td>
</tr>
<tr>
<td><strong>Total Potential Annual Revenue</strong></td>
<td></td>
<td><strong>$35,446</strong></td>
<td>Could base fees on Flat Monthly Rate per rotational spot vs. per exposure pricing.</td>
</tr>
</tbody>
</table>
Interior and exterior signage advertising as well as other unique opportunities could prove to be a lucrative area for Brampton. On one hand, businesses prefer signage advertising because it is perceived as highly tangible and is usually competitively priced, making it an affordable option. On the other hand, signage is now viewed as a traditional medium and there is bound to be a fair amount of competition for advertising dollars.

Phase 1 Interior / Exterior Advertising and other ads should focus on those areas that can be serviced by an external contractor as well as those areas that are likely to have a high degree of acceptance by the public.

<table>
<thead>
<tr>
<th>Advertising Opportunity</th>
<th>Estimated Annual Exposures</th>
<th>High-Level Annual Potential Gross Revenue Estimate</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Advertising</td>
<td>N/A</td>
<td>Existing N/A</td>
<td>Current Contracted Arrangements</td>
</tr>
<tr>
<td>Bus Exterior / Interior, Shelters, Benches</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ads on Facility TV Screens</td>
<td>TBC</td>
<td>TBC</td>
<td>By Centre or throughout City</td>
</tr>
<tr>
<td>Membership / Access Pass Card</td>
<td>TBC</td>
<td>10 advertisers at $2,500 annually =$25,000 combined</td>
<td>Multiple, non-competing sponsors In-Store Discounts from a wide range of retailers with</td>
</tr>
</tbody>
</table>
## Purchase of Access (Membership) Card

<table>
<thead>
<tr>
<th>Outdoor Billboards</th>
<th>TBC</th>
<th>$100,000 Est.</th>
<th>Could be Contracted to major outdoor ad firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Advertising along major road arteries)</td>
<td>12-15 locations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WI-FI in City Facilities and Buses</th>
<th>TBC</th>
<th>Provision of service $10,000 Est.</th>
<th>Cover the cost of existing service. Need to confirm if practical.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ads messages with free WI-FI access</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Print Ads in Targeted Publications</th>
<th>Estimated number of exposures</th>
<th>$20,000 Est.</th>
<th>Does not include Rec Guide advertising revenue</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Total Potential Annual Revenue</th>
<th>$155,000 (New)</th>
<th>Net to City if Contractor used</th>
</tr>
</thead>
</table>

### Inventory not included in the Phase 1 Inventory

- Street / Park Furniture Advertising
- Roadside Flower Beds
- Decals on Fleet Vehicles (those vehicles associated with “good news”)
- Lower circulation Publications
- Inserts in City Mailings
- E-Mail Newsletter
- Staff Uniforms (potential sponsor benefit)
- Elevator Ads
- Parking Receipt / Bag Ads / Ticket Backs
- Parking Receipts / Permits
- Parking Garage Ads

The City already has a good portion of its advertising inventory contracted out for sales and should continue to expand in these areas. Each of the areas above will need to be further examined to assess revenue potential. Estimated revenue would be in the range of **$155,000 per annum**.

### Other Unique Opportunities

The following represent other unique opportunities that could be explored or expanded that could generate significant revenue for the City.
## Type of Opportunity

<table>
<thead>
<tr>
<th>Type of Opportunity</th>
<th>Frequency / Distribution / Exposures</th>
<th>High-Level Revenue Estimate</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Kind Services</td>
<td>Exposure would be based on the nature of the in-kind service and what is being sponsored</td>
<td>$100,000</td>
<td>Need to develop a list of potential in-kind opportunities</td>
</tr>
</tbody>
</table>

### Total Potential Annual Revenue

$100,000

---

### Ideas not included in the Phase 1 Inventory
- Employee Benefits Program (existing)
- Official Supplier Program

---

### Summary of Estimated Revenue – Phase 1

<table>
<thead>
<tr>
<th>Revenue Opportunity</th>
<th>Potential Revenue (Gross at Year 5)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naming Rights</td>
<td>$480,000</td>
<td>Current and new facilities</td>
</tr>
<tr>
<td>Program Sponsorships</td>
<td>$93,000</td>
<td>Evolving opportunities</td>
</tr>
<tr>
<td>Event Sponsorships</td>
<td>$60,000</td>
<td>Strong corporate appeal</td>
</tr>
<tr>
<td>Themed Community Initiatives</td>
<td>$36,000</td>
<td>Strong value alignment</td>
</tr>
<tr>
<td>Audience Bundled Programs</td>
<td>$30,000</td>
<td>Focused marketing</td>
</tr>
</tbody>
</table>
### Notes to Valuation and Revenue Analysis

- Revenue numbers are based on Gross Revenue Estimates. Costs to implement the program could range from 20% to 25% depending on the implementation model and activation / servicing elements. See Strategic Considerations for more info.

- While the price estimates include baseline benefits, it is expected that almost every sponsorship will require some level of customization beyond the stated level of benefits which may or may not have an impact on the overall pricing of the sponsorship.

- In cases where the actual exposure numbers aren’t high enough to warrant per exposure pricing, a Flat Rate has been assigned to the benefit. This is especially prominent for web site stats which are low for most sponsorship properties.

- Sponsorship pricing can be adjusted upwards or downwards depending on the benefits offered through the sponsorship package. Any sponsorship program needs to balance value and price against what the market will bear.

- If Naming Right sponsor visibility for any of the centres includes the roadside signage, it will increase the value of the benefits package substantially.
Appendix D – Glossary of Terms

The following definitions provide a context for the research and analysis conducted by the consultants in the completion of this project and may be referenced throughout this report.

**Advertising:** A commercial message directed at a specific audience, usually paid for by the advertiser and with no implied association between the advertiser and the organization offering the advertising opportunity.

**Benefits / Assets** are those visibility or promotional benefits that are owned by a property and are of worth to a sponsor that the property can sell in the way of a sponsor benefits package to help them achieve their goals and objectives.

**Donation:** A voluntary transfer of cash or property such as securities, gifts, services in-kind that is made without acceptance of any benefit of any kind accruing to the donor or any individual or organization designated by the donor. A donation is eligible for an official charitable donation receipt. Also referred to as Corporate Giving.

**Exclusivity Agreement** is an agreement whereby the supplier has an exclusive right to supply goods and/or services to the City for the time period of the agreement.

**Facility Naming Rights Agreement** is the sale of the right to name or re-name a City owned facility that is evidenced in a written contract, with a specified end date to the contractual obligations. All such agreements will be approved by City Council prior to finalization.

**Fulfillment** is delivery of benefits promised to the sponsor in the contract.
In-Kind: A transaction involving a good or service that is provided to a project where no money is exchanged between the two organizations. In-kind services may be in the form of a sponsorship or a donation.

Naming Rights: A physical property, event or other initiative where a sponsor’s name is added as a prefix to the name of the property or activity.

Right of First Refusal is the contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor’s defined product category.

Sponsorship: A marketing-oriented, contracted arrangement that involves the payment of a fee or payment in-kind by a company in return for the rights to a public association with an activity, item, person or property for mutual commercial benefit. Sponsorships can come in the form of financial assistance, non-cash goods or a contribution of skills or resources. Sponsorships are not eligible for charitable income tax receipts.

Sponsorship Property: Any physical property, event, cause or other activity for which a sponsor can be associated and receive pre-determined benefits as defined through the sponsorship.

Strategic Philanthropy (Cause Marketing): Cause marketing or cause-related marketing refers broadly to a type of marketing involving the cooperative efforts of a “for profit” business and non-profit organization for mutual benefit. Cause marketing differs from corporate giving (philanthropy) as the latter generally involves a specific donation that is tax deductible while cause marketing is a marketing relationship generally not based on a donation. Through these arrangements, the partner enhances their institutional image and benefits as a result of their strategic association with the cause. Contributions can come in the form of financial assistance, non-cash goods or a contribution of skills or resources.
Date: August 8, 2016

File: DB.x

Subject: Public Art Program Update - Revised Policy and Procedures

Contact: Bernice Morrison, Manager, Arts and Culture, Public Services Department, 905.874.3542

Recommendations:

1. That, the report from Bernice Morrison, Manager, Arts and Culture, Recreation and Culture Division, dated August 8, 2016 to the Community and Public Services Committee of Council meeting on September 7, 2016 Re: Public Art Program – Revised Policy and Procedures be received;

2. That, the proposed Public Art Policy Update be approved;

3. That, the proposed Evaluation Process and Terms of Reference be approved; and

4. That, City staff continue to collaborate cross-departmentally to support the Public Art Program.

Overview:

- In November 2011, the former Flower City Committee of Council approved the re-establishment of the Public Art Program, the Public Art Policy as well as the Public Art Task Force and Task Force Terms of Reference. (FC018-2011)

- This report provides background information, an update of the Public Art Policy and Procedures, the evaluation process for artist submissions and a process for determining site locations

- A separate Public Art Work Program work plan is contained in a companion Committee report. In executing the plan, staff will monitor and have regard for City Master Plans and the Strategic Plan (e.g., the Central Area Master Plan, the Arts Panel and the development of an Arts and Culture Strategy) as they are put in place.
Background:

The Public Art Policy, created in 2011, was intended to continue to build and enhance the City’s robust visual legacy and cultural vibrancy in public spaces. The former Brampton Arts Council (BAC) was a contributing member of the program and in part, updates address the departure of that partner.

A review of the Public Art Policy was conducted to ensure it reflects the current environment and Council governance and remains relevant with the local and broader arts and culture communities. The revised Public Art Evaluation and Selection Process are currently being piloted, involve key partners and will be modified based on lessons learned.

The proposed updates to the Public Art Program retain a community focus and reflect trends in provincial, national and international arts communities. Updates aim to encourage community engagement and to position the City as a progressive leader in municipal public art.

Current Situation:

A benchmarking exercise was conducted, while included but was not limited to, Edmonton, Mississauga, Winnipeg, Vancouver and Hamilton. Other Canadian municipalities with prominent public art programs were also reviewed and these included Toronto, Montreal, Calgary and Ottawa. Based on this exercise, it was determined that a Program update was needed. The following components of the policy and procedures were added or adjusted:

- New adjudication/evaluation process (pilot) for submissions;
- Defined role and responsibilities of the Public Art Coordinator;
- Defined Site Selection Criteria;
- Updated and tracked Public Art Maintenance Program; and
- Establishment of a De-accession plan for public art pieces.

For further information please see Appendix A – Public Art Policy.

Updates reflect the current Council governance structure and the dissolution of the former Brampton Arts Council (BAC) and consequently the former evaluation process that involved the BAC. A flexible evaluation process is being piloted. The role of members on any particular team related to a specific public art project would be as follows:

1. Confidentially review applications and concept drawings received through the “call to artist” prior to attending the review team meeting;
2. Score all submissions based on a pre-set selection criteria; and
3. Based on selection criteria results, collaborate on the appointment of one artist or artist group to be awarded the project.
Subsequently, staff will provide feedback to applicants who were not awarded the project. This revised process was piloted for the Churchville 200th Anniversary project and lessons learned are reflected in the process. Since this process is being piloted the review team will be asked to provide feedback to staff in order to improve the process.

For more details please see Appendix B – Terms of Reference.

Part of the benchmarking process included a determination of optimal installation locations where the public may have the fullest enjoyment. Evaluation criteria have been developed based on the goals of the Public Art Policy. The criteria reflected in the Policy are as follows:

- Public Art is located on City-owned properties;
- Public Art is visible and accessible;
- Consideration is given to the City priority locations (Downtown Brampton and ward communities);
- Consideration is given to community identified sites;
  - Areas of high use and public activity; and
  - Sites of historic relevance.

Please refer to Appendix C – Selection Evaluation Criteria.

Public Art Work Plan

A separate Public Art work plan is contained in a companion Committee report. In executing the plan staff will monitor and have regard for City Master Plans and the Strategic Plan (e.g., the Central Area Master Plan, the Arts Panel and the development of an Arts and Culture Strategy) as they are put in place.

Corporate Implications:

Staff will continue to collaborate on the development and planning of the Public Art Program and artistic installations with key internal partners as specific projects warrant with regard for relevant strategies and master plans.

Financial Implications:

Financial impacts will be identified in the companion Committee Report.

Strategic Plan:

The updated Public Art Policy and related documents and procedures are consistent with the City’s 2016-2018 Strategic Plan - Strong Communities by celebrating citizens and creating partnerships through arts, culture and social interaction.
Conclusion:

This report provides background information on the Public Art Program, an update of the Public Art Policy and Procedures, the evaluation process for artist submissions and a process for determining site locations.

Updates aim to encourage community engagement and to position the City as a progressive leader in municipal public art, and to encourage the community to connect directly with public art.

__________________________  ______________________________
Bernice Morrison              Erica McDonald
Manager, Arts and Culture   Acting Director, Recreation and Culture

Appendices:

- Appendix A – Public Art Policy
- Appendix B – Public Art Evaluation Team, Terms of Reference
- Appendix C – Site Selection Evaluation Criteria for Public Art
Public Art Policy

1.0 Policy Framework
The City of Brampton is an expanding and dynamic City with an increasingly active and developing artistic community. The City has a unique heritage with an engaging aesthetic profile. The purpose of this Public Art Policy is to guide the acquisition, preservation, and management of the City’s public art assets.

Public art is a vital ingredient in the cultural fabric and streetscape of creative cities. This policy provides a framework for developing public art that:

- Builds a visually rich environment.
- Plays a role in attracting creative businesses and workers.
- Provides art opportunities that are freely accessible to all.
- Reflects our diverse cultural character and celebrates our living heritage.
- Encourages the growth of a culturally informed public.
- Heightens the city image and identity.

Through the Public Art Policy, the City of Brampton will provide cultural leadership, guide the evolution of a distinct and vibrant artistic character for the City’s public spaces, and will ensure a visual legacy.

1.1 Governance and Delegation
On behalf of the Public Services Department, the Public Art Program will reside within the Recreation and Culture Division. The Public Art Program is the responsibility of the Arts and Culture Section and the Community and Public Services Committee of Council approves work plans and associated budget for the Program.

The Recreation and Culture Division
The Recreation and Culture Division will:

- Oversee and collaborate with key stakeholders and partners on the Public Art Policy and Program ensuring due diligence and consistency with the City’s key strategies and master plans.
- Coordinate the administration and assist with financing and legal requirements necessary to implement the Public Art Policy and Program on behalf of the City of Brampton, as specified in this policy and related programs.
- Manage the Public Art Program, including but not limited to the development of annual plans, the disbursement of program funds as approved by City Council and in accordance with the City’s accepted accounting practices.
- Provide capital maintenance services for the upkeep of public art installations.
• Recommend to the City’s Community and Public Services Committee of Council viable sites for public art projects, based on collaboration with the advice from the City’s Planning and Infrastructure Services Department.

Public Art Coordinator
The Public Art Policy sets the framework for the role of the Public Art Coordinator as follows based on business relationship, stakeholder relationship and public engagement.

The Public Art Coordinator will:
• Work closely with the artistic community on the coordination and delivery of the program
• Develop and cultivate business relationships with other City departments involved in or affected by the Public Art Policy, program and budget.
• Manage and curate the City of Brampton Council approved Public Art Program, including the administration of Calls to Artists.
• Have oversight of the Public Art Program, budget and service delivery;
• Lead projects ensuring adherence to timelines, budget and scope;
• Maintain Public Art Program webpage;
• Make recommendations on site locations and art medium/artwork;
• Market and Communicate: Issues calls to artists via webpage, social media, newspaper and other formats in collaboration with the Arts and Culture Marketing team;
• Maintenance and updating of the Public Art website;
• Assemble evaluation team;
• Manage communication with Community and Public Services Committee of Council;
• Oversee the asset management and preventive maintenance program; and
• Schedule town halls and other public engagement as required.

Public Art Evaluation Team
The Manager of Arts and Culture, or designate, will lead the Public Art Evaluation Team. The purpose of this Team is to:

• Review the applications and concept drawings received for the public art program through competitive solicitation and select one artist or artist group to be awarded the project.
• If time permits in the selection meeting, provide feedback to applicants who are not awarded so they may improve their application for future Call to Artist.

The Evaluation Team membership is comprised of but not limited to the following representatives. Representation will vary depending upon the nature of the project and project location:
• Area Councillors (Ward where artwork is to be installed)
• Community Artist (expert in the medium of proposed installation)
• Community Member
• Manager, Arts and Culture (Chair of Evaluation Team)
• Supervisor, Arts and Culture
• Coordinator, Public Art Program (Program Administrator | non-voting member)
• City Staff from the Planning, Design and Development Section
• Other

The City’s Planning and Infrastructure Services Department may be asked to aid in the review of specific public art installations, based on their particular technical expertise.

All members of the Public Art Evaluation Team will declare a conflict of interest and remove themselves in all cases from a juried selection process where a project comes before the group in which he or she is involved either directly or indirectly in any way and where there may be a pecuniary interest.

All Evaluation Team members will follow the code of conduct as written in the Municipal Conflict of Interest Act. RSO 1990.

2.0 Definition of Public Art
Public Art is art in any medium that has been planned and executed with the intention of being staged in the public domain. Public art may include, but is not be limited to:
• Sculpture; free standing, wall supported or suspended, kinetic, electronic, in any material or combination of materials;
• Murals or paintings in any material or variety of materials;
• Earthworks, fibre works, neon, glass, mosaics, photography, prints, calligraphy;
• Fixtures such as gates, streetlights, or signage which may be contracted to artists for unique or limited editions;
• Memorials, monuments or artifacts;
• Fountains or water features that contribute aesthetically to their surroundings (i.e. not spray pads);
• Hard and soft landscaping components, which are not a mere extension of the landscape architecture;
• Special engineering or architectural features of existing capital projects that contribute aesthetically to their surroundings; and/or
• Community public art related to neighbourhood beautification.

Public art may be integrated into the design of the site, buildings and landscapes in publicly accessible and visible areas. These areas can include the walls, floors and ceilings or other publicly accessible open spaces, such as plazas, forecourts, courtyards, colonnades or setbacks. When integrated, public art must retain an interpretative aspect as determining by the commissioned artist, and not be a mere extension of the design of the architecture, landscape architecture, or interior design of the new development.

3.0 Public Art Administration and Program Development
The Public Art Program Policy provides a cohesive approach by which all public art in the City is developed and procured. The program will be consistent with and have regard for and support
the City’s strategic directions, related master plans and strategies. The program will select works in a fair-minded and transparent manner and will uphold the following tenets in its operation.

**Collaborative Approach**
The implementation of the Public Art Program will be a joint effort between the arts community and the Public Services Department of the City of Brampton. Through the Recreation and Culture Division, recommendations arising from this program shall be brought to the City of Brampton Community and Public Services Committee for approval.

**Community Representation**
The Public Art Program will ensure that an arts community representative(s) will be included in the Evaluation Team. (Refer to the Evaluation Team Terms of Reference).

**Program Sustainability**
The Public Art Program will be funded by the City of Brampton to an appropriate maximum as approved by Brampton City Council to secure long term sustainability. Funding options are to be explored and reviewed annually. Core funding will be sourced via the capital budget and when applicable appropriate staff will pursue provincial and federal grants.

**Artist Outreach**
The Public Art Program will strive to engage the interests of artists locally and nationally, and provide challenging opportunities for artistic development and community expression.

**Diversity**
The Public Art Program will reflect diversity in all aspects of its endeavours and projects, including but not limited to:
- Artist selection (emerging and established)
- Cultural diversity
- Style/scale/theme selection
- Evaluation Team member composition
- Site selection
- Traditional/experimental and emerging art forms

**3.2 Project Procurement**
The City may acquire works of art through purchase, commission, donation, or as part of the development approval process. The following principles shall guide the acquisition of public art:

- **Commissions:** Public art projects shall be selected through an evaluation process. Proposals shall be solicited through open competition, invited competition, or direct award. The Community and Public Services Committee of Council shall make the selection based on the Public Art Evaluation team’s recommendations. The team will involve a combination of members from the arts community, local residents and Councillors as appropriate.
• **Donations:** Gifts, donations and bequests of public art shall be considered in a manner similar to all public proposals. The Public Art Evaluation Team shall review each gift, donation and bequest based on a variety of criteria including but not limited to, site suitability and context, durability and maintenance requirements, financial implications, and public safety and liability in order to make informed recommendations to the Community and Public Services Committee of Council. Installation sites for gifts, donations, and bequests of public art shall be selected according to the policies of Section 3.3. Gifts, donations and bequests of public art shall not impede the actions of the City of Brampton.

• **Art Secured Through the Development Approval Process:** The provision of art through the development approval process is encouraged. Tools that the city may use to encourage art include zoning incentive programs authorized under Section 37 of the Planning Act and the Community Improvement Plan. For art acquired through the development approval process, Planning and Infrastructure Services Department, in consultation with the Public Art team, shall review and approve the suitability of the artwork, location and implementation. Maintenance plans will be included as part of planning approvals similar to Parks, e.g., 5 years or the period as agreed upon. After this period, ownership and maintenance, etc. of the public art work will be transferred to the Public Services Department, Recreation and Culture Division.

• **Community Outreach Public Art Projects:** The City may develop a number of initiatives to facilitate public art through community outreach.
  o The Public Art Coordinator may identify sites for public art opportunities and approach the community for proposals in collaboration with other City departments and community interests. Opportunities will be consistent with the City’s strategic plan, related master plans and strategies.

• **Community Proposed Projects:** The community may present proposals through the Public Art Program. Proposals will be exempt from the Public Art Evaluation Team process, but must be endorsed by the Community and Public Services Committee of Council. Proposals will be assessed by the Committee of Council for suitability of location and implementation, benefit to the community, and enhancement of the goals of Public Art Program, the City’s Strategic Plan, related Master Plans and strategies.

Prior to the commencement of any artwork related to community outreach projects the appropriate City staff member must recommend project to the Community and Public Services Committee for approval. Community artwork projects must be deemed non-offensive in their content and mural projects are to be in compliance with all applicable City By-Laws. Artwork that is not officially deemed to be “public art” will be maintained by the operating department and not considered part of the Public Art Program or Policy.

### 3.3 Site Selection

Sites for public art consideration must meet the goals of the Public Art Program, the City’s Strategic Plan, and related master plan developments. The Site Selection Criteria is one means of ensuring that public art is installed in locations where the public has the optimal access for fullest enjoyment.
The criteria reflect guiding principles as follows.

- Public Art is located on City-owned properties;
- Public Art is visible and accessible;
- Consideration is given to the City priority locations (Downtown Brampton and ward communities);
- Consideration is given to community identified sites;
- Areas of high use and public activity; and
- Sites of historic relevance.

### 3.4 Placement of Public Art on Private Property

Art created with municipal capital funding will only be installed on public property. Property owners willing to donate a prominent exterior wall in the public jurisdiction will be considered a partner under the *Community Outreach Public Art Projects*. The duration of the partnership will be determined on a project by project basis and included in the contract between the City and the property owner. The Public Art work will be maintained by the City and maintenance of the exterior wall will be the responsibility of the property owner. Consideration will be made on a project by project basis as to relevant insurance coverages.

Private property owners are responsible for their own public art projects subject to approvals from the City’s Planning and Infrastructure Services Department. Property owners requesting advice or assistance with calls to artists may contact the Public Art Coordinator.

### 3.5 Implementation of Public Art

The Recreation and Culture Division will oversee the installation of public art on municipally owned property. The Division will collaborate on installations with other City departments involved with or affected by the program and project.

Implementation will include: overseeing processes; contract negotiations, execution and management; site planning and individual public art project plan preparation; installation insurance; long-term insurance for the art work; maintenance of public art throughout its lifespan; and relationship with the artist over the contract period.

### 4.0 Management of the Public Art Collection

#### 4.1 Ownership of Public Art

The City of Brampton solely owns all public art works acquired through the Public Art Program. The City will respect the artist’s right of authorship and the integrity of public art.

#### 4.2 Maintenance

The City of Brampton shall preserve the integrity and security of public art through collection management systems, standards and procedures that include:
• The allocation of a portion of all public art project budgets to a Public Art maintenance reserve fund.
• Development of an ongoing maintenance program, which is funded through the Maintenance Reserve Fund. Eligible expenditures include:
  o Conservation and repairs, related materials and equipment;
  o Relocation expenditures, transportation and installation;
  o Annual inventory and documentation; and/or
  o Administration costs related to the maintenance Program.

4.3 De-accession of Public Art
The City of Brampton has the right and responsibility to de-accession public art. All reasonable efforts shall be made to rectify problems or re-site the artwork where appropriate.

Conditions for Removal of Art from Public Art Collection (de-accessioning):

1. The artwork’s present condition poses a safety hazard to the public;
2. The artwork has been damaged or has deteriorated to the point that it can no longer be represented to be the original artwork;
3. The restoration of the artwork’s structural or aesthetic integrity is technically not feasible, or the expense of restoring the work exceeds 50 percent of the original cost of the artwork;
4. The architectural support (building, wall, plaza) is to be destroyed and the artwork cannot be removed intact for relocation;
5. The use of the particular public space in question may have changed, and/or the artwork may have lost its contextual meaning and it cannot be re-sited, or re-siting the artwork would be inappropriate;
6. An artwork is not, or is rarely, on display because of lack of a suitable or appropriate site;
7. The condition or security of the artwork cannot be reasonably guaranteed in its present location;
8. The City wishes to replace the artwork with a work of more significance by the same or a different artist;
9. The artwork does not meet the mission or goals of the Public Art Program or other City goals and strategies;
10. Removal has been requested by the organization displaying the artwork or by the artist;
11. The artwork is proved to be inauthentic or in violation of existing copyright laws; and/or
12. The artwork has received documented and unabated adverse reaction from a measurably large number of citizens and/or organizations based within the community where the artwork is located over at least five years and modifications of the artwork as per discussions with the artist are not possible.
5.0 Funding

5.1 Capital Improvement Funding
All public art projects are to be facilitated through the Public Art Program, which will be funded annually subject to Council approval. Funds for the program will be allocated on a per-project basis. Other City departments or external organizations may also fund projects of interest, where deemed appropriate by the City's Community and Public Services Committee.

Where appropriate the Coordinator will seek funding from a variety of other sources including but not limited to sponsorship, government grants and private donations.

5.2 Maintenance Reserve Fund
The Maintenance Reserve Fund is an operating budget residing in the Public Services Department. A portion of all annual, Council approved public art budgets will be allocated directly into this fund for the maintenance and preservation of the City's public art collection.
Public Art Evaluation Team

Terms of Reference

Mandate:
On behalf of the Public Services Department, the Public Art Program is the responsibility of the Recreation and Culture Division’s Arts and Culture Section. The Evaluation Team is responsible for the scoring public art call submissions and recommending the awarding of the project to City Council for approval.

The purpose of this committee is to:
1. Review the applications and concept drawings received for the public art program through competitive solicitation and select one artist or artist group to be awarded the project.
2. If time permits in the selection meeting, the committee will provide feedback to applicants who were not awarded the project to assist them to improve their application for the City’s future Call to Artist.

Membership:
The Evaluation Team membership will be comprised of the following:
- Area Councillor(s) (Ward where artwork is to be installed)
- Community Artist (expert in the medium of proposed installation)
- Community Member(s)
- Manager, Arts and Culture (Chair of Selection Committee)
- Supervisor, Arts and Culture
- Coordinator, Public Art (Program Administrator | non-voting member)
- City Staff from the Planning, Design and Development Section
- Other

Criteria for Artist Membership
- Must be a practicing art professional in the medium of art being evaluated with a minimum of one notable piece of work
- Accomplishments must have been made within the past 5 years
- Must be a member of the Brampton community
- Understanding of the policy and goals of the City’s Public Art Program
- Must provide at least three references
- Demonstrated integrity and professionalism
- Ability to keep all discussions and decisions confidential
A call for candidates will be posted and candidates meeting the above noted criteria will be interviewed by the Public Art Coordinator. The successful candidate will be notified within two business days after the interview. Unsuccessful candidates will be provided feedback as to why there were not selected for that particular project.

**Community Member**
- Must be a resident for 5 years or more within a 1km radius of the proposed installation site.
- Must have an understanding or familiarity with the City’s Public Art Program and Policy
- Must demonstrated integrity and professionalism
- Must be able to keep all discussions and decisions confidential
- Must provide at least three references

**Meetings:**
Once the Call for Artist has closed, the Public Art Coordinator shall inform the assembled committee membership of the time and place of the artist selection meeting.

**Quorum:**
To meet quorum there must be **both** Area Councillors, and **one** artist with special expertise. Meetings must maintain an odd number of voting members to review and evaluate artists’ submissions and identify the art work to be recommended to Council.

**Conflict of Interest:**
All members of the Public Art Selection Committee will declare a conflict of interest and remove themselves in all cases from a juried selection process where a project comes before the committee in which he or she is involved either directly or indirectly in any way and where there may be a pecuniary interest.

All Selection Committee members will follow the code of conduct as written in the Municipal Conflict of Interest Act. RSO 1990.

**Communication and Confidentiality:**
The Public Art Coordinator provides updates and notices of changes to the Selection Committee composition as required. All committee meetings and documentation will remain confidential until Council approves the recommendation made by the Committee. The Arts and Culture Coordinator will manage all related documents in the Arts and Culture archives.

For more information please call 905.874.5190 or email public.art@brampton.ca.
**SITE SELECTION EVALUATION CRITERIA**

**PUBLIC ART PROGRAM**

**RECREATION AND CULTURE**

### PRIMARY CRITERIA

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
<th>SCORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>City-Owned Property</td>
<td>The proposed site is owned by the City of Brampton.</td>
<td>Y = Yes; N = No</td>
</tr>
<tr>
<td>Visibility/Accessibility</td>
<td>The proposed site is visually and/or physically accessible.</td>
<td>Y = Yes; N = No</td>
</tr>
<tr>
<td>Site Capacity</td>
<td>The proposed site has the capacity to facilitate and sustain a Public Art piece/installation. Considerations include: environmental conditions, site lines, site servicing, etc.</td>
<td>Y = Yes; N = No</td>
</tr>
</tbody>
</table>

### SECONDARY CRITERIA

**ONLY sites that receive a YES to all three primary criteria will undergo a secondary evaluation based on a more detailed scoring system to determine final site selection and prioritization.**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
<th>SCORING</th>
</tr>
</thead>
</table>
| Priority Locations:       | The proposed site has been identified in City of Brampton planning documents as a potential site for Public Art:  
1. City Parks, Central Area, Heritage Area, or BIAs  
2. Community Parks  
4. Natural Heritage Systems/SWM ponds  
5. Special Character Areas (Gateways, Laneways etc.) | 0 = Not within an identified locale;  
1 = Special Character Areas;  
2 = Natural Heritage Systems  
3 = Community and Neighbourhood Parks  
4 = City Parks, Central Area, BIAs, Heritage Areas |
| Identified in City Initiatives | The proposed site has been identified by the City Master Plans, redevelopment and restoration plan projects as a potential site for Public Art. | 0 = No  
3 = Yes |
| Visibility                | Scoring based on the types of views to the site (i.e. as a pedestrian, as a passenger in a car, aerial views etc.). | 1 = One type of view (eg. vehicular only)  
2 = Two types of view (eg. vehicular and pedestrian)  
3 = All types of visibility (eg. vehicular, pedestrian, and aerial) |
| Public Access             | The proposed site is located in a high use or publicly active area. Scoring is based on public survey. | 3 = Yes; ) = No |

**Total Score** (must be 9 or above for the site to be deemed suitable for consideration) /13

**Other Site Characteristics and Considerations used in site selection:**

- Existing site features and amenities; in-depth examination of access and visibility; and examination of the site's cultural significance.

Please note: For a site or sites to be considered for Public Art, under the City of Brampton Public Art Program or an installment to be funded by the City it must be on City-owned property.
Date: 2016-08-08

File: DB.x

Subject: Public Art Program Update: Status of Approved Projects and New Proposed Projects

Contact: Bernice Morrison, Manager, Arts and Culture, 905.874.3542

Recommendations:

1. That, the report from Bernice Morrison, Manager, Arts and Culture, Recreation and Culture Division, dated August 8, 2016 to the Community and Public Services Committee of Council meeting on September 7, 2016 RE: Public Art Program Update be received; and

2. That, the Community and Public Services Committee approve the proposed Public Art Work Plan for 2016-2018.

Overview:

- In November 2011, Council approved the Public Art Policy and the establishment of the Public Art Program. (FC018-2011). Currently, there are 30 pieces of art works in the City’s collection. – See Appendix A for details on the Public Art Program.

- In June 2014, the Public Art Program work plan was endorsed by Council (CW239-2014). Projects included: the Veteran Restoration, Vivian Lane Murals, Churchville 200th Anniversary Sculpture, Alderlea Sculpture, Pop-Up Installations, and Downtown Underpasses. The Churchville project had commenced in late 2014 and work is expected to be completed by November 2016.

- This report provides an update on current Public Art projects and proposed new projects for the period 2016-2018. The annual capital budget for the Public Art Program is $60,000.00. In the fall of 2013, $528,000.00 of the Downtown Beautification budget was transferred from Planning and Infrastructure Services to Public Services to support public art in the downtown. Currently there is approximately $458,000.00 remaining in that budget. A substantial amount of these funds has been allocated to proposed new projects for the period 2016-2018 as outlined in this report.

- The Public Art Program was transferred from the Public Services’ Business Services Office to the Recreation and Culture Division in early 2014 without funding. Funding will be requested through the 2017 budget planning process.
The total request will be for $135,000 to cover the cost of a coordinator and related operating expenses.

Background:

In November 2011, Council approved the Public Art Policy and the establishment of the Public Art Program (FC018-2011). The Public Services Department and the Brampton Arts Council (BAC) jointly oversaw the Public Art Program through the Public Art Task Force.

The Task Force was an informal body established to ensure collaboration with internal and external stakeholders and with the artistic community. However, City staff was ultimately responsible and accountable for the management and administration of the program, and for oversight of the budget, artist liaison, contract management, curation and asset management.

As a result of the City's 2013 reorganization, the Public Art Program was transferred to the Recreation and Culture Division in 2014 with a capital budget but no other resources. In 2015, the Division also assumed a number of new Arts and Culture related lines of business. These included among others the transitioning of some programs from the former BAC to the City, the re-opening and revised programming of Garden Square and the new LED Screen and involvement in the City's Community Grant Program.

As a result of integrating these new lines of business, existing programs were slowed and others put on hold, including the Public Art Program, to allow for phasing of work according to key priorities and available resources. Staff resources have been repositioned to support the Public Art Program, and additional resources are required.

Current Situation:

The City of Brampton's Public Art Program is modest relative to other municipalities with similar population (e.g., Hamilton, Quebec City, and Winnipeg). However, with comparable funding, Brampton has the potential to provide greater cultural leadership through its program to guide the evolution of the City's artistic character and visual legacy. Other methods of capital funding are being explored and a report to Community and Public Services Committee will be made on the findings of that research by the end of Q4-2016.

This report details the Public Art work plan for the period 2016-2018. A number of projects were previously approved by Council as noted in the table below. In addition to previously approved projects, four (4) new projects are being recommended for Council approval.
The work plan below also identifies initiatives, timeframes and budgets for each project. Public art installations have been concentrated in the downtown to support beautification efforts. In the future, the intention is to install art works throughout the City, by community areas, and themed based on living heritage. Community areas in Brampton have a distinct character, story and heritage that will be embodied by niche projects developed through the Public Art Program (e.g., Chinguacousy’s “Tall Pines”).

Current and Proposed Work Plan 2015-2018

The following is summary of public art projects and budget allocation for the current term of Council. Throughout the next two years, residents will also be encouraged to engage with temporary art experiences throughout the downtown to be presented in collaboration with key downtown partners.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Location</th>
<th>Description</th>
<th>Timing</th>
<th>Funding Source</th>
<th>Budget ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alderlea 150</td>
<td>Alderlea Estate</td>
<td>A significant art piece to commemorate Alderlea’s 150th anniversary in 2017</td>
<td>Q2-17</td>
<td>Downtown Beautification Funding</td>
<td>$60</td>
</tr>
<tr>
<td>*Churchville 200th Anniversary</td>
<td>Creditmow Road</td>
<td>Commemorative sculpture for the establishment of the Churchville community</td>
<td>Q3-15</td>
<td>Public Art Capital budget</td>
<td>$30</td>
</tr>
<tr>
<td>Downtown Underpass Project</td>
<td>Queen Street W.</td>
<td>Interactive wall art for the underpasses creating a safe and enjoyable environment</td>
<td>Q1-18</td>
<td>Downtown Beautification Funding</td>
<td>$150</td>
</tr>
<tr>
<td></td>
<td>Main St N.</td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Temporary Art Installations: Laneway Art</td>
<td>Downtown</td>
<td>Laneway art to animate the downtown core in conjunction with key partners</td>
<td>Q1-17</td>
<td>Downtown Beautification Funding</td>
<td>$20</td>
</tr>
<tr>
<td>Canada 150 (Resolution C157-2016)</td>
<td>150 Muskoka Chairs</td>
<td>Canada 150: Design 150 Muskoka Chairs with school boards/youth across the City</td>
<td>Q2-17</td>
<td>Canada 150 Funding</td>
<td>$45</td>
</tr>
</tbody>
</table>

Total $60 $125 $300
Corporate Implications:

The nature of the public art program requires collaboration across departments on the development and planning of the program and the installation of art work with other key internal partners. The program and projects are being aligned with related master plans, strategies, and projects within contemporary, historical and cultural contexts.

Financial Implications:

Sufficient funding is available in the following projects to cover the cost of the proposed 3 year program totalling $503,000:

Project #125550 - Downtown Beautification – Balance $458,450

Project #135550 - Public Art Program – Balance $60,000.

The program would require $60,000 annually to maintain the Public Art program and staff will ensure this is included in future capital budget submission, pending Council approval.

The delivery and success of the program also requires operating funds totaling $134,551 for a full-time Coordinator, Public Art and expenditures.
Staff will investigate the ability to include this in the 2017 budget request, without increasing the tax rate increases approved in principle. If other priorities approved in principle by Council cannot be deferred, this may result in the need for increased taxes or the request be deferred to the 2019 budget request. If deferred, staff will communicate this during the 2017 budget deliberations.

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Budget Request</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour Expenditures</td>
<td>$ 93,551</td>
<td>1 FT Coordinator Position (includes fringe and WSIB)</td>
</tr>
<tr>
<td>Other Expenditures</td>
<td>$ 41,000</td>
<td>Maintenance, marketing, signage, mobile and mileage</td>
</tr>
</tbody>
</table>

Total: $134,551

Strategic Plan:

The Public Art Project plan is consistent with the City’s 2016-2018 Strategic Plan - Strong Communities by celebrating citizens and creating partnerships through arts, culture and social interaction.

Conclusion:

Four (4) additional minor Public Art projects are being recommended for Council approval for completion by 2019 totaling $18,000. In addition, staff will attempt to fund one full-time permanent Public Art Coordinator and operating expenditures totaling $134,551 through the 2017 budget process.

Recreation and Culture staff continues to curate and develop the inventory of public art amenities in collaboration with other City departments and external partners within the context of current City priorities.

Original approved by: Bernice Morrison
Manager, Arts and Culture

Original approved by: Erica McDonald
Acting Director, Recreation and Culture

Appendices:

Appendix A: Overview
Appendix B: Possible Future Initiative (Beyond 2018)
Appendix A - Overview

Goals of the Public Art Program:

- Build a visually rich environment
- Reflect our diverse cultural character and celebrates our living heritage
- Play a role in attracting creative business and workers
- Provide art opportunities that are freely accessible to all
- Encourage the growth of a culturally informed public
- Heighten the city image and identity

Public Art Program

The Public Art Policy considers “public art” to be art that is displayed in a public space. Public art may include, but is not limited to:

- Sculpture; free standing, wall supported or suspended, kinetic or electronic
- Murals or paintings
- Earthworks, fibre works, neon, glass, mosaics, photography, prints, calligraphy
- Fixtures such as gates, streetlights, or signage
- Memorials, monuments or artifacts
- Fountains or water features that contribute aesthetically to their surroundings
- Hard and soft landscaping components, which are not a mere extension of the landscape architecture
- Special engineering or architectural features of existing capital projects that contribute aesthetically to their surroundings
- Community public art related to neighbourhood beautification

Public Art Program Accomplishments

The following details recent accomplishments for the Public Art Program:

- Establishment of a Public Art Webpage and email address
- Inclusion of the Public Art inventory in the Arts and Culture Map
- Public Art asset management plan and preventive maintenance program
- Public Art commemorative plaque installation program
- Cycle Through Time Mural Project (5 Murals)
- Poppy Wall Remembrance Day Commemoration (pop-up installment)
- On-going communication between departments to seek opportunities to integrate public art in capital improvement projects

Update of Public Art Program Governance Documents (Q2-2016)
(Pending Community and Public Services Committee Approval)

- Operating Procedures
- Evaluation Team Terms of Reference (new)
- The Public Art Policy (revised)
- Selection Criteria Evaluation Form (new)
Appendix B - Possible Future Initiatives (Beyond 2018)

Art Park
Commissioned works for installation in an open area - 50% permanent and 50% temporary. The purpose of an Art Park is to provide the community with space to create and explore community art projects. Projects may include but are not limited to themed sculptures, murals, and open canvases.

Outside of the Box (continued)
Commissioned opportunities for local artists to create works of art on traffic signal boxes across Brampton and contribute to the vitality and attractiveness of the City’s streetscape. Areas of focus would include but are not limited to high density and traffic areas of Brampton.

Themed Wood Sculpture Trails
Every 200 meters a wood sculpture will be displayed along a trail themed to the identity of the community (i.e. sections of Don Doan Trail and Chinguacousy Trail)

Public Art through Construction Hoarding
Commissioned opportunities for artists to use hoarding as an open canvas for artworks and enabling developers to meet public hoarding requirements.

Underpass Program (continued)
Commissioned opportunities for artists to create artwork that contribute to the City’s bridge ways creating safe, walkable and interesting spaces. Underpasses could include but are not limited to: Dixie Road (Ward – 7), Orenda Road (Ward – 3), and McLaughlin (Ward – 5).

Street Art Zones
This relates to the development of legal and permanent sites for evolving public artwork, where artists apply to gain permission to create temporary street art and graffiti-style murals that are complex in nature. This program would also educate the public in differentiating between street art and vandalism.

Mural Art
Commissioned artwork of large images applied to panels or directly to a surface in prominent locations including walkways, interior and exterior walls. Mediums include but are not limited to painting, tile artwork, mixed media, floral wall-scape art etc.

Public Art Podcasts/Lectures/Forums
A form of media that consists of a series of audio, video, digital radio, PDF, or ePub files subscribed to and downloaded through www.brampton.ca and streamed through a computer or mobile device.

Pop-up/Temporary Art (ongoing)
Art projects with a predetermined lifespan of 5 years or less.
Date: 2016-08-03

File: B.44. JAWT – All Wards

Subject: Purchasing By-Law Section 4.7 Contract Extensions that exceed $1 million – Contract No. 2012-037 – To provide janitorial services at various locations for a three (3) year period

Contact: Jim Joukema, Supervisor, Service Contracts, Facility Services Public Services Department, 905.874.2333

Recommendations:

1. That the report from Jim Joukema, Supervisor, Service Contracts, Facility Services, Public Services Department, dated August 3, 2016, to the Community and Public Services Committee meeting on September 7, 2016, re: Purchasing By-Law Section 4.7 contract extensions that exceed $1 million – Contract No. 2012-037 – To provide janitorial services at various locations for a three (3) year period (File B.44 JAWT) be received.

Overview:

- The City has a contract with Kleenzone Ltd. to provide janitorial services at various Works and Transit locations within the City of Brampton.

- The original contract was awarded to Kleenzone Ltd. for a three (3) year period (October 1, 2012 to September 30, 2015) in the total amount of $981,195.40 (excluding taxes).

- The contract was increased in the amount of $77,350.00 (excluding taxes) to provide services for new buildings added to the contract (including Gateway Transit Terminal, Bramalea Transit Terminal and William Parkway Administration Building).

- The City has previously exercised the option to extend the contract for the first one year option in the amount of $460,000.00 (excluding taxes) from October 1, 2015 to September 30, 2016.

- Exercise the option to extend the contract for the second one year option from October 1, 2016 to September 30, 2017 in the amount of $460,000.00 (excluding taxes).

Background:

This report is in accordance with section 4.7 of Purchasing By-Law 310-2015, which requires that for contract extensions, every $1 million cumulative increase be reported to City Council within 60 days.
Contract No. 2012-037 was awarded to Kleenzone Ltd. for janitorial services at various Work and Transit locations for a three (3) year period (October 1, 2012 to September 30, 2015) with the option for two additional one year periods in the total amount of $981,195.40 (excluding taxes). The contract amount was increased in the amount of $77,350.00 (excluding taxes) to provide services for new buildings added to the contract (Gateway Transit Terminal, Bramalea Transit Terminal and William Parkway Administration Building).

Kleenzone Ltd. has provided quality of work, experience and knowledge of the scope of work and exceptional customer service.

Current Situation:

The City has exercised the option to extend the contract for the first one year option from October 1, 2015 to September 30, 2016 in the amount of $460,000.00 (excluding taxes). The total contract amount is $ 1,518,545.40 (excluding taxes).

In order to exercise the option to extend the contract for the second one year option (October 1, 2016 to September 30, 2017); the contract amount shall be increased in the amount of $460,000.00 (excluding taxes) for the provision of janitorial services at various Works and Transit locations within the City of Brampton.

Corporate Implications:

Financial Implications:

Contract No. 2012-037 requires an additional $460,000.00 (excluding taxes). This will be funded through various operational cost centres throughout the Corporation. Departmental staff confirms funding is available for 2016 and will ensure that sufficient funds are requested in 2017 operating budget, subject to Council approval.

Strategic Plan:

This report achieves the Strategic Plan priorities by Good Government of practice proactive effective and responsible management of finances, policies and services delivery.

Conclusion:

This report advises Community and Public Services Committee of a contract extension in line with the Purchasing By-Law.

Original approved by:       Original approved by:

Jim Joukema, Supervisor,
Service Contracts Facility
Services

Al Meneses
Executive Director
Facility Services
Thursday, June 23, 2016

**Members Present:**
Dean McLeod, Chair  
Stephen Clarke, Vice-Chair  
Carmen Araujo, Treasurer  
Ron Noonan, Curator  
Norman Da Costa  
Ken Giles  
Elizabeth Harris-Solomon  
Mario Russo  
City Councillor J. Bowman – Wards 3 and 4

**Members Absent:**
Don Doan (regrets)  
Sindy Maguire (regrets)  
Glenn McClelland (regrets)  
Harnek Singh Rai (regrets)  
Gurmit Singh  
City Councillor D. Whillans – Wards 2 and 6 (personal)  
City Councillor G. Dhillon – Wards 9 and 10 (other municipal business)

**Staff Present:**
Erica McDonald, Manager, Sport Brampton, Public Services  
Supa D.A. Meikle, Recreation Coordinator, Sports Services, Public Services  
Sonya Pacheco, Legislative Coordinator, Corporate Services
The meeting was called to order at 7:07 p.m. and adjourned at 8:11 p.m.

1. **Approval of Agenda**

   The following motion was considered.

   **SHF031-2016** That the agenda for the Brampton Sports Hall of Fame Committee Meeting of June 23, 2016 be approved, as amended, to add the following item:

   6.3. Verbal Update from Elizabeth Harris-Solomon, Committee Member, re: **Building Expansion Sub-Committee – Next Steps**.

   Carried

   The following supplementary information relating to Item 6.1 was distributed at the meeting:

   Handout from Supa Meikle, Recreation Coordinator, Sports Services, Public Services, dated June 2016, entitled “Executive Summary – Assessing the 2016 SHOF Induction Ceremony”.

2. **Declarations of Interest under the Municipal Conflict of Interest Act – nil**

3. **Previous Minutes**

3.1. **Minutes – Brampton Sports Hall of Fame Committee – April 7, 2016**

   The minutes were considered by the Community and Public Services Committee on April 20, 2016 and the recommendations were approved by Council on April 27, 2016. The minutes were provided for Committee’s information.

4. **Delegation/Presentations – nil**

5. **Reports – nil**

6. **Sub-Committees**
6.1. Minutes – Event Sub-Committee Minutes – May 19, 2016  
(Elizabeth Harris-Solomon and Sindy Maguire, Co-Chairs)

Elizabeth Harris-Solomon, Event Sub-Committee Co-Chair, provided an overview of the Event Sub-Committee minutes for the meeting held on May 19, 2016. Ms. Harris-Solomon advised that the meeting was held to evaluate the 2016 Induction Ceremony, and provided information with respect to the following:

- Overall evaluation
- Tickets management and sales
- Event reception
- Induction Ceremony
- Biographies and vignettes
- Post-Ceremony
- Next steps

Supa Meikle, Recreation Coordinator, Sports Services, Public Services, provided an overview of the 2016 Induction Ceremony survey results outlined in the handout entitled “Executive Summary – Assessing the 2016 SHOF Induction Ceremony” and requested that Committee members review the survey results.

Committee members thanked Ms. Harris-Solomon for her efforts in organizing the 2016 Induction Ceremony.

Dean McLeod, Chair, advised Committee that he received letters of thanks from each inductee, expressing their appreciation and satisfaction with the event. Mr. McLeod indicated the letters would be shared with all Committee members.

The following motion was considered.

SHF032-2016  1. That the Minutes from the Events Sub-Committee Meeting of May 19, 2016, to the Brampton Sports Hall of Fame Committee Meeting of June 23, 2016, be received; and,

2. That the handout from Supa Meikle, Recreation Coordinator, Sports Services, Public Services, dated June 2016, entitled “Executive Summary – Assessing the 2016 SHOF Induction Ceremony” to the Brampton Sports Hall of Fame Committee Meeting of June 23, 2016, be received.

Carried
6.2. Minutes – Marketing Sub-Committee Minutes – May 24, 2016
(Norman Da Costa and Mario Russo, Co-Chairs, Marketing Sub-Committee)

Mario Russo, Co-Chair, Marketing Sub-Committee, provided an overview of the Marketing Sub-Committee minutes for the meeting held on May 24, 2016, and details on discussions regarding the following topics:

- Review of Marketing Components
  - Benefits/disadvantages of advertising in the Brampton Guardian
  - Media coverage of the 2016 Induction Ceremony
- Future Marketing Approach
  - The need to establish a clear mandate for promoting the Brampton Sports Hall of Fame (BSHF) and the Induction Ceremony
  - Improvements to the BSHF website
- Strategic Direction
  - Review of the Marketing Strategic Plan

Committee discussion took place with respect to the following:

- Suggestion that a letter of thanks be sent to the Brampton Guardian for its coverage of the 2016 Induction Ceremony
- Coverage of the 2016 Induction Ceremony in the Snapd Brampton publication
- Suggestions regarding media coverage for future Induction Ceremonies (e.g. spotlights on each inductee)
- Importance of providing information to the media earlier to achieve optimal exposure

The following motion was considered.

SHF033-2016 That the Minutes from the Marketing Sub-Committee Meeting of May 24, 2016, to the Brampton Sports Hall of Fame Committee Meeting of June 23, 2016, be received.

Carried

6.3. Verbal Update from Elizabeth Harris-Solomon, Committee Member, re: Building Expansion Sub-Committee – Next Steps.

Elizabeth Harris-Solomon, Committee Member, provided an overview of the Building Sub-Committee meeting held on Monday, June 20, 2016, and outlined the Committee’s intent to:

- organize site visits to various municipal Sports Halls of Fame
- review opportunities to expand Brampton’s Sports Hall of Fame and report back to Committee in September 2016 with a feasibility study
Committee discussion took place with respect to the following:

- Information from staff regarding the current status of the Parks and Recreation Master Plan (PRMP) and consultation timelines
- Suggestion that a letter be sent to the PRMP Project Manager, outlining Committee’s desire to expand the Brampton Sports Hall of Fame and requesting that this matter be discussed at a future PRMP Committee meeting

In addition, Supa Meikle, Recreation Coordinator, Sports Services, Public Services, advised Committee that the Class of 2016 has been officially “enshrined” in the Brampton Sports Hall of Fame. Mr. Meikle displayed the sponsorship plaques and advised that the Financial Sub-Committee will request future support from previous sponsors and explore opportunities for new sponsorships.

The following motions were considered.

**SHF034-2016** That Dean McLeod, Chair, Brampton Sports Hall of Fame Committee, send a letter to John Spencer, Manager, Parks and Facility Planning, Planning and Infrastructure Services, requesting that consideration be given to investigate options for a Sports Hall of Fame development in Brampton, as part of the Parks and Recreation Master Plan.

Carried

**SHF035-2016** That the Building Expansion Sub-Committee report back to the Brampton Sports Hall of Fame Committee in September 2016 with a feasibility study on the expansion of the Brampton Sports Hall of Fame in the Powerade Centre, as well as information on the short and long term feasibility of other options for the Hall of Fame.

Carried

7. **Other/New Business**

7.1. Discussion at the request of Dean McLeod, Chair, re: Protocol for Special Guests and Past Inductees at the Annual Brampton Sports Hall of Fame Induction Ceremony.

Dealt with under Item 6.1
7.2. Discussion at the request of Elizabeth Harris-Solomon, Events Sub-Committee Co-Chair, re: **2017 Budget and Proposed Recommendations**.

Elizabeth Harris-Solomon, Committee Member, presented the following recommendation for Committee’s consideration as it relates to the 2017 budget request for the Brampton Sports Hall of Fame Committee:

That the following recommendations regarding the Brampton Sports Hall of Fame Committee 2017 budget request be endorsed, in principle, by the Brampton Sports Hall of Fame Committee and referred to staff for further review and refinement of the amounts and projects requested by the Committee, for inclusion in the Recreation and Culture Division’s 2017 budget submission:

**Marketing Budget ($7,500)**

1. That $2,500 be requested for the purpose of marketing the Brampton Sports Hall of Fame and 2017 Induction Ceremony; and,

2. That $5,000 be requested for the purpose of improving and updating the Brampton Sports Hall of Fame website; and,

**Operating Expense Budget ($1,000)**

3. That $500 be requested for the purpose of hosting the Brampton Sports Hall of Fame website on an annual basis as part of the daily operations of the organization; and,

4. That $500 be requested for the purpose of photographing committee portraits the first year of every term of Council and as needed, should the structure of the committee change; and,

**Event Budget ($22,500)**

5. That the $22,500 be requested for the purpose of hosting the 2017 Brampton Sports Hall of Fame Induction Ceremony; and,

6. That the 2017 Brampton Sports Hall of Fame Induction Ceremony budget be supported, as outlined in Item 7.2 of the agenda.

Committee discussion took place with respect to the following:
- Reasons why this Committee is not eligible to receive a special event grant from the City of Brampton
- The amount of space remaining at the Hall and the possibility of reducing the size of the portraits/biographies to provide additional
space for future inductees, if an expansion/relocation of the Hall is not feasible
  o Suggestion that the Building Sub-Committee review this option, including the financial implications

The following motion was considered.

SHF036-2016 That the following recommendations regarding the Brampton Sports Hall of Fame Committee 2017 budget request be endorsed, in principle, by the Brampton Sports Hall of Fame Committee and referred to staff for further review and refinement of the amounts and projects requested by the Committee, for inclusion in the Recreation and Culture Division’s 2017 budget submission:

**Marketing Budget ($7,500)**

1. That $2,500 be requested for the purpose of marketing the Brampton Sports Hall of Fame and 2017 Induction Ceremony; and,

2. That $5,000 be requested for the purpose of improving and updating the Brampton Sports Hall of Fame website; and,

**Operating Expense Budget ($1,000)**

3. That $500 be requested for the purpose of hosting the Brampton Sports Hall of Fame website on an annual basis as part of the daily operations of the organization; and,

4. That $500 be requested for the purpose of photographing committee portraits the first year of every term of Council and as needed, should the structure of the committee change; and,

**Event Budget ($22,500)**

5. That the $22,500 be requested for the purpose of hosting the 2017 Brampton Sports Hall of Fame Induction Ceremony; and,

6. That the 2017 Brampton Sports Hall of Fame Induction Ceremony budget be supported, as outlined in Item 7.2 of the agenda.

Carried

8. **Correspondence** – nil

9. **Information Items**
9.1. **News Items – Future / Potential Inductees – Ken Giles**

Ken Giles, Committee Member, provided information to Committee regarding the accomplishments and progress of various Brampton athletes, and highlighted those that may be eligible for induction in 2017.

In response to questions from Committee, Erica McDonald, Manager, Sport Brampton, Public Services, provided information regarding insurance coverage for the Brampton Sports Hall of Fame.

9.2. **Parks and Recreation Master Plan Presentation (for circulation to City Advisory Committees)**

Mario Russo, Committee Member, provided information on the Parks and Recreation Master Plan citizen panel, launch event and consultation process.

10. **Question Period** – nil

11. **Public Question Period** – nil

12. **Closed Session** – nil

13. **Adjournment**

The following motion was considered.

**SHF037-2016** That the Brampton Sports Hall of Fame Committee do now adjourn to meet again on Thursday, September 8, 2016 at 7:00 p.m.

Carried

__________________________________________

Dean McLeod, Chair
Dear Mayor Jeffrey:

On behalf of the Government of Ontario, I am pleased to confirm that the Ministry of Tourism, Culture and Sport will continue to be a funding partner to your organization for the 2016-17 After School Program year.

Ontario’s After School Program provides funding to help recreation service providers such as yours deliver quality programs for children and youth in targeted priority neighbourhoods across the province. These programs engage them in activities that will contribute to better overall health, self-esteem and wellbeing. They also contribute to the reduction of childhood obesity and poverty, increase physical literacy and fitness levels, increase skills and knowledge related to healthy food and life choices, and contribute to improved student achievement.

Thank you for your dedication to helping create opportunities for young Ontarians to learn and grow in safe, nurturing environments. The Ministry of Tourism, Culture and Sport is pleased to partner with your organization as we work together to foster healthier children and healthier communities in Ontario. This supports the Ontario government’s mandate to provide all Ontarians with access to local and provincial programs that help them live healthier, more active lives.

Detailed information on your confirmed funding amount for the 2016-17 program year and other contract details such as reporting requirements will be communicated to you in a follow-up letter from Janet Gates, Director, Sport, Recreation and Community Program Division.

Congratulations and please accept my best wishes for a successful program.

All my best,

Eleanor McMahon
Minister

c: Ms. Ann Muir, Recreation Supervisor, City of Brampton