

City of Vaughan

Horticulture and Sports Fields Sponsorship Model

December 2019



Table of Contents

Project Background and Overview	3
Current State Performance Snapshot	10
External Scan (Peer Municipalities)	30
Sponsorship Model Design.....	35
Conclusion: Recommendations and Implementation.....	67
Appendix A: Sponsorship in Canadian Municipalities	
Appendix B: Peer Benchmarking Matrix	
Appendix C: Sponsorship Application and Agreement Templates	
Appendix D: Background Information on Horticulture, Sports Fields and Sponsorship	

About This Report

Dillon Consulting Limited and Performance Concepts Consulting Inc. were retained by the City of Vaughan (City) to develop a sponsorship model for horticulture bed and sports field assets. The Report was completed under the Provincial Audit and Accountability Fund for large urban municipalities interested in conducting service delivery and administrative expenditure review with the goal of finding efficiencies while protecting important front-line services.

Acknowledgement

The consulting team would like to express our appreciation to the City of Vaughan, and staff at the peer municipalities for their cooperation and input to this review. In particular, the following municipalities and individuals must be highlighted for their participation in the external scan survey:

Town of Oakville – Chris Mark, Director of Parks and Open Space

City of Mississauga – Gavin Longmuir, Manager of Parks Operations

City of Richmond Hill – Jeff Stewart, Manager of Parks Operations

Matt Mintz, Supervisor of Parks Services and Horticulture

Robert Elliot, Supervisor of Sports Fields, Turf, and Parks Structure

City of Markham – David Plant, Manager of Parks Operations

PROJECT BACKGROUND AND OVERVIEW

The City Commissioned the Horticulture Bed and Sports Field Sponsorship Model to Identify Opportunities for Improving Operational Efficiency

The purpose of this project was to evaluate the viability of a sponsorship model for horticulture and sports fields, and then design a go-forward program for consideration by the City. The City's identified project objectives include the following:

- To document and assess current perceived needs, opportunities, and challenges around a new Sponsorship model
- To understand how peer municipalities have designed and leveraged sponsorship models to offset capital and maintenance costs of horticulture beds and sports fields
- To provide sponsorship model for horticulture beds and sports fields

Utilizing data on the current state of Vaughan's operations, an external scan of peer municipalities, and a review of existing research on municipal sponsorship, our team has designed a pilot sponsorship model for the City's horticulture bed and sports field assets. One purpose of the pilot sponsorship model, as identified in provincial funding requirements, is to improve operational efficiency by generating additional non-tax revenues for the horticulture and parks business units to offset some of the property tax funded maintenance costs for these assets.

In designing the sponsorship model, our team considered:

- Current maintenance costs the City incurs to maintain their top tier assets
- The City's existing corporate partnership activities and policies
- Comparator sponsorship policies and programs; and
- "Best practices" for municipal sponsorship program design and pricing

How the Sponsorship Model was Scoped

Investigated Vaughan's Current State (performance snapshot) using information provided by the City including financial records, current sponsorship data, policy and planning documents, and consultation with relevant City Staff/business units.

Executed scan of peer municipalities (as well as broader municipal sector research) to better understand sponsorship program design, price points and underlying horticulture and sports field maintenance models.

Conducted detailed analysis to support the design of pilot sponsorship programs model for targeted top tier horticulture bed and sports field assets. Pilot program elements to be based on current municipal market trends for sponsorship offerings and cost recovery pricing.

Figure 1: Sponsorship Model Scoping

Assets Included in the Sponsorship Model

A wide range of asset categories were initially considered for inclusion in a sponsorship model. After consultations with City staff around private sector interest/demand, the Dillon/Performance Concepts team filtered available asset categories to focus on horticultural beds, soccer fields and baseball diamonds/fields. Within these three asset categories, the City maintains differing quality tiers of that receive differing levels of seasonal maintenance effort. For the purposes of designing a viable sponsorship model, only top tier asset categories were considered: premium and enhanced horticultural beds, and premium sports fields.

The focus on the top tier assets was based on a rational expectation that only top tier assets provide a reasonable probability of sponsorship offerings uptake by private sector professionals and businesses. Top tier asset offerings represent the best match with private sector marketing and brand management objectives that underlie potential sponsorship participation.

For the purposes of this report, the term “assets” is used to refer to all or any individual horticultural beds or sports fields within the City of Vaughan’s portfolio. The term “sponsorable beds” refers to those horticultural bed assets that have been identified as the most sponsorable (further discussion regarding the rationale for this is included in the report).

The City classifies their assets based on their quality and maintenance, with each classification referred to as a “tier”. The term “top tier” is employed where the assets with the highest maintenance classifications are being referred to collectively, which includes “premium” and “enhanced” tier assets for horticulture, and “premium” assets for sports fields, noting that the term “premium” is employed only where that specific tier of assets is being referred to.

A Methodology Based on Evidence

Our team's design of a pilot sponsorship model has employed an evidence-based methodology for evaluating the location, pricing and specific offerings contained in the soccer, baseball and horticulture programs. Our recommendations are informed by the results of our consultations with City Staff, peer municipal review and research, review of existing city operations, and financial analysis.

Internal Vaughan
Performance Snapshot



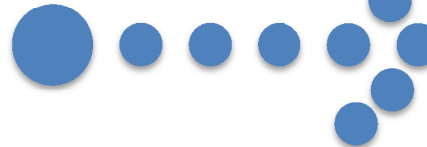
Peer Review Scan
& Best Practices
Research



Program Design, Risk
Assessments & Price
Point Modelling



Evidence



Recommendations
and Sponsorship
Program Design

Figure 2: Project Methodology

The Horticulture Bed and Sports Field Sponsorship Model Project Engaged a Group of Key Internal Stakeholders

Dillon engaged with management and staff from key City business units including:

- Municipal Partnerships Office
- Parks (Sports Fields)
- Forestry and Horticulture Operations
- Business Planning and Service Excellence
- Asset Management
- Finance
- Office of Transformation and Strategy
- Corporate and Strategic Communications
- Recreation Services

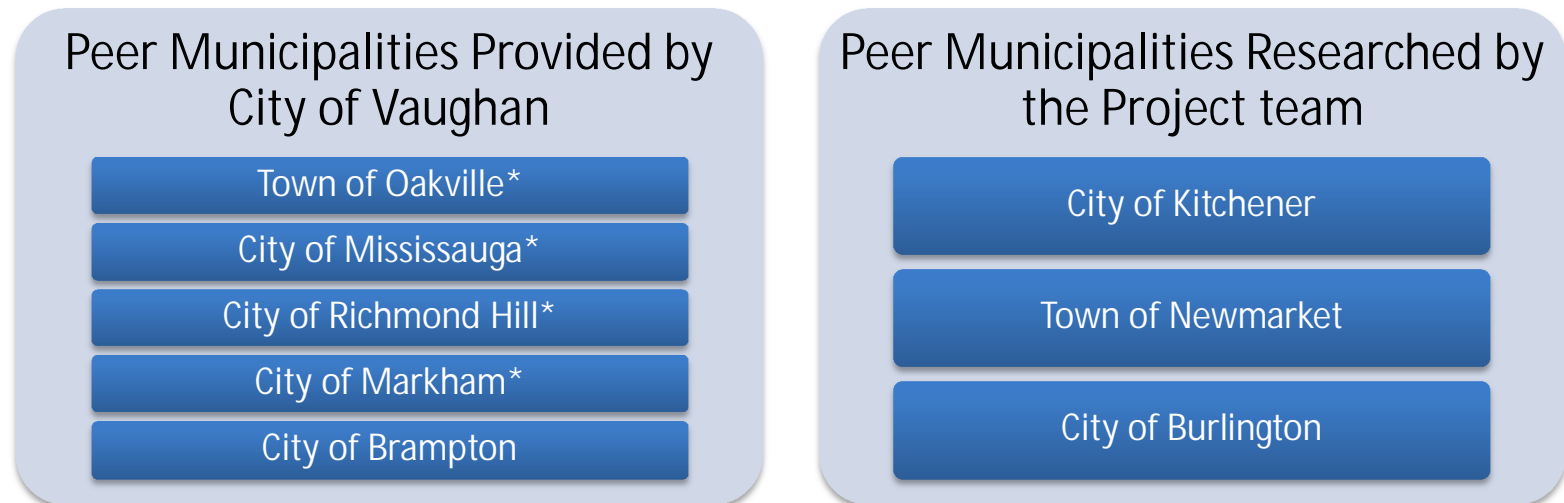
At the time of drafting the report, there was a discussion with the Municipal Partnerships Office, responsible for administration of this type of work on behalf of the City, for the development and implementation of the sponsorship agreements, to recognize foreseeable legal implications and risk.

City Staff were asked to provide information on their specific service areas, including context on the quality of each asset, maintenance requirements, planning documents and procedures, sponsorship information, and relevant policies. The relevant reports reviewed for horticulture beds and sports fields are listed within the Current State section of this report.

Multiple facilitated working sessions were held as required with City business units to obtain information on the current state of asset maintenance operations. In mid-November, draft findings and recommendations developed by our team were tested with various City Staff/stakeholders.

Peer Municipalities Were Selected Based on Similar Characteristics

The selection of peer municipalities were guided by the Dillon/Performance Concepts team's evidence assessment of "best fit" comparator municipalities. Eight "best fit" peer municipalities were identified as potential comparators.



Note: All municipalities listed were contacted to participate in the external scan. Only municipalities marked with an asterisk (*) participated in the external scan.

Figure 3: Peer Municipalities

CURRENT STATE PERFORMANCE SNAPSHOT

Horticulture Beds

The City owns and maintains horticultural beds throughout Vaughan. To understand the current levels of maintenance service and service delivery for horticultural beds in the City, the project team reviewed the following documents:

- **Beautification Strategy:** In 2016, the City developed this strategy to enhance the overall appeal of the City and provide direction for horticulture, including levels of service and expectations.
- **Horticultural asset information:** The City excerpted asset information from the GIS, providing locational, inventory and descriptive information for horticultural bed assets.
- **Budget data:** The City provided budget and actual expenditures information for horticultural beds and sports field assets from 2015-2019.

Beautification Strategy

Prior to the Beautification Strategy, the City had undertaken an ad hoc maintenance and distribution strategy for horticulture assets based on Council priorities and ad hoc funding. This led to certain programs providing an increase of horticultural assets in some areas of the City, such as the Keele Valley Landfill Reserve providing planters for the Maple region. Challenges in providing a consistently high level of service for all horticultural assets also arose. As result of this state, the City established the Beautification Strategy which focused on:

- An equitable distribution of horticultural assets across the City
- A maintenance plan that provides a high level of service for priority assets and tiered levels of service
- A horticultural asset plan that addresses plant type and various natural aspects and areas of significance
- Tools suitable for quick and accurate estimation of service level costs to improve the budgeting process

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

The City classifies its horticulture assets into four distinct service level categories: premium, enhanced, basic and standard. Table 1, excerpted from the Beautification Strategy, provides a summary of the locational determinants for sites and the expected level of service for each horticultural asset tier.

Table 1: Horticultural Asset Categories, from Beautification Strategy (2016)

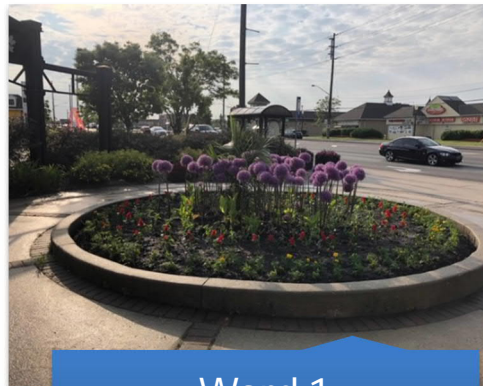
Level of Service		Candidate Sites	Horticultural Asset Types
Basic	1	<ul style="list-style-type: none"> • Low urban intensity • Minimal pedestrian connections • No significant community identity • Little opportunity for economic development or no space for upgrades 	<ul style="list-style-type: none"> • Street trees, Sod • Planters, shrubs (Legacy only) • Basic maintenance schedule
Standard	2	<ul style="list-style-type: none"> • Urban intensity • Moderate pedestrian and vehicular traffic • Ratepayer association • Limited opportunity for economic development or space for upgrades 	<ul style="list-style-type: none"> • Native trees (50 mm caliper) • 50% Perennials and grasses • 20% Shrubs • 30% Annuals • Baskets, planters (Legacy only) • Annual/Perennial beds (Legacy only) • Standard maintenance schedule
Enhanced (Limited number of streetscapes within Intensification Areas)	3	<ul style="list-style-type: none"> • Good pedestrian accessibility • Higher urban intensity • Popular commuter route • Active Heritage site • Good opportunity for economic development or space for upgrades area 	<ul style="list-style-type: none"> • Native Trees (60 mm caliper) • Planting bed • Mulch • 70% Perennials and grasses • 30% Shrubs • Annuals in planters and/or baskets • Enhanced maintenance schedule

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

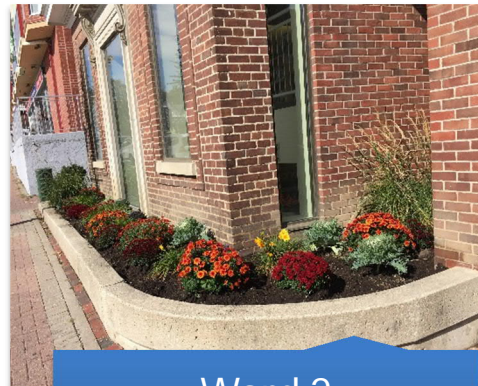
Level of Service		Candidate Sites	Horticultural Asset Types
Premium (Select number of streetscapes within Intensification Areas)	4	<ul style="list-style-type: none"> • Significant Civic/Cultural importance • High urban density • High traffic volume • Significant community identity • Key area for economic development • Space available for upgrades 	<ul style="list-style-type: none"> • Native Trees (80 mm caliper) • Planting bed • Mulch • Perennials and grasses • Shrubs • Annuals • Planter • Premium maintenance schedule

The City developed a grading system for locations to determine the anticipated level of service and horticulture assets used to populate that site. The City's grading systems uses multi-criteria scoring including civic and cultural importance; and visibility to pedestrian and vehicular traffic. Other factors considered include community identity; economic development or tourism; and proximity to other land uses that support an upgraded streetscape. Many of these factors also describe the desirability of an asset from a sponsorship perspective, including economic development or tourism, visibility to pedestrian and vehicular traffic, and proximity to other land uses. It is likely then, that an asset ranking highly in these criteria (premium or enhanced service level asset) would also be the most sponsorable asset. In consideration of this, the preference of the City was to proceed with premium and enhanced horticultural beds. Examples of premium assets from each ward can be found in Figure 4. A caveat to sponsorship at a site is the particular site's civic or cultural importance, which would be a disqualifying factor. For example, sponsorable assets at City Hall or sensitive locations may present a reputational risk.

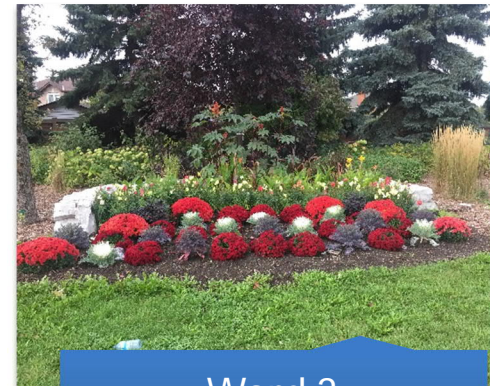
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Horticulture and Sports Fields Sponsorship Model Report - December 2019



Ward 1
Maple/Kleinburg



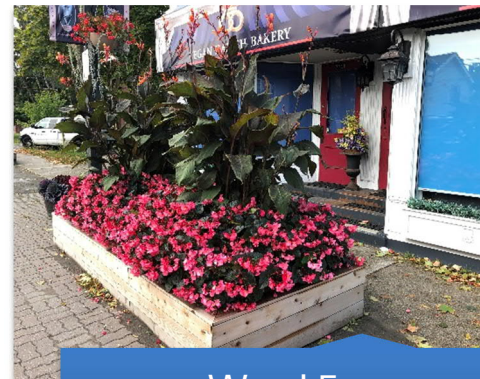
Ward 2
Woodbridge West



Ward 3
Woodbridge/Vellore



Ward 4
Concord/Thornhill North



Ward 5
Thornhill

Figure 4: Premium Horticultural Assets Located in Each Ward

The Beautification Strategy additionally recommended corporate sponsorship should be considered for horticulture assets.

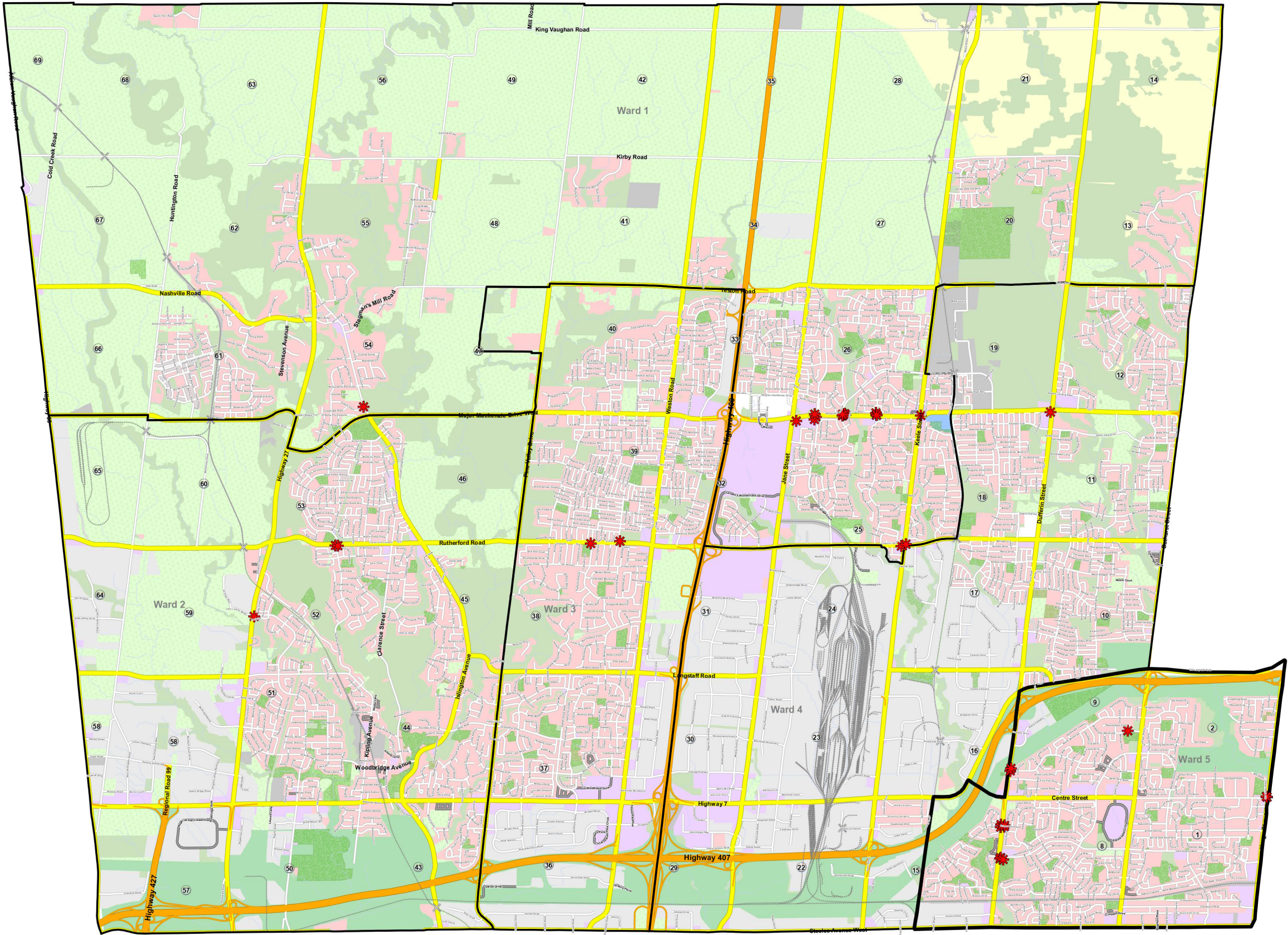
Current State of Assets

Based on data gathered from the City and limitations on project scope, the horticultural bed assets considered in the development of the sponsorship program included enhanced and premium service level.

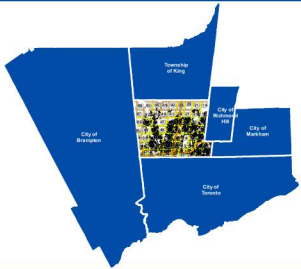
The City had previously conducted the scoring of their horticultural assets to determine the service level tier. Within these existing categorizations, the City provided recommendations of assets for consideration within this program. This included 264 enhanced level and 70 premium level horticultural beds, with an average size of 5.85 square meters (63 square feet) each. Of these assets, the City identified 34 premium level and 64 enhanced level assets that are viable sponsorship assets, and are preferred for inclusion in the sponsorship program. The locations of the preferred assets for inclusion in the program are shown in Figure 5. The differentiator between a premium and enhanced level asset is the plant material within the beds, with the premium level beds planted with more annual flowers than lower tier assets.

In addition to the horticultural beds, the City clusters other horticultural asset types to create locations with multiple features, including barrels, hanging baskets, planters, etc. For the development of this program, consideration was limited to horticultural beds only.

As previously stated, due to preliminary assessment of asset tier viability, only premium and enhanced level horticultural beds were included within this project. The City may opt to study viability of basic and standard service level assets in future.



Map Information:



Title:

Areas for Sponsorship City of Vaughan Ward Map

Legend:

- | | | | | | | |
|-----------------------|-------------|--------------|--------------|-----------------|--------------------|----------------------|
| Areas for Sponsorship | Highway | Local Road | Parks | Employment | Oak Ridges Moraine | Residential |
| Railway Crossing | Interchange | Private Road | Agricultural | Healthcare Zone | Open Space | Transit Zone |
| Railway | Region Road | Laneway | Commercial | Industrial | Parkway Belt | Vaughan Civic Centre |



Disclaimer:
Every reasonable effort has been made to ensure that the information appearing on this map is accurate and current. We believe the information to be reliable, however the City of Vaughan assumes no responsibility or liability due to errors or omissions. Please report any discrepancies to the Infrastructure Programming Division.

Scale Bar:
500 250 0 500 m

Created By:
Infrastructure Delivery Department
Infrastructure Programming Division
Projection: NAD83 UTM Zone 17N

Printed Date:
Dec 17, 2019

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Maintenance

The City operations staff maintain their horticultural beds to standards laid out in the Beautification Strategy. The City has a defined schedule of maintenance activities for these assets, including frequency and labour requirements of each activity. The City provided the maintenance schedule for the premium and enhanced assets, as shown in Table 2, noting that premium and enhanced assets undergo the same maintenance program.

Table 2: Maintenance Activities for Premium Horticultural Beds

Maintenance Activity	Labour Rate (\$/hr)	No. of Staff	Labour Hrs (per instance)	Frequency	
				Season	Annual Instances
Amend Soil	\$35	2	0.5	Mar – May	1
Rototilling	\$35	2	0.16	Mar – May	1
Planting	\$35	2	0.5	Mar – May	1
Weeding, Cultivating, Pinching, Edging	\$35	2	0.5	Mar – Oct	11
Watering, Fertilizing, Disease Monitoring	\$35	2	0.15	Jun – Aug	42
Removal	\$35	2	0.5	Sep – Oct	1

The labour rates shown in the above table were provided by the City, and are understood to include average loaded salary (full time and seasonal staff, including benefits), however do not include equipment costs. These also do not include ancillary costs such as overhead for other supporting departments.

Based on the maintenance schedules provided for both bed tiers, the cost to maintain the premium and enhanced horticultural beds was determined on a per-bed and per-square-meter basis. The cost information is provided in Table 3.

Table 3: Annual Expected Horticulture Costs

Horticultural Bed Tier	Area (sq.m.)	No. of Assets	Annual Cost per bed	Annual Cost per sq.m.	Total Expected Annual Cost
Enhanced	5.85	264	\$ 1,166	\$ 199	\$ 307,877
Premium	5.85	70	\$ 1,690	\$ 289	\$ 118,314

The total annual cost considers all enhanced and premium tier horticultural beds, beyond those specifically identified for consideration in the sponsorship model. As shown, according to the maintenance schedule provided, the City should anticipate an expenditure of just over \$430,000 dollars annually for maintaining the level of service of these assets.

Comparison to actual expenditures for horticultural bed maintenance was not possible at this time due to availability of data. Annual comparison of the maintenance costs was not undertaken for the horticultural beds, as premium and enhanced bed maintenance are not tracked under separate business units, and are therefore cannot be compared against budgeted costs.

Sports Fields

The City of Vaughan operates a diverse sports field portfolio, which includes soccer fields, baseball diamonds, tennis courts, basketball courts, and bocce courts.

To gain an understanding regarding the assets, levels of service provided and service delivery, the project team reviewed the following documents, as provided by the City:

- Asset Management Plan – Services & Assets: The City excerpted the parks and sports fields section of the asset management plan. This document provided inventory, locational, maintenance, and descriptive information for sports field assets.
- Budget Data: The City provided budget and actual expenditures information for horticultural beds and sports fields assets from 2015-2019.
- Managing Use on Premium Soccer Fields Policy: Revised in April 2011, the document provides policy and procedure regarding premium soccer fields.

Based on internal consultation within the City, it was determined that soccer fields and baseball diamonds were the sports field assets most likely to be sponsorable. Soccer has marked popularity in the City, which is home to the Ontario Soccer Centre, FIFA standard fields, and a range of soccer facilities suitable to a variety of users. Similarly, baseball diamonds have been identified as baseball has a rate of high participation within the community.

Current State of Assets

The City operates 57 baseball diamonds and 113 soccer fields, including premium and non-premium categories of assets. The categorization and location of these assets were detailed within the asset management program undertaken at the City, which was provided to the project team.

Similar to horticulture assets, soccer fields and baseball diamonds are classified by tier and have a level of service based on the asset tier. Premium assets are considered to be the most viable sponsorship opportunities because of the quality of the field and maintenance standards. Premium fields are also expected to receive the most use by the community and thus attract a higher level of pedestrian traffic. Therefore, due to the quality of the asset, its high level of maintenance, and its level of use, premium fields are likely to be viewed as more attractive thus more sponsorable. The City currently has 19 premium grass turf soccer fields, 4 premium artificial turf soccer fields, and 12 premium baseball diamonds that have the potential for sponsorship.

The premium tier sports fields include additional asset components that elevate the level of service provided for asset usage. Table 4 summarizes the additional components at the premium baseball diamonds and soccer fields.

Table 4: Additional Asset Components for Premium Sports Fields

Asset Components	Premium Soccer Fields	Artificial Soccer Fields	Premium Baseball Diamonds
Backstop fencing	✓	✓	
Bleachers	✓	✓	✓
Drainage	✓	✓	
Full Fencing			✓

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Asset Components	Premium Soccer Fields	Artificial Soccer Fields	Premium Baseball Diamonds
Goal posts	✓	✓	
Irrigation	✓	✓	✓
Lighting	✓	✓	✓
Overhand Fencing			✓
Pitcher's Mound			✓
Players' benches	✓	✓	
Red Clay Infield			✓
Scoreboard	✓	✓	

As previously stated, due to preliminary assessment of asset tier viability, only premium level sports fields were included within this project. Data was not provided for the lower tier assets. The City may opt to study viability of enhanced, basic, and standard service level assets in future.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Maintenance

The City operations staff maintain the premium and artificial sports fields according to a defined maintenance schedule for these assets, including frequency and labour requirements of each activity. The maintenance schedules vary across the soccer and baseball assets – the schedules are shown in the following tables.

Table 5: Maintenance Activities for Premium Soccer Fields

Maintenance Activity	Labour Rate (\$/hr)	Machine Rate	No. of Staff	Labour Hrs	Equipment Hrs	Frequency		Additional Costs
						Season	Annual	
Fertilize	\$40	\$40	1	4	4	May – Oct	5	\$900
Overseed	\$40	\$40	1	2.5	2.5	May – Oct	2	\$800
Aerate	\$40	\$60	1	2	2	May – Oct	4	\$400
Sodding	\$40	\$40	3	9	3	May – Oct	1	\$500
Lining	\$40	\$40	1	2.5	1.5	May – Oct	30	\$120
Grass Cutting	\$40	\$40	1	2.0	2.0	May – Oct	60	\$9,600
Topdress	\$40	\$40	1	6.5	6	May – Oct	2	\$2,000
Irrigation	\$40	-	1	6	-	May – Oct	60	\$240
Garbage	\$40	-	-	-	-	-	-	\$1,300

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Table 6: Maintenance Activities for Artificial Soccer Fields

Maintenance Activity	Labour Rate (\$/hr)	Machine Rate	No. of Staff	Labour Hrs	Equipment Hrs	Frequency		Additional Costs
						Season	Annual	
Inspections	\$40	-	1	1.0	-	Mar – Nov	150	\$1,400
Brushing, Racking, Sweeping	\$40	\$40	1	4.0	3.5	Mar – Nov	2	\$1,000
Aerate	\$40	\$40	1	6.5	6.0	Mar – Nov	1	-
Garbage	\$40	-	2	1.5	1.0	Mar – Nov	36	\$1,300
Grass Cutting	\$40	\$34	1	0.5	0.3	Mar – Nov	1	-

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Table 7: Maintenance Activities for Premium Baseball Diamonds

Maintenance Activity	Labour Rate (\$/hr)	Machine Rate	No. of Staff	Labour Hrs	Equipment Hrs	Frequency		Additional Costs
						Season	Annual	
Fertilize	\$40	\$40	1	4	4	May – Oct	5	\$900
Overseed	\$40	\$40	1	2.5	2.5	May – Oct	2	\$800
Aerate	\$40	\$60	1	2	2	May – Oct	4	\$400
Sodding	\$40	\$40	3	7	3	May – Oct	1	\$500
Lining	\$40	\$40	1	2.5	1.5	May – Oct	30	\$120
Grass Cutting	\$40	\$40	1	1.5	1.5	May – Oct	60	\$9,600
Topdress	\$40	\$40	1	6.5	6	May – Oct	2	\$2,000
Irrigation	\$40	\$40	1	6	1.5	May – Oct	60	\$240
Grooming/Dragging of Infields	\$40	\$60	1	1.5	1.5	May – Oct	154	\$1,200
Garbage								\$1,300

The labour rates in the tables above were provided by the City and are assumed to be the average loaded salary (full time and seasonal staff, including benefits), however do not include equipment costs. These also do not include ancillary costs such as overhead for other supporting departments.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Using the provided maintenance schedule, the expected annual costs to maintain the full asset tier and each field individually were determined. To maintain their current level of service for the premium soccer fields and baseball diamonds, the City should anticipate an expenditure of approximately \$1.9 million annually.

The City provided a summary of their actual incurred expenses related to maintenance of these assets, for a period of 2015-2019. Table 8 provides a summary of the expected and actual annual costs.

Table 8: Planned and Actual Expenses relating to Maintenance of Premium Tier Fields

Sports Field Tier	Area (sq.m.)	No. of Assets	Annual Cost per field	Total Expected Annual Cost	2019		2018		2017	
					Actual Expenditure *	Per Field Actual Expenditure *	Actual Expenditure *	Per Field Actual Expenditure *	Actual Expenditure *	Per Field Actual Expenditure *
Baseball Diamonds – Premium	11,200	12	\$ 74,920	\$ 899,040	\$ 346,291	\$ 28,858	\$402,775	\$ 33,565	\$ 427,738	\$ 35,645
Soccer Fields – Premium	9,360	19	\$ 49,660	\$ 943,540	\$ 396,379	\$ 20,862	\$565,715	\$ 29,774	\$ 588,140	\$ 30,955
Soccer Fields – Artificial	9,360	4	\$ 15,150	\$ 60,601	\$ 8,604	\$ 2,151	---	---	---	---

* 2019 expenses are to-date (September), and do not reflect an entire year of maintenance activities.

Sponsorship Programs within Municipalities

To develop context for the development of a sponsorship program for sports fields and horticultural beds, a review was undertaken of sponsorship program in municipalities across the Greater Toronto and Hamilton area. This provided the team with background on programs, including implementation, risks, best practices, and market rates. The review did not find examples of soccer field or baseball diamond sponsorship programs in place, however found pertinent examples of horticultural bed programs currently being implemented in municipalities. Further detail regarding these programs is provided in the section below. Additional detail regarding sponsorship programs in Canadian municipalities can be found in Appendix A.

Through research, three horticultural sponsorship programs were identified in municipalities similar to Vaughan. These programs have been implemented in the Town of Oakville, City of Hamilton, and City of Burlington. The horticultural programs are described in Figure 6 (next page).

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Town of Oakville	<ul style="list-style-type: none">• "Oakville Blooms" Median and Boulevard Sponsorship Program.• Allows businesses to sponsor a floral display located in high traffic areas around the city. Each sponsored display includes two signs to display sponsor information.• Currently have 32 sponsorable display locations which cost \$71.80 per square metre of display area.• Typical bed size is 20 to 25 square metres.• Display season typically runs from June 1 to September 30.
City of Hamilton	<ul style="list-style-type: none">• Traffic Island Beautification (Hamilton in Bloom) Sponsorship Program.• Three levels of sponsorship available: Gold Bloom worth \$2500, Silver Bloom worth \$1500, and Bronze Bloom worth \$750.• Each level includes a range of "perks" including signage at sponsored traffic island, recognition on the city's website, tickets to the Hamilton in Bloom Celebration event, tickets to the Mum show, and a Certificate of Appreciation. The Gold Bloom level receives more perks than Bronze Bloom level.
City of Burlington	<ul style="list-style-type: none">• Adopt-a-Flowerbed Program• Allows individuals, community groups, corporations, or schools to sponsor a flowerbed within the city.• The City is still responsible for the maintenance activities of the flowerbeds.• A sign with the name of the sponsor is placed at each bed for recognition of their contribution.• Costs range from \$220 to \$1600 per bed per season.

Figure 6: Comparative Horticultural Sponsorship Programs

Sponsorship in Vaughan

The City has existing policies and procedures for corporate partnerships, which includes sponsorship. Additionally, Vaughan has a policy for the naming of parks, open spaces and facilities. Based on the definitions included in these policies and procedures, sponsorship would cover corporate partnership only. Considered under this definition are sponsorship, publicity, promotional consideration, merchandising opportunities and other relevant activities, however, advertising is not included in this definition and may present a future source revenue in addition to this program. The activities included within this report are subject to the Corporate Partnerships Policy.

In addition to the Corporate Partnerships Policy, the City has procedures for undertaking sponsorship. Some of those key requirements which may influence the horticulture bed and sports field sponsorship models include:

- Any corporate partnership requires a contract.
- The Municipal Partnerships Office is responsible for bringing a new inventory list forward to Council for approval. Once approved, City Staff are free to pursue opportunities consistent with relevant policies in consultation with the Municipal Partnerships Office.
- Corporate partnerships must not displace a department's approved annual operating budget.
- Corporate naming of facilities or components of facilities may only be negotiated in consultation or directly with the Municipal Partnerships Office.
- Costs associated with changes or re-branding through the sponsorship must be considered in the sponsorship decision.
- A competitive process is not required for corporate partnerships and unsolicited proposals may be considered.

The horticulture bed and sports field sponsorship are subject to all Corporate Partnership Procedures including those not listed above.

Operationally, a sponsorship program executed by the Municipal Partnerships Office in support of the Horticulture and Parks Departments aims to reduce costs and improve efficiencies by generating alternative sources of revenue through corporate partnership development.

EXTERNAL SCAN (PEER MUNICIPALITIES)

Summary of External Scan (Peer Municipalities)

An external scan was completed to collect best practices and experiences of other municipalities in the implementation of sponsorship programs for sports fields and horticultural assets. The scan sought information regarding maintenance practices, levels of service provided, and existing sponsorship programs. The process for undertaking the external scan was as follows:

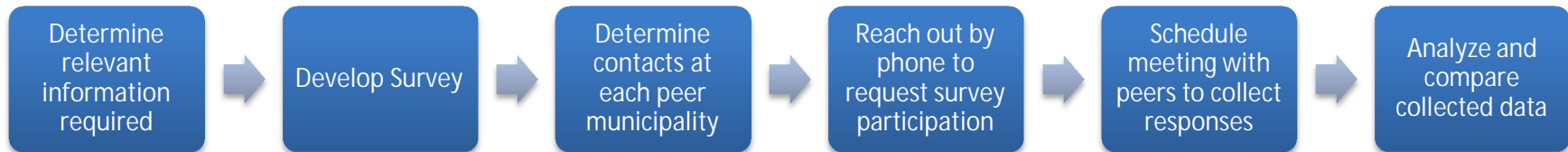


Figure 7: External Scan Process

The requested information for premium level soccer fields, baseball diamonds, and horticulture beds sponsorship program information including types of sponsorship available and program valuation, maintenance activity information, costs associated with staff and equipment for maintenance, and any best practices, lessons learned, or advice. Maintenance activity information included types of activities performed, number of instances per activity, and typical time it takes to perform each activity.

The external scan was undertaken through contact of peer comparator municipalities (selected in consideration of population economic and regional factors), and providing interested parties a survey for completion. In-person meetings were conducted where requested to discuss the data being requested and the municipality's programs. A copy of the external scan survey is included in Appendix B.

Responses were received from:

- City of Richmond Hill
- Town of Oakville
- City of Mississauga
- City of Markham

This section provides a summary of the key findings of the External Scan. The results of the External Scan are provided in Appendix B. Of note, no peer municipality respondent indicated offering a sponsorship for sports fields while only one respondent, Town of Oakville, indicated a horticulture bed sponsorship program.

Horticultural Beds

The external scan survey requested information regarding sponsorship opportunities and maintenance activities for horticultural beds, as well as providing opportunity for additional program comments.

The peer municipalities surveyed provided information regarding their premium level horticultural beds. Based on the information provided, the City maintains similar levels of service in their premium horticultural bed assets as other communities. The types of maintenance activities undertaken and frequency were similar across all respondents.

One respondent indicated that they operated a sponsorship program for horticultural beds. Other respondents did not indicate that they operate a sponsorship program for horticulture beds. The survey sought information regarding the formulation of the sponsorship program, and asked respondents to provide details regarding the location of sponsorable horticultural beds, types of bed plantings, recognition of a sponsor, pricing, and cost recovery targets.

In the external scan, the Town of Oakville indicated that they operate a horticultural beds sponsorship program, and provided maintenance information for the upkeep of those beds. The average bed size of the Oakville horticultural assets is 20-25 square meters, and their maintenance information suggests an annual per square meter maintenance cost of approximately \$621 across the assets. Comparison of the City of Vaughan bed and maintenance information with that of Oakville indicates that both the average bed size and average annual per square meter maintenance cost are lesser than that of Oakville, as shown in the Current State section of this report.

External Scan Horticultural Beds Comments

One respondent offers sponsorship opportunities for premium horticultural beds.

Maintenance activities undertaken are consistent across all municipalities surveyed.

Target cost recovery percentage for peer municipality sponsorship program is 100%.

Figure 8: Summary of Horticultural Beds Comments

Sports Fields

The external scan survey requested information regarding sponsorship opportunities for sports fields, maintenance activities, as well as providing opportunity for additional program comments.

External Scan Sports Fields Comments

No respondents offer sponsorship opportunities for premium baseball diamonds or soccer fields.

Maintenance activities undertaken are consistent across all municipalities surveyed.

Some trepidation expressed in sponsorship due to public perception.

The peer municipalities surveyed provided information regarding their premium level soccer fields and baseball diamonds. There was a range in the quantity of premium tier assets managed by each municipality, with the City of Vaughan operating fewer premium baseball diamonds than peer municipalities, and a similar quantity of soccer fields.

The maintenance information provided by each participating peer municipality indicates that a similar level of service is provided by the municipalities as to the City in both soccer fields and baseball diamonds. The types of maintenance activities undertaken and instances of each across a season are similar.

No respondents to the external scan offer any sponsorship opportunities for their soccer fields or baseball diamond assets.

A respondent of the external scan had noted public perception as a key concern highlighting both commercialization of public spaces and reputational risk through association as key concerns.

Figure 9: Summary of Sports Fields Comments

SPONSORSHIP MODEL DESIGN

General Sponsorship Program Commentary

Recognizing horticulture beds and sports fields are very different assets in terms of visibility, scale and activities, sponsorship models were developed individually for each. However, there are some similarities with the program. These similarities include:

- Programs are accessible to local businesses
- Programs developed to consider a potential 4% cost recovery target of seasonal maintenance costs
- Opportunity for programs to be rolled out to additional assets in subsequent years
- Can improve awareness of and engagement with assets across the City amongst citizens

The sponsorship program was developed to be a comprehensive package, including information necessary to formulate, analyze and implement the program. The components of the sponsorship program include: a sponsorship model tool, implementation framework, application and agreement for usage.

The sponsorship model was designed to:

- Provide a tool that can be used by the City to review costs and revenue associated with sports fields and horticultural beds sponsorship, including annual program projections for a 5-year timeframe
- Review varying scenarios of program implementation or roll-out
- Be consistent with existing City policies and strategies

The City's Where and How to Grow report, developed in 2009, details the growth projections to 2031 for the City. By 2031, the City is anticipated to grow by 170,000 people, 64,850 housing units and 113,700 jobs. As Vaughan's population grows, a higher proportion of the growth will be intensification, rather than traditional greenfield expansion. As result, new sources of revenue may be utilized to offset potential tax rate increases.

Best Practices Approach to Sponsorship Pricing and Program Design

The approach to development of a sponsorship program (both sports fields and horticultural beds) was to use City of Vaughan maintenance procedures and levels of service in combination with external survey sponsorship program results and existing City policies to formulate a sponsorship approach that was consistent with best practices and City service delivery.

The development of the program was informed by the background information sourced, including research conducted regarding sponsorship implementation, results of the external scan, and current state information provided by the City.

The approach, as illustrated in Figure 9, included understanding of the maintenance costs and data for the top tier assets within the City of Vaughan for horticultural beds and sports fields. In determination of sponsorship program pricing, existing market pricing provides a good representation of willingness to pay. Locational data was considered through valuation to inform potential price ranges, and seasonal maintenance costs were considered in determining which asset types are viable sponsorship opportunities.

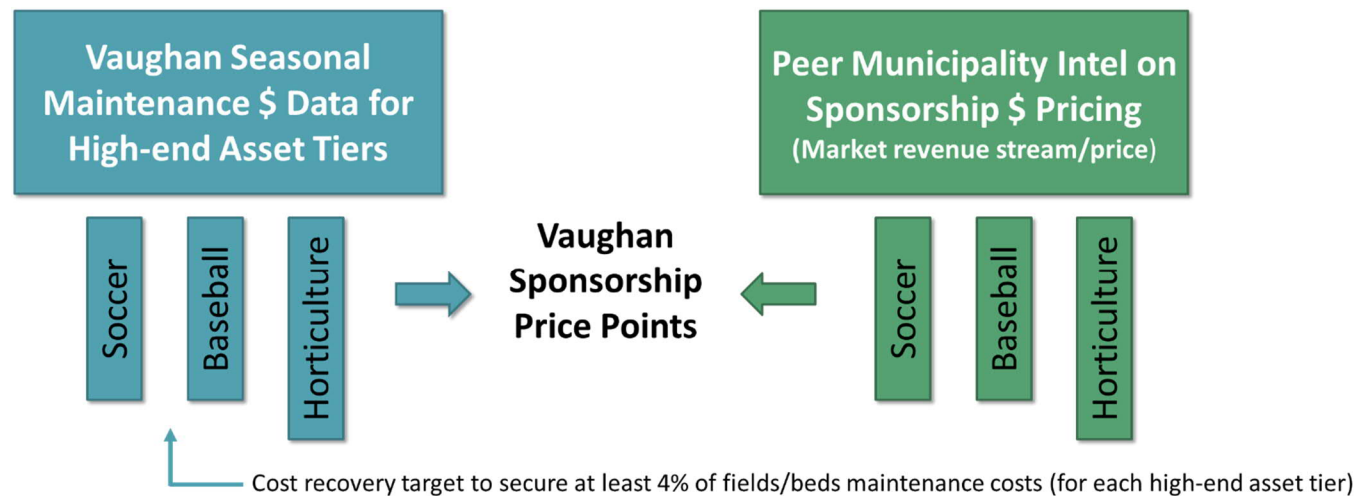


Figure 10: Approach for Sponsorship Program Development

The data obtained through the external scan (focusing on sponsorship program price points, maintenance practise/costs, historical rates of uptake) would ideally provide valuable real-world “intel” that would inform Vaughan’s pricing, cost recovery and program design specifics. Peer municipality information/experience in sponsorship program design and execution would ideally provide “must have” understanding of the market revenue stream and pricing.

The sponsorship program will be developed to include a sponsorship model (for the horticultural beds and sports fields), as well as implementation recommendations and framework.

A properly designed/executed sponsorship program should proceed according to a five-year rollout plan. The initial fields and beds would be marketed and then offered for sponsorship in Year One, with the program considering potential expansion in Years Three to Five, if initial sponsorship offerings have been filled, as shown in Figure 11. The program would be reviewed on an interim basis to review planned versus actual uptake and revenue generation.

As previously stated, at this time the sponsorship model is developed for only top tier assets (premium for sports fields, and premium and enhanced for horticultural beds). The maintenance and program implementation costs associated with the lower tier assets do not at this time make their inclusion worthwhile. It is recommended that should the City be interested in expanding this program in future, the viability of the lower tier assets be reviewed, considering potential for migration of lower tier assets into a top tier, the costs for which should be included in the assessment. The review should consider the level of service and associated value provided by an asset to a sponsor, noting that the lower tier assets may not provide the level of value that may be incurred at a top tier asset.

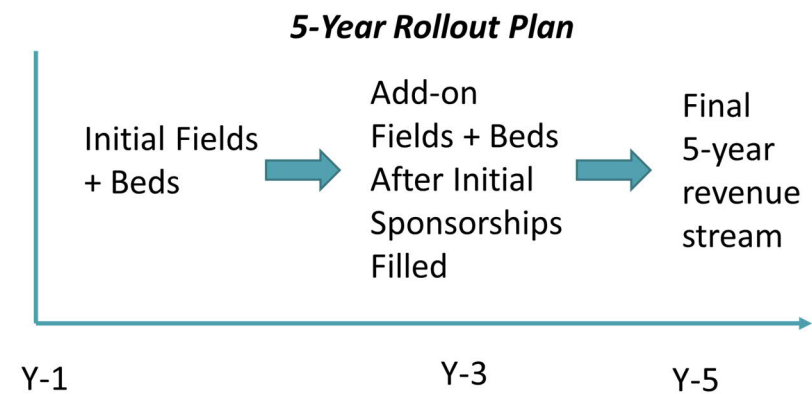


Figure 11: 5-Year Rollout Plan for Sponsorship Model

Horticulture Sponsorship

The horticultural sponsorship program utilizes the “Best Practices” design methodology described in the Sponsorship Approach section above. City of Vaughan levels of service, seasonal maintenance information, and peer municipality price point and uptake data were used to inform the development of a horticulture beds pilot program.

Overview of Horticulture Program

The sponsorship program for horticultural assets includes a sponsorship model, marketing strategy, commentary on risks, and an implementation framework.

The Project team considered tiered sponsorship for horticulture assets:

- The external scan suggested only top tier locations and maintained assets have a sponsorship market.
- Costs to improve enhanced assets to premium levels of service exceeded potential revenues for sponsorship
- Generating additional sponsorship assets from other tiers would involve shifting existing budget resources to convert these beds to a premium service level

Horticulture locations were prioritized based on two factors: the Beautification Strategy and staff consultation. As highlighted in the Current State section, the Beautification Strategy categorizes locations for service level tiers based on a point-scoring system. Recognizing information from the external scan noted location was a key driver of sponsorship success, we determined the highest scoring tier (premium) would be most applicable for sponsorship. This is because they are commonly in well trafficked areas and their existing service level was likely sufficient to be attractive as a sponsorable asset. Consultation with City staff was used to refine the list of premium assets that would be considered sponsorable. City staff identified 34 assets within the premium category and 64 assets within the enhanced category that are likely to be attractive for sponsorship.

Enhanced Tier Horticultural Beds and Sponsorship

In the development of the horticultural sponsorship program, we reviewed the inclusion of enhanced tier horticultural beds as part of the program offering. It was noted by the City that the premium and enhanced horticultural beds have the same maintenance schedule, with the difference between the tiers due to the planting materials used.

For inclusion of the enhanced beds in the sponsorship program, it is recommended that they be upgraded to a premium tier, to provide a more enticing asset for sponsorship. It was found that based on cost of upgrade relative to the market pricing for horticultural bed assets, the sponsorship fee would be insufficient to recommend proceeding with enhanced beds at this time. With growth of the sponsorship program going forward, this can be reconsidered by the City if sufficient interest necessitates it.

To expand the program to enhanced tier assets, existing budget should be allocated away from lower tier beds to provide funding for additional plant material to increase the level of service on sponsorable beds from enhanced to premium. These beds could then be used to generate revenue for the City.

Sponsorship Fees (i.e. Costs recovery per m²)

The intention of the sponsorship program is to recover material and maintenance costs incurred by the City for the establishment and maintenance of their horticultural beds. Based on directive from the Province, the City intends to achieve a minimum of 4% recovery of full costs across horticulture assets considered to be sponsorable. The intention of the horticultural sponsorship program is to generate a net revenue to achieve a cost recovery target across the premium asset tier. However, in determining the sponsorship fee, the affordability to the local sponsor and market pricing are the predominant price drivers.

The sponsorship fees for the program were reviewed in consideration of predominantly market pricing based on existing program in Ontario, though horticultural bed valuation was also undertaken and considered. In addition to achieving target cost recovery, the sponsorship fee must consider costs borne by the City for implementation of the program.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

This includes any additional material or costs required, such as per-asset costs (signage, value of hospitality benefits), and program overhead costs. It is advised to quantify these costs and factor them into the sponsorship program such that the City does not incur a net loss as a result. The sponsorship model will provide consideration of these costs in assessing the program.

Market Pricing Information

Through the external scan, peer municipality sponsorship rates were collected to understand the market revenue stream and pricing for similar programs. In the conducted research and external scan, it was found that horticultural beds are typically sponsored on a per bed basis, noting the programs within local peer municipalities found in Table 9.

Table 9: Summary of Comparable Horticulture Sponsorship Programs

Program	Cost per Square Meter	Cost per Bed (range)	Cost per Bed (average)	Additional Offerings
Oakville Blooms	\$71.80	\$1,400 - \$1,800	\$1,600 assuming average of 22.5 sq.m	
Burlington Adopt-A-Flowerbed ^a	n/a	\$220- \$1,600	\$541 for available beds	
Hamilton in Bloom ^a	n/a	\$750-\$2,500	n/a	Additional perks available with each offering tier (Gold, Silver, & Bronze) including recognition on the city's website, tickets to the Hamilton in Bloom Celebration event, tickets to the Mum Show, and a Certificate of Appreciation. The Gold Bloom level receives more perks than Bronze Bloom level.

Note: a) Based on review of program literature, not external scan results. As result, specific pricing information and beds sizes were not available to the project team.
n/a = not available

Of the three tiers available within the Hamilton program, the Bronze tier provides the most similarity to the program proposed for the City of Vaughan. The Hamilton program offers more in the way of hospitality benefits within their sponsorship package, as well as recognition beyond what was found in other programs. The Bronze tier representing the minimum level of sponsorship, it is expected that a program designed with fewer benefits should be at or below the cost associated with the Hamilton program.

[Sponsorable Asset Valuation for Horticulture Beds](#)

A valuation of the horticultural beds sponsorship program was undertaken to estimate the range of potential sponsorship rates based on the viability of a particular asset.

The valuation of the program was based on impressions by members of the public. An impression is an instance of noticing a sponsor as a result of the sponsorship program. The program does not diminish the value of an impression based on recurring views. It also considers that there is variability in the efficiency of an impression, and therefore includes consideration for percentage of the audience reached through the impression. To estimate value and costing, a dollar per unit value is attributed to each impression, with the values used consistent with those used in other City sponsorship reviews where applicable. The valuation of the horticulture sponsorship program was based on traffic and pedestrian impression assumptions as follows.

The valuation was based on impressions from the vehicular and pedestrian traffic past the horticultural bed location during a season, and considered percentage of audience reached. The valuations included a series of assumptions, included in Table 10 below.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Table 10: Components of Horticultural Bed Valuation

Component	Value	Rationale
Vehicular Traffic	Ranges	The volume of traffic was determined using the Annual Average Daily Traffic (AADT) values from a 2015 Transportation study (City of Vaughan). The AADT is a measure of the average volume of traffic on a segment of roadway. Due to the age of the study and the assumption of growth since its publication, the high value of the AADT range was selected for valuation calculations.
Pedestrian Traffic	Ranges	The volume of pedestrian traffic was estimated as a percentage of the AADT, with varying assumptions due to the surrounding land use. It is assumed that higher traffic roadways will similarly experience higher volume pedestrian traffic. Areas with higher residential land use were assumed to experience a higher volume of pedestrian traffic than those that are located in more prevalently commercial areas. The volume of pedestrian traffic ranges based on the particular conditions at each horticultural bed location. It is expected that volume of pedestrian traffic will be a minor percentage of vehicular traffic, due to the importance of the roadways as major routes through the City and to highways.
Cost per Unit	\$0.005	Value of a signage impression, as used in previous City valuation calculations.
% of Audience	5% (Composite of vehicular and pedestrian traffic)	<p>Anticipated percentage of potential audience to take note of signage.</p> <p>It is expected that this value will be relatively low for horticultural beds adjacent to roadways, influenced by a number of factors:</p> <ul style="list-style-type: none"> • Size of roadway: Width and depth of traffic queuing may interfere with ability to view a sign in a horticultural bed • Speed of traffic: Vehicular traffic passing at regulatory road speed may not have sufficient time to perceive signage. Traffic stoppages at intersection lights may provide opportunity for stopped vehicles to notice signage. In consideration of intersection light function, it is assumed that half of the expected traffic volume will not stop at the intersection, reducing their ability to note adjacent signage. • Size of sponsor sign: Dimensions of installed signage may be insufficient to be noticeable at high rates of speed or at distances as the sign is anticipated to be approximately 0.2 square meters. • Nature of passing traffic: Drivers may not be inclined to observe the peripherals of the right-of-way on stretches of roadway with high traffic volumes.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Component	Value	Rationale
		<p>Note that the percentage of audience used in this application are less than those previously used by the City for recreational facilities. This is due to the size and location of the signage used for horticultural beds being smaller than those used for recreational facilities.</p> <p>Pedestrian traffic is generally located at a closer proximity to the horticultural beds than the vehicular traffic. The rate of speed of the pedestrian traffic is also much less than that of the vehicular traffic, which provides significantly more opportunity for pedestrians to take note of signage. As such, the percentage of audience value is higher than that of the vehicular traffic.</p> <p>It is expected that across the expected low audience reach rate for vehicular traffic, and the higher rate for pedestrians, a typical audience percentage is approximately 5%.</p>
Season Length	30 Weeks	Assumption that sponsorship signage will be in place for the duration of the horticultural season, indicated by the City of Vaughan as 30 weeks in length.
Intangible Value	20%	The percentage value is applied to the total value to account for any intangible value. The 20% value aligns with the lowest available score consistent with the facilities valuation as Rights and Privileges; brand linkage; corporate experience; market position are not expected to be large value drivers. The driver of intangible value is community involvement which aligns with the target market for these opportunities and their business goals.

The values included within the asset valuation are based on assumptions, and can only be validated through market data and program uptake. As a result, the valuation determined is speculative, and may not represent the market value of the sponsorship program. Therefore, these valuations were considered as potential price range for the horticulture bed sponsorships but market data from municipalities was predominantly used in generating the recommended rates.

In consideration of the valuation components above, our team reviewed three horticultural bed locations and undertook sample calculations to estimate a range of pricing and expected revenue for the horticultural bed sponsorship program, for comparison against the market values determined through the peer review.

The sample horticultural beds were selected to represent beds in varying Wards across the City of Vaughan, and to capture any difference in regional location, such as adjacent land uses, or volume of road traffic.

Within the reviewed bed locations, the range in expected revenue was estimated to be between \$405 at the low end and \$1,082 at the high end, with the rate differentials attributed to the location. The valuation is primarily derived from the vehicular traffic, so roadways with higher AADT have a much higher expected yield of impressions. A summary of these sample prices were provided in Table 11.

Table 11: Sample Horticulture Valuations

Location	Price Range	Midpoint
Major Mackenzie and Killam Road	\$811 - \$1,082	\$946
Major Mackenzie and Islington	\$405-541	\$473
Dufferin and Clark	\$811 - \$1,082	\$946

Recommended Sponsorship Fee

To determine the suitability of these estimated costs, we have compared market rates with the valuation, including the recommended implementation price for the City of Vaughan based on a market rate review. The comparison is in Table 12.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Table 12: Rate Comparison for Horticultural Beds

Location	Method of Costing	Rate
City of Hamilton	Minimum bed cost	\$750
Town of Oakville	\$71.80/sq.m. rate, assumed bed size 20 sq.m to 25 sq.m	\$1,400 - \$1,800
City of Burlington	Average bed cost based on available beds	\$541.24 Range of \$219 to \$1,603
City of Vaughan	\$100/sq.m. rate, assumed bed size 5.85 sq.m	\$585
Locational valuation (City of Vaughan)	Valuation based on location	Range of \$405 (low) - \$1,082 (high)

The recommended rate to proceed with for sponsorship program implementation is that based on the \$100/sq.m., which was developed based on an evaluation of peer municipal market pricing and offerings, according to the following rationale:

- The City of Hamilton program provides additional benefits to sponsors which provide value. As Vaughan is not anticipating the inclusion of benefits at this time, Vaughan's pricing should be lower than Hamilton's in consideration of the additional offerings in their sponsorship packages. The lower pricing recommendation reflects the additional offerings provided by the Hamilton sponsorship program.
 - The size of the sponsorable beds and cost per square meter are not known for Hamilton. Based on the description of the program and bed locations, it is assumed that the maintenance requirements and bed size do not differ significantly than the sponsorable beds proposed for Vaughan, therefore the assumption is that the bed offerings may be comparable.

- The per square meter rate for the Town of Oakville's program is lesser than that suggested for the City of Vaughan. The average bed size for the Oakville program is approximately 4-5 times the area of the selected sites located in Vaughan, which is likely to generate additional value for the sponsor as the horticulture bed is likely to be more noticeable. The Oakville program provides a similar set of benefits to what is proposed for the City of Vaughan.
- The City of Burlington average price per bed (for available beds) is lower than the rate proposed for Vaughan. Burlington operates a range of price points for sponsorship. Spatial information for the Burlington program is not available to establish a per square meter price.
- The suggested Vaughan rate is positioned within the range found through valuation of Vaughan's premium horticultural bed assets. The range indicates a higher potential for sponsorship rate, however the valuation is imprecise and may not be reflective of what the market is willing to bear.

It is recommended that the City proceed with a price of \$100 per square meter. However if the City is successful with complete uptake of offerings, prices can be adjusted to reflect this new market data. If full uptake is achieved at \$100 per square meter, it is expected the City would achieve a, 14% cost recovery per premium horticulture bed included within the program.

The City could consider proceeding with sponsorship prices within the range identified by valuation and other municipalities up to approximately \$1,100 per bed as identified by the valuation method. If higher prices are utilized for sponsorship, it is likely there would be less interest in the program and may impact program revenue.

Components of the Pricing and Offerings Model

The horticultural beds sponsorship model was developed to consider the revenues and costs associated with a potential sponsorship program for premium and enhanced tier beds. The program was designed for an initial offering of the sponsorship opportunity only.

The primary elements of the program were sorted into the following categories:

- Revenues
 - Includes the revenue generated by sponsors participating in the program
- Cost of goods sold
 - Includes components tied to a specific asset for implementation of the program
- Fixed costs
 - Program overhead costs associated with operation and management of the horticultural sponsorship program.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

PREMIUM BEDS			
<i>Bed Size</i>	<i>sq.m.</i>		5.85
Total assets available			34
Sponsorship cost per sq.m.	\$/sq.m	\$	100
Expected revenue per bed		\$	585
Maintenance cost	\$/sq.m		Premium
REVENUES			
<i>Item</i>	<i>Beds</i>	<i>Unit (sq.m.)</i>	<i>Value</i>
Sponsorship - Company A	32	187.2	\$ 18,720.00
Sponsorship - Company B	1	5.85	\$ 585.00
Sponsorship - Company C	1	5.85	\$ 585.00
Totals	34	198.90	\$ 19,890
Avg. Revenue per Bed			\$ 585
COST OF GOODS SOLD (COGS)			
<i>Item</i>	<i>Beds</i>	<i>Cost per Bed</i>	<i>Value</i>
Signage (1 per bed)	34	\$ 150	\$ 5,100.00
			\$ -
Total COGS			\$ 5,100
Avg. COGS per Bed			\$ 150
Net Sponsorship revenue			\$ 14,790
Annual maintenance costs (all premium)			\$ 118,314
% annual maintenance costs			13%
FIXED COSTS			
<i>Item</i>	<i>Unit</i>		<i>Value</i>
Marketing	1	\$ 4,000	\$ 4,000.00
Program Administration	1	\$ 2,500	\$ 2,500.00
Total fixed costs			\$ 6,500
Fixed cost per asset			\$ 191.18
Net revenue			\$ 8,290
Net revenue as a % of:			Percentage
Sponsorable assets			14%
Premium asset class budget			7%

Figure 12: Clip of Horticultural Sponsorship Model

The sponsorship model was developed to allow flexibility and testing across various scenarios. The City provided direction for the following values:

- Average bed size of 5.85 square meters
- 34 Premium level assets available for sponsorship
- 64 Enhanced level assets available for sponsorship

The revenues include the incoming revenue generated through implementation of the program. The revenues are itemized by sponsor, including consideration for sponsorship of multiple beds per sponsor. The value of each sponsorship is based on the square meterage of the beds being sponsored, with a per square meter sponsorship cost.

The cost of goods sold includes the material costs incurred by the City for implementation of the program, tied to a specific asset. This would include materials such as signage and additional specialized planting materials (for upgrade of enhanced beds to premium), as well as the value of any benefits included in the sponsorship program (such as tickets to events, or additional advertisement). The model is built with flexibility to modify or add value.

The fixed costs are overhead costs incurred across the whole program, and are not individualized by bed. This includes administration of the program, and marketing. This cost may fluctuate from year to year of program implementation based on extents of the marketing program, and changes or efficiencies in administration.

For ease of implementation, the model has been developed as an editable tool, with which the City can use to review the revenues and costs associated with sponsorship of these assets. In addition to development of the sponsorship model, an application and agreement for usage have been developed to accompany the program. The application and agreement have been developed as one document, a simplified form to gather the sponsor's information and lay out the Terms and Conditions based on the size and cost of the horticultural sponsorship program. The application form, and its recommended availability, are consistent with the successful Oakville Bloom's application form. The application gathers the sponsor's contact information, their first and second preference for bed location, the details for sign design, and their payment method. The sponsorship application and agreement template will be included in Appendix C. The application form should be used as a template only. The Terms and Conditions of the program should be analyzed by the City's legal department, and the contents refined to incorporate City of Vaughan preferences.

Marketing Strategy

Based on the volume of assets available and the expected net revenue per asset, it was determined that the horticulture program likely requires a lean/low cost marketing program. Vaughan should focus on providing advertising for the program using City-controlled platforms. Specific marketing activities should be identified by Vaughan during implementation consistent with corporate communications policies.

This marketing strategy would likely to be able to generate an awareness of the program by utilizing existing channels available to Vaughan. The use of existing channels will minimize the financial burden of the program while still generating some awareness of its existence. It is also assumed the program will be marketed by the take-up of the program as potential sponsors see signage for existing beds in the City.

The Horticulture Sponsorship program will provide small and medium sized businesses in Vaughan with an opportunity to demonstrate community support at an affordable rate.

With more than 12,000 businesses in Vaughan with 2/3 of them small businesses, the Horticulture Sponsorship Program aims to:

- Provide support to the small business community through cost-effective, highly visible partnership opportunities
- Generate additional interest in the Corporate Partnership Program in Vaughan
- Continue to beautify City neighbourhoods through partnerships with the business community with future growth potential creating beautification and community pride
- Generate alternative sources of revenue that partially off-set operational maintenance costs
- Provide an opportunity for all businesses to invest and give back to the community

Program Risks to Consider

Based on the size and scale of the proposed Vaughan horticulture bed sponsorship program, it is unlikely to experience significant risks or externalities. Risks that may be experienced by Vaughan include:

- Reputational Risk
 - Commercializing public spaces can be perceived negatively by the public, including users.
 - Mitigate the risk through implementation scale – small signs, small costs may make the program appear quaint and local reducing reputational risks
 - Reputational impacts to the sponsor may impact Vaughan's reputation as a partner.
 - Include terms in the sponsorship agreement to terminate sponsorship based on reputational concerns.
- Financial Risk
 - The investment of time, effort and financial resources into the program may not yield sponsorships
 - Mitigate risk through limiting financial resources input into the program by making documents publicly available and allowing for user driven submission

While these risks do exist, the reputational risk for Vaughan appears to be minimal as the program is expected to only include one year terms for sponsorship space and signage for horticulture beds is expected to have a limited profile. As result, it is unlikely to be perceived as intrusive or overly commercial. If the program is negatively perceived, the one year term will allow Vaughan to re-design or halt the program with relative ease. Therefore, reputational risks and externalities are unlikely to be noticeable or apparent for the program.

Financial risks are attributable to program marketing investments including time and materials. The Vaughan horticulture bed sponsorship program is designed to have minimal overhead (\$6,500), and all overhead is expected to be labour-driven. The program has a cost-recovery break-even amount of 15 sponsorships or 44% of available beds. Therefore, Vaughan is not putting significant financial resources into the program, and the resources used in the program are recoverable annually without a high adoption rate.

Of note, adoption risk is not expected to be present for horticulture beds as comparable programs are operated by municipalities successfully. One peer municipality identified their program currently has a waiting list. Therefore, it is reasonable to assume Vaughan can expect successful take-up for the horticulture bed sponsorship program.

Expected Program Returns and Recommendations

A five-year forecast was developed to understand the costs and revenues associated with implementation of the sponsorship program. In the development of all scenarios, the following assumptions were made:

- All values are net present value (2019\$)
- In addition to the scenario-driven growth analysis, it is assumed there will be organic growth driven by Vaughan's growth, which will create sponsorable beds not included in this analysis
- Additional beds are not added until the full initial offering of 34 beds is utilized
- Marketing expenditure decreases 50% once full adoption is achieved and as result, when new beds are added, the full marketing cost is assumed

Two scenarios were analyzed, including a scenario considering no growth in the program, and a scenario which includes three cases that considered growth of the program through additional creation of sponsorable premium horticultural beds. The scenarios analyzed are included in Tables 13 and 14. A graph showing the three different adoption rates and their 5-year forecasted net revenues for Scenario 2 can be found in Figure 12.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

Table 13: Scenario 1 – No Growth Five Year Projections

Case Name	Scenario Explanation	Program Year					Total Net Revenue
		1	2	3	4	5	
Full Adoption	Full Adoption of the Program in year 1 and maintenance of the program in year 2 to 5 with no growth.	\$ 8,290	\$ 10,290	\$ 10,290	\$ 10,290	\$ 10,290	\$ 49,450

Table 14: Scenario 2 - Budget Shift Growth Five Year Projections

Case Name	Scenario Explanation	Program Year					Total Net Revenue
		1	2	3	4	5	
Full Adoption + 10 Beds	In Year 3 and after, \$5,240 of budgeted work is shifted away from existing assets (service level reduction) annually to improve 10 enhanced beds to a premium service level becoming available to the sponsorship program.	\$ 8,290	\$ 10,290	\$ 12,640	\$ 16,990	\$ 21,340	\$ 69,550
Full Adoption + 5 Beds	In Year 3 and after, \$2,620 of budgeted work is shifted away from existing assets (service level reduction) annually to improve 5 enhanced beds to a premium service level becoming available to the sponsorship program.	\$ 8,290	\$ 10,290	\$ 10,465	\$ 12,640	\$ 14,815	\$ 56,500
Full Adoption + 15 Beds	In Year 3 and after, \$7,860 of budgeted work is shifted away from existing assets (service level reduction) annually to improve 15 enhanced beds to a premium service level becoming available to the sponsorship program.	\$ 8,290	\$ 10,290	\$ 14,815	\$ 21,340	\$ 27,865	\$ 82,600

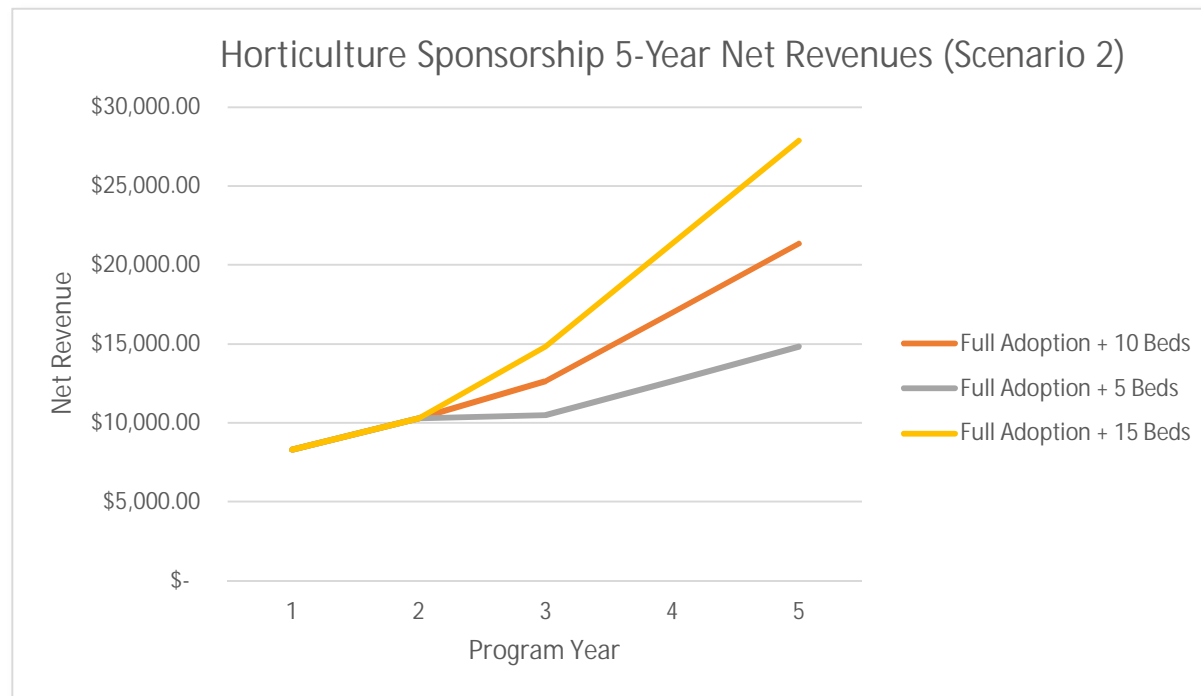


Figure 13: Horticulture Sponsorship 5-Year Net Revenue (Scenario 2)

Sports Field Sponsorship: An Evolving Program Design Methodology

The sports field sponsorship program is designed to provide recommendations and methodology for the implementation of a program across premium level soccer fields and baseball diamonds in the City of Vaughan.

Methodology Issues

The intended methodology for development of the sponsorship program was to use City maintenance information and peer municipality sponsorship pricing and uptake data to inform program design and pricing recommendations for the City of Vaughan program. As previously described, there was no comparable peer municipal sponsorship price data, program adoption rates or other market data available through the external scan. Without the required peer municipal program design, pricing information, offerings, or adoption rates Vaughan's sports field sponsorship program could not be designed using market information from comparable peer municipalities.

Revised Methodology – Sponsorable Asset Valuation

A revised program design methodology was utilized consistent with the current City methodology for valuing recreation assets. The model will inform pricing/offering and rollout options for Vaughan's sports field sponsorship pilot programs. This methodology is currently the preferred methodology used by the City for their recreational facilities sponsorship programs. The utilization of sponsorship valuation techniques will address the program design and price data gap created by the absence of readily available peer municipal programs and experience. This workaround, while not ideal, is the best available option for designing a cautiously rolled out pilot program. Of note, this valuation method does not provide any information on the adoption rate for sponsorships.

Overview of Program

The pilot program for sports field sponsorship has been designed with premium soccer and baseball assets only. Sponsorable sports field locations were determined by first recognizing that Vaughan has a large portfolio of premium sports field assets. These premium assets are all likely to be attractive to sponsors due to the quality of the field and maintenance standards.

Premium fields are also likely to attract higher volumes of pedestrian traffic. Based on Vaughan's community, City staff determined baseball and soccer fields were likely the most utilized assets, and therefore the most attractive offerings to potential sponsors. Through consultation with City staff, it was determined that the pilot sponsorship program would utilize four premium soccer fields and four premium baseball diamonds for a total of eight premium sponsorable fields. If the program is successful, it is recommended additional assets from the premium class are phased into the program for expansion. This may include more soccer fields and baseball diamonds or additional sports fields which may be sponsorable. The program can be implemented such that all eligible premium baseball diamonds or soccer fields are available for sponsorship, with a target of sponsoring 4 baseball diamonds and 4 soccer fields.

A tiered sponsorship system was devised, which includes different potential tiers of sponsorship at different price points. The tiered sponsorship offers different offering packages for sports field sponsorships, to provide the City with market flexibility to adapt their program to the needs of potential sponsors.

Components of the Model

The sports field sponsorship model was developed to consider the revenues and costs associated with a potential sponsorship program for premium soccer fields and baseball diamonds. The primary elements of the program were sorted into the following categories:

- Revenues
 - Includes the revenue generated by sponsors participating in the program
- Cost of goods sold
 - Includes components tied to a specific asset for implementation of the program

Program overhead costs associated with implementation of the full sports field sponsorship program were not anticipated based on the marketing strategy described within this section.

The sponsorship model was developed to allow flexibility and testing across various scenarios. It was determined that four premium baseball diamonds and four premium soccer fields would be included in the pilot program. It was also determined that sponsorship should be on a per field basis to maximize the number of sponsorable assets should the program expand.

Field 1	
REVENUES	
<i>Item</i>	<i>Value</i>
Sponsorship Revenue	\$ 7,878
Total Revenue	\$ 7,878
COST OF GOODS SOLD	
<i>Item</i>	<i>Value</i>
Signs	\$ 1,000
Advertising Space	\$ 4,700
Hospitality	\$ 1,150
Total COGS	\$ 6,850
Net Sponsorship revenue	\$ 1,028
Annual maintenance costs	\$ 49,660
% annual Maintenance costs	2%
Net revenue	\$ 1,028

The revenues include the incoming revenue generated through implementation of the program. The program allows for one sponsor per field asset, with the revenue being the total cost paid by the sponsor.

The cost of goods sold includes the program costs incurred by the City for implementation of the program. The cost of goods sold will include materials such as signage, value of advertising space, and value of hospitality perks (such as tickets to events) included in the sponsorship package. The model is built with flexibility to modify or add value.

Fixed costs include those costs required to implement the program, such as administration costs and marketing costs. The fixed costs are incurred across the sports field sponsorship program as a whole, and as such are leveraged against the net revenue of the whole profile instead of by individual field. This cost may fluctuate from year to year of program implementation based on extents of the marketing program, and changes or efficiencies in administration.

Figure 14: Clip of Sports Field Sponsorship Model

Price Point Valuation of the Sponsorship Program

The value of the sponsorship program influences the sponsorship cost, which dictates the revenue generated by the program. The value is the summation of the costs of goods incurred by the City at a particular asset for implementation of the program, and the monetary value of the impacts of the sponsorship program.

For the determination of the value of the sponsorship program, our team has established and reviewed three levels of sponsorship offerings with varying benefits packages. These three levels are Bronze, Silver and Gold; and they include the signage, advertising and hospitality components outlined in Table 15 below.

Table 15: Proposed Sponsorship Packages

Area	Bronze	Silver	Gold
Physical	<ul style="list-style-type: none"> Naming rights Four signs 	<ul style="list-style-type: none"> Naming rights Four signs 	<ul style="list-style-type: none"> Naming rights Four signs
Advertising	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Communications Discounted recreation guide ad Discounted recreation app ad 	<ul style="list-style-type: none"> Communications Recreation guide ad Recreation app ad
Hospitality	<ul style="list-style-type: none"> Venue rental 	<ul style="list-style-type: none"> Venue rental 	<ul style="list-style-type: none"> Venue rental 2 x Mayor's Gala tickets
Estimated Price	<ul style="list-style-type: none"> \$1,900 to \$2,500 	<ul style="list-style-type: none"> \$2,400 to \$3,200 	<ul style="list-style-type: none"> \$6,900 to \$7,900
Estimated year One Net Revenue	<ul style="list-style-type: none"> \$700 to \$1,300^a 	<ul style="list-style-type: none"> -\$300 to \$500^a 	<ul style="list-style-type: none"> \$0 to \$1,100^a

Note: a) Net revenues increase by \$1,000 in years 2 through 5 due to signage costs being incurred in year 1.

The valuation provided within the physical and advertising areas were based on impressions by members of the public. An impression is an instance of noticing a sponsor as a result of the sponsorship program. The program does not diminish the value of an impression based on recurring views. It also considers that there is variability in the efficiency of an impression, and therefore includes consideration for percentage of the audience reached through the impressions. To estimate value and costing, a dollar per unit value is attributed to each sponsorship element (advertising, signage, etc.). The unit values used were consistent with those used in the other City sponsorship reviews. The impressions were determined based on usage assumptions for each field being considered as part of this program.

Sports Fields Usage Assumptions:

Assumes 5 days of use (2 weekend and 3 weekday) with a total of 12 games for a 26 week season from mid-April to mid-October.

Assumes 2 teams playing with 15 members each with a total attendance of 90 individuals.

In addition to the impressions incurred through direct field usage, it is expected that impressions will be incurred based on usage of adjacent facilities, including additional sports fields, park amenities, or other public areas. Signage locations of the key sponsored asset was a consideration in the quantity of impressions for adjacent facilities.

The value of the hospitality component of the sponsorship program is the face value of the items provided.

Our team notes that, while the sports field program pilot may not provide a significant stream of net revenue, it may be a good stepping stone to higher value sponsorship programs or joint ventures. It will provide sponsors a lower cost "get started" offering that can evolve as the relationship with the City matures.

Sponsorship fees (i.e. Costs recovery per field)

One objective of the sponsorship program is to recover material and maintenance costs incurred by the City for the operation and maintenance of their portfolios of premium soccer fields and baseball diamonds. Based on the objectives of the Provincial grant program funding review, the City should consider a medium term target of 4% recovery of maintenance costs for sponsorable assets. However, in determining the initial sponsorship fee price point, an expected market value should be utilized.

The City provided maintenance information for their premium tier sports fields, including a summary of their average maintenance hours and costs across the seasonal maintenance of the fields, as presented previously in the report. No sponsorship rates were available for comparison through the external scan. As result, the method as described above was utilized to calculate the market value of a sponsorship opportunity for each sports field considered.

In the conducted research regarding sports field sponsorship, it was found that sports fields are typically sponsored on a per-field basis, or through the naming of the entirety of the park that contains the particular sports field, noting that sometimes this includes multiple fields. It is recommended that the sponsorship fees be developed on a per-field basis. The sponsorship of entire parks is not within the consideration of this study.

In addition to achieving target cost recovery, the sponsorship fee must consider costs borne by the City for implementation of the program. This includes any additional material or costs required, such as per-asset costs (signage, value of hospitality benefits), and program overhead costs. It is advised to quantify these costs and factor them into the sponsorship program such that the City does not incur net loss as a result. The sponsorship model considers these costs by adjusting the prices offered by Vaughan to reflect the cost incurred by the City.

The sponsorship fee was determined in consideration of the value provided by a sponsorship package, as well as the costs to the City of Vaughan for implementation of the package. A range in sponsorship fees was developed, to allow the City flexibility in adjusting the fees according to their preferred target revenue values. The range is defined by a high and low fee, determined using the following method:

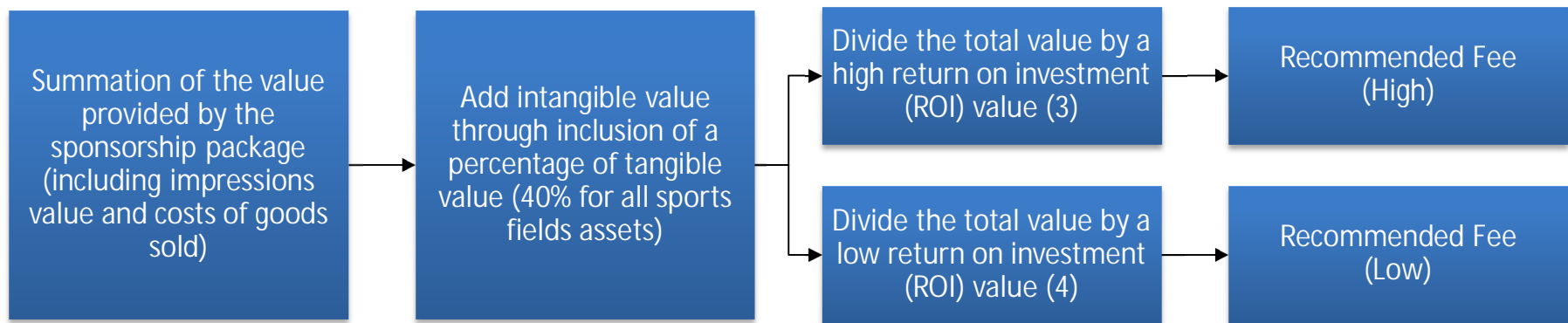


Figure 15: Sponsorship Fee Determination Method

As noted above, the sponsorship fee must also consider the cost to Vaughan, which have been identified as signage costs, advertising space costs, and the costs of hospitality benefits. If the costs of a sponsorship to Vaughan are higher than the expected revenue, then the City should offer their sponsorship package based on a mark-up on costs expected to be incurred. The mark-up is exclusively used in pricing the Gold sponsorship package due to the market price of the included perks.

The sponsorship tool has been developed such that the City can alter the inputs into the sponsorship program, including any value added to the sponsorship program, preferred ROI, intangible value, contingency on the recommended fees, etc.

A template agreement has been developed to accompany the sports field sponsorship program. The sports field sponsorship agreement template is much more robust than the horticulture application template since the expected sponsorship fee and sponsorship term length is greater for sports fields. The agreement lays out the payment terms and payment schedule, sponsorship benefits, sponsorship rights, and obligations of both the sponsor and the City. The sports field sponsorship agreement template is included in Appendix C. The agreement should be used as a template only. The City's legal department should be involved to ensure the agreement is executed properly and all sponsorship benefits and obligations are clearly defined.

Marketing Strategy

As has been previously highlighted in the External Scan, none of the comparator municipalities for Vaughan undertake sports field sponsorship. Therefore, there is viability risk for the program, which is further detailed in the Risk Analysis. Based on the potential program risks, the marketing strategy was designed to minimize costs to Vaughan independent of sponsorship agreements. It is suggested that sports fields should be added to existing sponsorship channels within the Municipal Partnerships Office. Adding sports field assets may be beneficial for both groups. Additional Parks Department costs will be minimized by moving the bulk of the program to the existing sponsorship channels and inventory within the Municipal Partnerships Office. The Municipal Partnerships Office will obtain additional inventory of sponsorable assets at a lower price point than other assets in the inventory. Consultation with the Municipal Partnerships Office suggests lower priced sponsorship inventory is desirable in the Vaughan market. Through utilizing this process, the marketing for sports field sponsorship can use existing channels to minimize the fiscal impact to the program.

Program Risks to Consider

Implementation of a sports field sponsorship program comes with risks to the City. The risks were primarily identified through sponsorship research, and through the external scan process.

- Adoption
 - Comparators indicated they have had issues attracting larger sponsors to events and internal consultation suggests current sponsorship opportunities are too expensive for the current environment.
 - Mitigate the risk by pricing below the current rate for existing inventory and offering variable pricing based on offering.
- Reputational Risk
 - Commercializing public spaces can be perceived negatively by the public, including users.
 - Mitigate risk through minimizing physical footprint of the program through the use of only four signs.
 - Reputational impacts to the sponsor may impact Vaughan's reputation as a partner.
 - Include terms in the sponsorship agreement to terminate sponsorship based on reputational concerns.
- Financial Risk
 - The investment of time, effort and financial resources into the program may not yield sponsorships. The result could be a sunk cost without cost recovery.
 - Mitigate this risk by utilizing the existing Municipal Partnerships sponsorship channel.
 - Further investment can be undertaken based on the success of the pilot project.

- Conflict with existing sponsorships
 - Sports organizations may currently undertake sponsorships that could potentially conflict with field sponsorships.
 - Mitigate this risk by consulting with local sports clubs prior to agreements to avoid conflicts.
 - Other organizations or components of the City may have alternative planning opportunities for locations that may conflict with the provision of naming rights.
 - City Staff should engage with other relevant departments prior to including an asset in the sponsorship inventory.

The primary source of risk for the sports field sponsorship program is due to the lack of comparable metrics for implementation, including determination of initial costs through a model in the absence of market prices. The risk is suggested to be mitigated through blending of the proposed program into an existing channel. By implementing the program in a manner similar to what's already being undertaken at the City, it should lessen the financial resources required for implementation, and functional risk.

The two forms of reputational risk are a result of the community's reaction to the implementation of the program. Some users may not be receptive to commercialization within a recreational space. This commercialization risk can be mitigated by limiting the number of signs placed at each field as well as ensuring the sign size and placement is not obtrusive to the field users. The other reputational risk may present itself if the sponsor is negatively perceived, which could be negatively reflected on the City as a partner. This reputational risk can be mitigated through a sufficient item in the agreement for program termination by the City, if required.

A risk to implementation of the sports field sponsorship program is any conflict with existing community sports clubs sponsorships. Community sports clubs may seek out sponsors, who have interest in opportunities to advertise on sports fields, which may be in conflict with the sponsorship goals of the City. The City should endeavour to understand existing sponsorship agreements held by sports clubs and sponsors, and how it may impact the City's program.

The City may be more comfortable taking on more financial risk with this program with the expectation that inclusion of the sports field sponsorship program (though it may generate minimal revenue) may complement and add visibility to other, more profitable sponsorship opportunities.

Program Forecasting

As previously presented, the designed sponsorship model for sports fields includes consideration of three sponsorship levels:

- Gold (Case 1)
- Silver (Case 2)
- Bronze (Case 3)

The results of the model in all three cases indicated a low percentage of recovery, at an estimated 2% or lower. As a result, financial modelling over a long term was not conducted, as the model results for one year suggested insufficient merit to forecast the future of the program.

CONCLUSION: RECOMMENDATIONS AND IMPLEMENTATION

Summary of Sponsorship Recommendations

A summary of the recommendations is provided below. Further details on the recommendations and implementation plan are included below.

Horticulture Bed Sponsorship

- Initiate a low-risk pilot Sponsorship Program in 2020 with the 34 Premium Beds recommended by staff (i.e. same scale as Oakville)
- Provide a standardized mix of “beautification” plants across the 34 Sponsorship Beds; similar to the existing Premium beds
- Initiate an on-line Sponsorship Registration program; First-Come-First-Serve on a specific announced Date following a marketing campaign to promote the Bed locations and Sponsorship Offering
- Minimize overhead costs by using City-controlled platforms for marketing such as social media,
- Establish a 5-year gross revenue target; based on 100% take-up of the initial 34-Beds 2020 Sponsorship Offering (\$19,890 annually) or 5% of maintenance costs
- Conduct sponsorship pilot program review at end of Year 2 (maintain/re-structure/discontinue).
- Consider a Year 3 expansion of 10 additional Premium beds (assuming 100% take-up of initial Offering)

Sports Field Sponsorship

- Do not implement a sponsorship program for sports fields
- Conduct further internal and external consultation related to risk and conflicts if the program is considered in the future.

Horticultural Bed Sponsorship Recommendations

Our team recommends the City initiate a low-risk pilot Sponsorship Program in 2020 with the 34 Premium Beds recommended by staff (i.e. same scale as Oakville). Offerings should be made available across all Wards of the City including the beds recommended by City staff. Within these beds, the City should continue to provide a standardized mix of “beautification” plants similar to the existing Premium beds. Utilizing existing operating maintenance practices will allow the City to avoid incurring additional program costs that may reduce the feasibility of the program.

As part of the program launch, the City should initiate a marketing campaign to promote the bed locations and sponsorship offering and generate public interest. The marketing should be targeted at local businesses as highlighted in the Marketing Strategy. In conducting the marketing, the City should emphasize the benefits of the program for local small businesses should be highlighted within the marketing campaign. To minimize overhead costs, Vaughan should use City-controlled platforms for marketing such as social media (cost-effective method of reaching local businesses and community groups).

In administering the program, the City should launch an on-line Sponsorship Registration program within their existing website linked from the horticulture page similar to the ‘Curb Appeal’ program. All supporting documents including applications and program information should be included on this webpage. First-Come-First-Serve registration should be provided with a launch on a date in the late winter. In future years, sponsors from the previous year should be provided an opportunity to sponsor the same bed prior it becoming publicly available.

Overall, the City should establish a 5-year net revenue target; based on 100% take-up of the initial 34-Beds 2020 Sponsorship Offering (\$8,300 annually) or 5% of maintenance costs. After two years, the City should conduct sponsorship pilot program review to consider the future of the program based on its operation (maintain/re-structure/discontinue). If the program is successful, the City should consider a Year 3 expansion of 10 additional Premium beds if there is 100% take-up of the initial offering.

Sports Field Sponsorship Recommendations

It is recommended Vaughan does not pursue a sports field sponsorship program. The financial returns for the program are expected to be less than 2% of maintenance costs per sponsored asset, which means the cost recovery for the City is low and below provincial targets. Pursuit of sports field sponsorship is a high risk endeavour as no other comparator municipality currently undertakes sports field sponsorship without capital improvement. This means adoption and financial returns are very uncertain as reliable market data is not available. Additionally, there are reputational, legal, and conflict risks for sports field sponsorship. These risks may prevent the sponsorship of certain assets. Vaughan should halt the exploration of this program, pending further internal and external consultation.

A 5-Year Horticulture Implementation Framework

The implementation of the sponsorship model is recommended to be undertaken using the implementation framework presented within this section. We have devised a framework for a timeline of 5 years that considers initial start-up, expansion and success of the horticultural program.

Year One (2020 - 2021)

- Validation of final inventory for the sponsorship program.
- Finalize sponsorships fees structure in prior to presentation to council.
- Gain council ratification to move forward with sponsorship program.
- Create application and agreement template.
- Create and implement a marketing campaign on City-controlled social media platforms directed towards local small businesses.
- Open registration for horticulture assets and secure sponsorships.
- Prepare media campaign to launch the program.

Year Two (2021 - 2022)

- Fulfill 2020-2021 sponsorship agreements, implement signage and renew/sell sponsorships for 2021-2022 season by set deadline.
- Promote and market any available beds with specified registration date.
- Continue with the same implementation methods as previous years.

Year Three (2022 - 2023)

- Conduct a program review to consider the future of the program at the end of the year (ie. maintain, restructure, or discontinue program).
- If there has been an 100% take-up of initial 34 beds, adding an additional 10 beds to the program should be considered.

Year Four (2024) & Year Five (2025)

- If full adoption occurs, further expansion of program should be considered, including upgrade of lower tier beds to premium, if needed.

APPENDIX A: SPONSORSHIP IN CANADIAN MUNICIPALITIES

Sponsorship in Canadian Municipalities

For the development of the City's sponsorship model, the project team examined other municipal sponsorship models and literature on municipal sponsorship to understand current practices and opportunities.

WHAT IS MUNICIPAL SPONSORSHIP?

Sponsorship typically means a mutually beneficial agreement between a municipality and an external business or organization in which a fee (cash and/or in-kind) is paid to a municipality-owned facility, event, or program in exchange for advertisement, recognition, or other pre-determined benefit. Sponsorship allows the sponsor to have access to the exploitable commercial potential that is associated with the municipal-owned facility.

Sponsorship is not philanthropy. A sponsorship agreement is meant to provide benefits for both parties. Sponsors expect a return on investment (ROI) when entering a sponsorship agreement with a municipality.

Sponsorship is not advertising. Sponsorship is a way for sponsors to reach the users of a facility as more than just an advertisement. Sponsorship agreements allow sponsors to be promoted by their association with a facility. Advertisement is only just a part of sponsorship. For example, a billboard advertisement may be used to display a particular product that is available in the hopes that people will see the advertisement and wish to purchase that product. Whereas, sponsorship associates a company and their products/services with events, programs, and facilities that are important to a community. Sponsorship creates a connection between a company and a community that cannot be achieved through advertisement alone.

WHAT DOES THE INDUSTRY IN CANADA LOOK LIKE?

Municipal sponsorship has been a growing trend across Canada as a method to grow revenue and offset costs. According to the 11th Annual Canadian Sponsorship Landscape Study (CSLS), the sponsorship industry in Canada is worth approximately \$3 billion per year, up from \$1.6 billion per year in 2006.

MOST COMMON FORMS OF MUNICIPAL SPONSORSHIP

Sponsorship in municipalities can take on many different forms and is an ever evolving industry. Some of the most common forms of municipal sponsorship include:

- Naming Rights
 - Agreements for naming rights can be applied to a variety of municipal facilities including arenas, swimming pools, sports fields, community centres, meeting rooms, and parks. Naming right agreements are made for multi-year terms, typically 5 years or longer.
- Program Sponsorship
 - Program sponsorship is available in many municipalities for children and youth programs, adult fitness and recreation programs, and senior initiatives. Common public programs that are chosen for sponsorship are free skates and free swims.
- Event Sponsorship
 - Event sponsorships are typically offered in different tiers for a given event. The sponsorship tiers outline what is included in the sponsorship package and fall within the following categories: recognition, print and signage, digital, web and social media, event venue, and exclusive opportunities. Any public event can be used to attract corporate sponsors such as festivals, concerts, parades, and holiday events.
- Advertising (Banners, Signs, Recreation Flyers, etc.)
 - Advertising is built into sponsorship agreements in some form depending on the facility, program, or event being sponsored. Sponsorship agreements will typically include advertising in some capacity. Most agreements include signs or banners at the sponsored facility but can also include advertisements within municipally circulated flyers or magazines.

Most municipalities offering opportunities for sponsorship are open to creating customized sponsorship agreements. Customized agreements allow sponsors to broaden their sponsorship commitment. For example, a corporate sponsor may wish to include program or event sponsorship to their naming rights agreement.

RISK ASSOCIATED WITH MUNICIPAL SPONSORSHIPS

There are risks associated with municipal sponsorships that must be carefully considered in order to mitigate potential problems and proceed with a well-designed program. The risks typically fall under two main types: reputational risks and financial risks.

A study undertaken to analyze the perception of the public regarding corporate sponsorship on park and recreation services surveyed users of Fairfax County Parks to determine which types of sponsorship activities and conditions would be acceptable for park and recreation facilities. The study provides insight into possible reputational risks associated with corporate sponsorship. The two main concerns that can be associated with reputational risks fall under the following two categories:

- **Negative perception of over commercialization of non-commercial public spaces**
 - The study outlined concerns that an over-abundance of signage and advertisement would diminish the user experience in park and recreation spaces. It was cited that users typically sought out park and recreation space to escape the over commercialization of most other facets of life.
- **Conflict of interest/sponsor fit**
 - A conflict of interest or bad sponsor fit could potentially lead to a reputational risk for a municipality and can be a result of many different scenarios, some not as anticipatable as others. Conflicting values between the sponsor and the sponsoring organization can be viewed as negative in the eyes of users and reflect badly on the municipality for approving the sponsorship. The study cited that many respondents found it inappropriate for a sponsor without a good environmental or healthy living track record to be associated with park and recreation spaces. Another reputational risk that is not readily foreseeable is a scenario where the corporate sponsor is involved in some sort of publicly objectionable behaviour. In this case the relationship between the Sponsor and the municipality could reflect badly on the municipality.

There is also an objective financial risk for municipalities considering or operating a sponsorship program. Financial risks fall under the following two categories:

- Uncertain uptake of sponsorship programs
 - The municipality makes a monetary investment in creating and promoting sponsorship programs, however, sponsorships are not guaranteed. There is a risk for loss of initial investment when creating sponsorship programs.
- Uncertain asset valuation for sponsorship pricing
 - Valuing assets improperly and/or inaccurately creates a financial risk within municipal sponsorship. Assets that are under-valued may attract more sponsors but will result in a loss for the municipality. Assets that are over-valued may cause sponsors to pass on an agreement if they do not see a return on their investment. Properly valued assets are in the best interest of both the municipality and the corporate sponsor.

An additional risk to implementation of a sponsorship program is conflict with existing community sponsorship programs. Existing sponsorship agreements may exist between community groups, such as sports clubs and sponsors. With the development of a sponsorship program at a facility used by the community group, there may be an expectation of the group sponsor to seek advertising space. There also exists the risk of conflicting sponsors to take part in community group and facility sponsorship programs, which may have a negative impact on both programs. The City faces reputational risk for the potential detraction of sponsors from both programs.

APPENDIX B: PEER BENCHMARKING MATRIX

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review
Peer Survey

Premium Soccer Fields

Sponsorship

1. Do you offer sponsorship opportunities for premium soccer fields? ☐ Yes ☐ No
2. How many premium soccer fields do you have? How many of those fields have sponsorship opportunities available?

	<input type="checkbox"/> Premium Soccer Fields	
	<input type="checkbox"/> Sponsorable Premium Soccer Fields	
3. What types of sponsorship options do you offer for your soccer fields? What is the value of those sponsorship options?

<input type="checkbox"/> Naming Rights	<input type="text"/>
<input type="checkbox"/> Event Sponsorship	<input type="text"/>
<input type="checkbox"/> Program Sponsorship	<input type="text"/>
<input type="checkbox"/> Pouring Rights	<input type="text"/>
<input type="checkbox"/> Other _____	<input type="text"/>
4. Do you offer advertisement opportunities alongside sponsorship? Are there bundling options?

Advertisement	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Bundling	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Maintenance

- | | | Instances | Hours |
|---|--|----------------------|----------------------|
| 5. What types of maintenance activities are required for premium soccer fields? How many instances per year are those activities performed? | <input type="checkbox"/> Fertilize | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Overseed | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Aerate | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Sodding | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Lining | <input type="text"/> | <input type="text"/> |
| 6. How many hours are typically required to perform each activity? | <input type="checkbox"/> Grass Cutting | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Topdress | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Irrigation | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Garbage Removal | <input type="text"/> | <input type="text"/> |
| | <input type="checkbox"/> Other _____ | <input type="text"/> | <input type="text"/> |

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review
Peer Survey

7. What is the estimated or average cost for staff and equipment per hour?

Staff	<input type="text"/>
Equipment	<input type="text"/>

Miscellaneous

8. Do you have any advice/lessons learned/best practices for the City of Vaughan regarding sponsorship or maintenance for premium soccer fields?

City of Vaughan Horticulture and Sports Fields Sponsorship Model Report - December 2019

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review Peer Survey

Premium Baseball Diamonds

Sponsorship

- Do you offer sponsorship opportunities for premium baseball diamonds? ☐ Yes ☐ No
- How many premium baseball diamonds do you have? How many of those diamonds have sponsorship opportunities available?
☐ Premium Baseball Diamonds
☐ Sponsorable Premium Baseball Diamonds
- What types of sponsorship options do you offer for your baseball diamonds? What is the value of those sponsorship options?
☐ Naming Rights
☐ Event Sponsorship
☐ Program Sponsorship
☐ Pouring Rights
☐ Other _____ Value (\$)
☐ _____
☐ _____
☐ _____
☐ _____
- Do you offer advertisement opportunities alongside sponsorship? Are there bundling options?
 Advertisement ☐ Yes ☐ No
 Bundling ☐ Yes ☐ No

Maintenance

- What types of maintenance activities are required for premium baseball diamonds? How many instances per year are those activities performed?
☐ Fertilize
☐ Overseed
☐ Aerate
☐ Sodding
☐ Lining
☐ Grass Cutting
☐ Topdress
☐ Irrigation
☐ Grooming/Dragging Infields
☐ Garbage Removal
☐ Other _____
- How many hours are typically required to perform each activity?

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review Peer Survey

- What is the estimated or average cost for staff and equipment per hour?

Staff

Equipment

Miscellaneous

- Do you have any advice/lessons learned/best practices for the City of Vaughan regarding sponsorship or maintenance for premium baseball diamonds?

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review
Peer Survey

Premium Horticulture Beds

Sponsorship

1. Do you offer sponsorship opportunities for premium horticulture beds? ☐ Yes ☐ No
2. Where are your sponsorable horticulture beds located?
 - ☐ Major Roadways
 - ☐ Prominent Intersections
 - ☐ Downtown Merchant Areas
 - ☐ Residential Areas
 - ☐ Industrial Areas
 - ☐ Other _____
3. What types of sponsorship options do you offer for your horticulture beds?
 - ☐ Standard Annuals
 - ☐ Standard Perennials
 - ☐ Option to Customize Bed
 - ☐ Other _____
4. How do you highlight a sponsor of a horticulture bed?
 - ☐ Sign with Sponsor Information
 - ☐ Sponsor Logo Built Into Bed
 - ☐ Nothing
 - ☐ Other _____
5. How do you price your sponsorship options?
 - ☐ Seasonally
 - ☐ Annually
 - ☐ Multi-Year
 - ☐ Other _____
6. Is your sponsorship value based on a cost recovery percent? If yes, what is the percent? If no, how are your sponsorship costs determined?
 - ☐ Yes _____ %
 - ☐ No

City of Vaughan, Sports Fields and Horticultural Beds Service Level Review
Peer Survey

Maintenance

7. Is your municipality or the sponsor responsible for sponsored horticulture bed maintenance?
 - ☐ Municipality
 - ☐ Sponsor
 - ☐ Other _____
8. What types of maintenance activities are required for premium horticulture beds? How many instances per year are those activities performed?

	Instances	Hours
<input type="checkbox"/> Amend Soil		
<input type="checkbox"/> Rototilling		
<input type="checkbox"/> Planting		
<input type="checkbox"/> Weeding		
<input type="checkbox"/> Edging		
<input type="checkbox"/> Watering		
<input type="checkbox"/> Fertilizing		
<input type="checkbox"/> Disease Monitoring		
<input type="checkbox"/> Removal		
<input type="checkbox"/> Other _____		
9. How many hours are typically required to perform each activity?

<input type="checkbox"/> Amend Soil	
<input type="checkbox"/> Rototilling	
<input type="checkbox"/> Planting	
<input type="checkbox"/> Weeding	
<input type="checkbox"/> Edging	
<input type="checkbox"/> Watering	
<input type="checkbox"/> Fertilizing	
<input type="checkbox"/> Disease Monitoring	
<input type="checkbox"/> Removal	
<input type="checkbox"/> Other _____	
10. What is the estimated or average cost for staff and equipment per hour?

Staff	
Equipment	
11. What is the typical size of a premium horticulture bed?

Miscellaneous

12. Do you have any advice/lessons learned/best practices for the City of Vaughan regarding sponsorship or maintenance for premium horticulture beds?

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

	City of Vaughan	Town of Oakville	City of Mississauga	City of Richmond Hill	City of Markham	How Does Vaughan Compare?
Soccer Fields						
Sponsorship	<ul style="list-style-type: none"> No sponsorship is currently available for soccer fields 19 Premium Soccer Fields 	<ul style="list-style-type: none"> No sponsorship is available for soccer fields 44 Premium Soccer Fields 	<ul style="list-style-type: none"> No sponsorship is available for soccer fields 22 Premium Soccer Fields 	<ul style="list-style-type: none"> No sponsorship is available for soccer fields 10 Premium Soccer Fields 	<ul style="list-style-type: none"> No sponsorship is available for soccer fields 15 Premium Soccer Fields 	<ul style="list-style-type: none"> No municipalities have sponsorship available for soccer fields. Vaughan has more premium level soccer fields than Richmond Hill and Markham, but fewer fields than Oakville and Mississauga.
Maintenance	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (5X; 4hrs) Overseeding (2X; 2.5hrs) Aerating (4X; 2hrs) Sodding (1X; 7hrs) Lining (30X; 2.5hr) Grass Cutting (60X; 1.5hr) Topdressing (2X; 6.5hrs) Irrigation (60X; 6hrs) Garbage Removal () Staff Cost - \$40/Hour Equipment Cost - \$40/Hour 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (3X; 2hrs) Overseeding (3X; 3hrs) Aerating (3X; 4hrs) Sodding (2X; 2hrs) Lining (20X; 1hr) Grass Cutting (60X; 1hr) Topdressing (2X; 2hrs) Irrigation (14X; 0.5hrs) Garbage Removal (80X; 0.25hrs) Staff Cost - \$110/Hour Equipment Cost - \$45/Hour 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (2-5X; 1hrs) Overseeding (3X; 2hrs) Aerating (5X; 2hrs) Sodding (as required) Lining (48X; 1hr) Grass Cutting (72X; 1.5hrs) Topdressing (1X; 2hrs) Irrigation (as required) Garbage Removal (120X; 0.25hrs) Rolling/Dethatching (as required) Staff Cost - \$25/Hour Equipment Cost - \$15/Hour 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season): <ul style="list-style-type: none"> Fertilizing (Monthly) Overseeding (Monthly) Aerating (Monthly) Sodding (Fall & Ongoing) Lining (48X) Grass Cutting (72X) Topdressing (Monthly) Irrigation (96X) Garbage Removal (Daily) 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season): <ul style="list-style-type: none"> Fertilizing (5X) Overseeding (5X) Aerating (5X) Sodding (As Required) Lining (Weekly) Grass Cutting (48X) Topdressing (5X) Irrigation (As Required) Garbage Removal (Daily) Staff Cost - \$35/Hour Equipment Cost - \$15/Hour 	<ul style="list-style-type: none"> All municipalities perform their own maintenance for soccer fields. Most maintenance activities are performed similarly across all municipalities. Outliers include overseeding and irrigation. Vaughan performs overseeding the least of the peer municipalities. Irrigation is the most variable among the respondents. Vaughan performs irrigation approx. twice a week, Richmond Hill is the most similar at three times a week. Mississauga also rolls/dethatches their soccer fields. Staff and equipment costs vary greatly across the municipalities. Oakville has the highest costs and Mississauga has the lowest costs. Vaughan has higher costs than Mississauga and Markham but lower costs than Oakville.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

	City of Vaughan	Town of Oakville	City of Mississauga	City of Richmond Hill	City of Markham	How Does Vaughan Compare?
Advice/Lessons Learned/Best Practices	<ul style="list-style-type: none"> Irrigation for premium sport fields is managed by a central computer system which assists with limiting water consumption. Fields are routinely inspected in order to maintain a high quality. Policy for Managing Use on Premium Soccer Fields which outlines the allowable use to reduce wear and tear on premium fields and ensure the fields receive proper maintenance and safety checks. 	<ul style="list-style-type: none"> Field inspections including all amenities are done bi-weekly and electronically kept. Daily visits to ensure fields are playable every night and to address any deficiencies or safety concerns. Documented monthly inspections for due diligence and liability. "Spend your money between the hash marks" In other words do not treat entire field the same. Border grass area will always be in better shape than center of the field. 	<ul style="list-style-type: none"> Outdoor Sports Field Management Policy outlines use and maintenance of all outdoor sport fields. 	<ul style="list-style-type: none"> Lining and irrigation are weather dependent, therefore maintenance instances will fluctuate. Work with agronomist to monitor soil and field conditions and built maintenance program. Notes that a lower profile in terms of advertisement and signage at recreational spaces is preferred. 		
Baseball Diamonds						
Sponsorship	<ul style="list-style-type: none"> No sponsorship is currently offered for baseball diamonds 12 Premium Baseball Diamonds 	<ul style="list-style-type: none"> No sponsorship is available for baseball diamonds 23 Premium Baseball Diamonds 	<ul style="list-style-type: none"> No sponsorship is available for baseball diamonds 42 Premium Baseball Diamonds 	<ul style="list-style-type: none"> No sponsorship is available for baseball diamonds 10 Premium Baseball Diamonds 	<ul style="list-style-type: none"> No sponsorship is available for baseball diamonds 47 Premium Baseball Diamonds 	<ul style="list-style-type: none"> No municipalities have sponsorship available for baseball diamonds. Vaughan has more premium level baseball diamonds than Richmond Hill, but fewer diamonds than the other peer municipalities.
Maintenance	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (5X; 4hrs) Overseeding (2X; 2.5hrs) Aerating (4X; 2hrs) Sodding (1X;3hrs) Lining (30X; 2.5hrs) Grass Cutting (60X; 1.5hrs) Topdressing (2X; 6.5hrs) Irrigation (60X; 6hrs) 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (3X; 1hrs) Overseeding (3X; 2hrs) Aerating (3X; 3hrs) Sodding (2X; 2hrs) Lining (20X; 0.5hrs) Grass Cutting (60X; 1hrs) Topdressing (2X; 1hrs) Irrigation (14X; 0.5hrs) 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Fertilizing (2-5X; 1hr) Overseeding (2X; 2hrs) Aerating (3X; 2hrs) Sodding (as required) Lining (48X; 0.5hrs) Grass Cutting (72X; 1.5hrs) Topdressing (as required) Irrigation (as required) Groom/Dragging Infields (120X; 0.5hrs) 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season): <ul style="list-style-type: none"> Fertilizing (6X) Overseeding (6X) Aerating (6X) Sodding (Fall & Ongoing) Lining (48X) Grass Cutting (72X) Topdressing (6X) Irrigation (96X) 	<ul style="list-style-type: none"> Maintenance activities are performed by municipal employees Activities include (Instances per season): <ul style="list-style-type: none"> Fertilizing (5X) Overseeding (5X) Aerating (5X) Sodding (As Required) Lining (Weekly) Grass Cutting (48X) Topdressing (5X) Irrigation (As Required) 	<ul style="list-style-type: none"> All municipalities perform maintenance on their own baseball diamonds. All municipalities including Vaughan perform fertilizing, sodding, lining, grass cutting, groom/dragging infields, and garbage removal at a similar frequency throughout the season. Overseeding, aerating, top dressing, and irrigation activities vary in frequency across the surveyed municipalities. Irrigation has the most variance across the peers. Mississauga also rototills the warning track at their baseball diamonds.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

	City of Vaughan	Town of Oakville	City of Mississauga	City of Richmond Hill	City of Markham	How Does Vaughan Compare?
	<ul style="list-style-type: none"> ○ Groom/Dragging Infields (154X; 1.5hrs) ○ Garbage Removal (hrs) • Staff Cost - \$40/Hour • Equipment Cost - \$40/Hour 	<ul style="list-style-type: none"> ○ Groom/Dragging Infields (120X; 0.5hrs) ○ Garbage Removal (80X; 0.25hrs) • Staff Cost - \$110/Hour • Equipment Cost - \$45/Hour 	<ul style="list-style-type: none"> ○ Garbage Removal (120X;0.25hrs) ○ Rototilling Warning Track (5X; 2hrs) • Staff Cost - \$25/Hour • Equipment Cost - \$20/Hour 	<ul style="list-style-type: none"> ○ Groom/Dragging Infields (Daily) ○ Garbage Removal (Daily) 	<ul style="list-style-type: none"> ○ Groom/Dragging Infields (Daily) ○ Garbage Removal (Daily) • Staff Cost - \$35/Hour • Equipment Cost - \$15/Hour 	<ul style="list-style-type: none"> • Staff and equipment costs were the same between soccer fields and baseball diamonds.
Advice/Lessons Learned/Best Practices	<ul style="list-style-type: none"> • Maintenance for premium baseball diamonds is similar to maintenance for premium soccer fields. • Fields are inspected regularly to ensure they maintain a high quality. 	<ul style="list-style-type: none"> • Daily visits to ensure fields are playable every night and to address any deficiencies or safety concerns. Documented monthly inspections for due diligence and liability. 	<ul style="list-style-type: none"> • Outdoor Sports Field Management Policy outlines use and maintenance of all outdoor sport fields. 	<ul style="list-style-type: none"> • Lining and irrigation are weather dependent, therefore maintenance instances will fluctuate 	<ul style="list-style-type: none"> • Grade A baseball diamonds may require more maintenance on weekends if there is a tournament or other event 	
Horticulture Beds						
Sponsorship	<ul style="list-style-type: none"> • Sponsorship is currently not available for horticultural beds 	<ul style="list-style-type: none"> • Sponsorship is offered for horticulture beds, the program is called Oakville Blooms. • Sponsorable beds are located on major roadways and use standard annual flowers and shrubs • A double-sided sign with the sponsor's information is displayed at each bed • Sponsorship is offered and priced on an annual basis • Cost of sponsorship is based on 100% cost recovery for both maintenance and materials 	<ul style="list-style-type: none"> • Sponsorship is not offered for horticulture beds 	<ul style="list-style-type: none"> • Sponsorship is not offered for horticulture beds 	<ul style="list-style-type: none"> • Sponsorship is not offered for horticulture beds 	<ul style="list-style-type: none"> • Only Oakville currently has a sponsorship program for horticultural assets. Their program has been successful and well received by the community.

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

	City of Vaughan	Town of Oakville	City of Mississauga	City of Richmond Hill	City of Markham	How Does Vaughan Compare?
Maintenance	<ul style="list-style-type: none"> Maintenance activities on sponsorable beds is performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Amending Soil (1X; 0.5hr) Rototilling (1X; 0.16hr) Planting (1X; 0.5hr) Weeding (11X; 0.5hr) Edging (5X; 0.15hr) Watering (42X; 0.15hr) Fertilizing (21X; 0.15hr) Disease Monitoring (30X; 0.17hr) Removal (1X; 0.5hr) Staff Cost - \$70.08/Hour Equipment Cost - \$2.54/Hour A typical bed size is 5.85 square meters 	<ul style="list-style-type: none"> Maintenance activities on sponsorable beds is performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Amending Soil (1X; 1hr) Rototilling (1X; 1hr) Planting (1X; 1hr) Weeding (16X; 1hr) Edging (16X; 1hr) Watering (32X; 1hr) Fertilizing (8X; 1hr) Disease Monitoring (16X; 1hr) Removal (1X; 1hr) Staff Cost - \$110/Hour Equipment Cost - \$25/Hour A typical bed size is 20-25 square meters 	<ul style="list-style-type: none"> Maintenance activities on sponsorable beds is performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Amending Soil (1X; 1hr) Rototilling (1X; 1hr) Planting (1X; 1hr) Weeding (10X; 1hr) Edging (2X; 1hr) Watering (48-72X) Fertilizing (1X; 1hr) Disease Monitoring (as required) Removal (1X; 1hr) Staff Cost - \$25/Hour No equipment cost was noted A typical bed size is 20-50 square meters 	<ul style="list-style-type: none"> Maintenance activities on sponsorable beds is performed by municipal employees Activities include (Instances per season; Hours per instance): <ul style="list-style-type: none"> Amending Soil (2X) Rototilling (2X) Planting (2X) Edging (Weekly) Watering (Daily) Fertilizing (48X) Disease Monitoring (Weekly) Removal (1X) Staff Cost - \$30.38/Hour Equipment Cost - \$100/Hour Beds all vary in size – there is no typical size bed 	<ul style="list-style-type: none"> Maintenance activities on sponsorable beds is performed by municipal employees Activities include: <ul style="list-style-type: none"> Amending Soil Rototilling Planting Edging Watering Fertilizing Disease Monitoring Removal Staff Cost - \$35/Hour Equipment Cost - \$15/Hour 	<ul style="list-style-type: none"> All municipalities perform maintenance on their own horticulture beds. Many of the maintenance activities for horticulture beds vary in frequency between the surveyed municipalities. Amending soil, rototilling, planting, and removal are performed at a similar frequency. Weeding, edging, watering, fertilizing, and disease monitoring all vary in frequency. Vaughan performs their maintenance activities quicker than the other municipalities. Staff and equipment costs vary greatly across the municipalities. Oakville has the highest costs and Mississauga has the lowest costs. Vaughan has higher staff costs than Mississauga, Richmond Hill, and Markham. However, Vaughan has much lower costs for equipment than all other municipalities. Vaughan's typical horticulture bed size is much smaller than the peer municipalities.
Advice/Lessons Learned/Best Practices	<ul style="list-style-type: none"> Vaughan's Beautification Strategy outlines how each horticultural bed is evaluated into the four LOS categories. Assets are classified as basic, standard, enhanced, and premium depending on location. The types of plants used in each bed are also dictated by the Beautification Strategy. 	<ul style="list-style-type: none"> They have had good success with their sponsorship program, Oakville Blooms. Location is key. Some beds were not being sponsored because of poor location and other beds have an extensive waiting list. 		<ul style="list-style-type: none"> Maintenance hours depend on size of bed. Varies by Bed. Established a parks level of service for horticulture. 		

APPENDIX C: SPONSORSHIP APPLICATION AND AGREEMENT TEMPLATES

DISCLAIMER

This contract is a sample and provided to you for informational purposes only and should not be relied on as or considered to be legal advice. Nothing herein constitutes the establishment of a solicitor-client relationship between you and any person involved in the drafting of this contract.

This contract is not intended to and does not address the unique facts and circumstances of your situation and should not be duplicated without consideration of your specific needs and risk tolerance. Therefore, you should not use this contract without first obtaining the advice of your in-house or external legal counsel.

We make no claims, promises, or guarantees about the accuracy, completeness, or adequacy of any information contained in this contract. Any action you take upon the information in this contract is strictly at your own risk, and we will not be liable for any losses or damages in connection with your use of this contract.

SPONSORSHIP AGREEMENT

THIS SPONSORSHIP AGREEMENT (the “Agreement”) made as of **XXXXXXX** (the “Effective Date”).

BETWEEN: **THE CORPORATION OF THE CITY OF VAUGHAN**, an entity having a space of business at 2141 Major Mackenzie Dr., Vaughan, Ontario, L6A 1T1;

(hereinafter, the “City”)

AND: **XXXXXXXX**, a **corporation/business/entity** having its head office at **XXXXXXXXXXXXXXXX**;

(hereinafter, the “Sponsor”)

(individually, a “Party” and, collectively, the “Parties”)

RECITALS:

1. The City has organized the Sports Field Sponsorship Program (the “Program”);
2. The City requires sponsors for the Program; and
3. The Sponsor desires to sponsor **XXXXXXXX Field** (the “Field”) as part of the Program by making a financial contribution pursuant to the terms and conditions set out herein.

In consideration of the covenants, rights and obligations set out below, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1.0 SCHEDULES AND ENTIREMENT AGREEMENT

- 1.1 The following schedules form part of this Agreement:

Schedule	Description
Schedule “A”	Sponsorship Benefits
Schedule “B”	Sponsor Signs
Schedule “C”	Official Marks
Schedule “D”	Sponsor Marks

- 1.2 This Agreement constitutes the entire agreement between the Parties concerning the subject matter herein. All prior agreements, discussions, representations, warranties and covenants are merged herein. There are no warranties, representations, covenants or agreements, expressed or implied, between the parties except those expressly set forth in this Agreement. Any amendments or modifications of this agreement shall be in writing and executed by the Parties.

2.0 PAYMENT TERMS

- 2.1 The Sponsor shall pay to the City the sum of \$XXXXX in accordance with the payment schedule set out below:

Date	Payment

- 2.2 Payment will be made by cheque payable to the City and identified as being made for the Program.
- 2.3 Late payment will be subject to monthly interest of 2%, compounded monthly. Interest will accrue daily from the due date on each invoice until the account is paid in full. Payments are applied first to interest and then to invoices, from oldest to most recent.
- 2.4 None of the sponsorship benefits or rights herein will be released until payment in full is made to the City in accordance with Article 2.
- 2.5 The Parties acknowledge and agree that the payments made pursuant to this Agreement are in consideration for only the sponsorship benefits and rights described herein and do not replace, reduce, eliminate or otherwise abate any current obligations, financial or otherwise, that the Sponsor has with the City.

3.0 SPONSORSHIP BENEFITS

- 3.1 The City will provide to the Sponsor, the following benefits, all in accordance with Schedules A and B and the terms and conditions herein:
- a) Naming rights to the Field with four signs displayed around the Field;
 - b) Advertising activities; and
 - c) Free rental of the Field.
- 3.2. The Sponsor shall exercise the sponsorship benefits in accordance with all applicable laws and all applicable City guidelines, rules, regulations, and/or policies in place from time to time.

4.0 SPONSORSHIP RIGHTS

- 4.1 Subject to the terms and conditions of this Agreement, the sponsorship rights conferred to the Sponsor pursuant to this Agreement shall consist of the following:
- a) The non-exclusive right to associate the Sponsor's marks, as outlined in Schedule B (the "Sponsor Marks"), with the City during the Term; and
 - b) The non-exclusive right to use the phrases "Pleased to support the City of Vaughan" and "Pleased to partner with the City of Vaughan" or other similar mutually agreed-

upon phrases during the Term for the activities outlined in Schedule A and Article 5 and any other mutually agreed-upon activities that may the Sponsor may undertake with respect to the Program.

- 4.2 If the Sponsor wishes to independently undertake a promotional activity related to its sponsorship of the Program, the Sponsor shall provide at least six (6) weeks written notice to the City in advance. The Sponsor must obtain the City's approval in writing to undertake such independent activity, whether or not the Sponsor intends to use the City's official marks, as outlined in Schedule A (the "Official Marks"). For certainty, the City will not approve any request that conflicts with exclusive rights already granted by the City to a third party.

5.0 OFFICIAL MARKS

- 5.1 The City grants the Sponsor a non-exclusive, royalty-free, world-wide license to use its Official Marks during the Term on marketing or advertising material developed and used to promote the Sponsor's support of the Program, subject to the limitations set out in this Agreement.
- 5.2 At all times the Official Marks shall remain the Property of the City.
- 5.3 The Sponsor will comply with any guidelines set by the City for the use of the Official Marks. The Sponsor will obtain the written approval of the City at least five (5) days prior to the use of any marketing or advertising material which uses the Official Marks or refers to the City or the Program. The City shall not unreasonably withhold approval.
- 5.4 In the event the Sponsor defaults on any of the obligations set out in this Agreement, the City will have the right to terminate the Sponsor's right to use the Official Marks immediately upon written notice of such default. The City may, at its sole and absolute discretion, provide a period in which the Sponsor may cure the default.
- 5.5 Upon termination of the Sponsor's right to use the Official Marks, the Sponsor will immediately cease any and all use or display of the Official Marks.
- 5.6 The Sponsor shall take no action to damage the goodwill associated with the Official Marks, or use the Official Marks in any manner that directly or indirectly harms or adversely affects the City's reputation or standing.

6.0 SPONSOR MARKS

- 6.1 The Sponsor grants to the City a non-exclusive, royalty-free, world-wide license to use the Sponsor Marks in association with the operation, advertising and promotion of the Program.
- 6.2 At all times the Sponsor Marks shall remain the property of the Sponsor.
- 6.3 The City's use of the Sponsor Marks will be subject to the Sponsor's consent, which shall not be unreasonably withheld. The City will comply with reasonable guidelines set by the Sponsor for the use of the Sponsor Marks. The City will make a reasonable effort to obtain written approval from the Sponsor at least forty-eight (48) hours prior to

the use of any marketing or advertising material which uses the Sponsor Marks. The Parties acknowledge and agree that under urgent circumstances the City may seek such approval on a same-day or several-hour basis, and the Sponsor shall use best efforts to provide approval under such circumstances.

- 6.4 The City is not obligated to use a particular form of the Sponsor Marks and reserves the right to use a colour or black-and-white version of the Sponsor Marks, or the Sponsor's word mark only.
- 6.5 In the event the City defaults on any of the conditions set out in Article 6 of this Agreement, the Sponsor has the right to terminate the City's right to use any Sponsor Marks after receiving written notice of such default, provided that the City is given five (5) business days to cure such default, or such other greater period of time set by the Sponsor, after written notice of the default is given.
- 6.6 In the event of termination of the City's right to use the Sponsor Marks, the City will promptly cease to produce materials that contain the Sponsor Marks. The City may continue to use or display materials that contain the Sponsor Marks which have been approved by the Sponsor as of the date of termination for a period of up to three (3) months after the date of termination.

7.0 OBLIGATIONS OF THE SPONSOR *[Insert or delete obligations as needed.]*

In consideration of the benefits set out in this Agreement, the Sponsor shall, subject to and in accordance with the terms and conditions of this Agreement:

- a) Support the City with payment of the fee outlined and payable in accordance with Article 2 above;
- b) Provide a non-exclusive, non-transferable, revocable license to the Sponsor Marks for use by the City in communication and promotional materials for the duration of the Term in connection with the Program;
- c) Provide all necessary visuals and materials to the City for the purposes of promoting the Sponsor in accordance with this Agreement;
- d) Provide approval and/or comments to the City regarding communication and promotional material developed by the City concerning the Sponsor within five (5) days of reception or any other period mutually agreed by the parties; and
- e) Ensure the Sponsor and its employees, agents and representatives conduct themselves in a professional manner so as to maintain the good name, image and reputation of the City; and
- f) Ensure the Sponsor and its employees, agents and representatives do not exercise any of the rights or benefits conferred by this Agreement in any manner that directly or indirectly damages the goodwill associated with the City or harms or adversely affects the City's reputation or standing.

8.0 OBLIGATIONS OF THE CITY *[Insert or delete obligations as needed.]*

In consideration of the benefits set out in this Agreement, the City shall, subject to the terms

and conditions of this Agreement:

- a) Provide all visuals and materials necessary for the purposes of promoting the Sponsor as may be agreed to from time to time by the Parties in writing;
- b) Provide the Sponsor with Program plans for reference prior to the execution of the Program;
- c) Include recognition of the Sponsor as a contributor to the Program on media releases related to the Program during the Term, if any;
- d) Include recognition of the Sponsor as a corporate sponsor on the website of the City during the Term;
- e) Provide the Sponsor with access to the Official Marks for purposes of use by the Sponsor on promotional materials approved by the City for the duration of the Term;
- f) Authorize the Sponsor to communicate the sponsorship provided hereunder through various internal and external communications tools, including but not limited to its website;
- g) Provide approval and/or comments to the Sponsor regarding communication and promotional material concerning the City within five (5) days of reception or any other period mutually agreed by the parties;
- h) Provide the Sponsor with free rental of the Field in accordance with Schedule A;
- i) Ensure the representatives and members of the City conduct themselves in a professional manner so as to support and maintain the good name, reputation and the image of the Sponsor; and
- j) In accordance with Schedule B, manufacture and install, at its sole expense, four (4) signs in and/or around the Field, displaying the Sponsor Marks and/or Business Information (as defined in Schedule A) prominently.

9.0 THIRD PARTY AFFILIATION

- 9.1 The Sponsor shall not permit any trademark, trade name, emblem, logo or other marks denoting or identifying any third party or any third party's products or services to appear in or otherwise form a part of any marketing or advertising materials which display the Official Marks without the prior written consent of the City.
- 9.2 The Sponsor shall not participate in a promotion or activity with a person who is not a sponsor of the Program using the Official Marks or otherwise implying an association with the City, or its events, programs, services, and/or facilities without the prior written consent of the City.

10.0 REPRESENTATIONS AND WARRANTIES *[Insert additional representations and warranties as needed.]*

- 10.1 Each of the Parties represents and warrants that the signatories to this Agreement have been duly authorized to execute and deliver this Agreement on its behalf, that the execution, delivery and performance of this Agreement have been duly and validly authorized and that when executed and delivered, this Agreement will constitute a legal, valid and binding obligation enforceable in accordance with its terms.
- 10.2 The Sponsor represents and warrants that the City's use of the Sponsor Marks will not infringe any other party's intellectual property rights or moral rights and that the Sponsor Marks can be lawfully used in connection with the Program.

11.0 NOTICES AND AMENDMENTS

- 11.1 All notices, demands, amendments or other communications required or permitted by this Agreement to be given to any Party shall be in writing and shall be:

- a) delivered either to the individual designated below for such Party, or to an individual having apparent authority to accept deliveries on behalf of such Party at its physical address set out below;
- b) sent by registered mail; or
- c) sent by electronic mail

at or to the applicable addresses or electronic mail addresses set out below or to such other contact, address or electronic mail address as may be designated by a Party from time to time:

The Sponsor's contact information:

The City's contact information:

Municipal Partnerships Office
Vaughan City Hall, 2nd Floor
2141 Major Mackenzie Drive
Vaughan ON L6A 1T1
ecd@vaughan.ca

12.0 PUBLIC ANNOUNCEMENTS

- 12.1 The Parties will not publicly announce the existence or nature of the sponsorship arrangement formed under this Agreement until both Parties consent to such announcement.
- 12.2 The Parties will provide reasonable advance notice to each other of public announcements, events and ceremonies respecting activities governed by this Agreement. The Parties will make a reasonable effort to provide an opportunity for the other Party to participate in such announcements, events and ceremonies.

13.0 TERM

- 13.1 The term of this Agreement shall commence on the Effective Date and remain in effect until **XXXXXXXX** unless earlier terminated in accordance with Article 15 of this Agreement (the “Term”).

14.0 DISPUTE RESOLUTION

- 11.1 If a dispute arises concerning the application or interpretation of this Agreement, the Parties will attempt to resolve the matter through negotiation, and may, unless set out otherwise herein, by mutual consent and at the sole and absolute discretion of the Parties, resolve the matter through mediation with a mutually acceptable mediator or arbitration process in accordance with the *Commercial Arbitration Code* set out in the *Commercial Arbitration Act* (Canada).

15.0 DEFAULT AND TERMINATION [*Insert termination for cause obligations if needed*]

- 15.1 In the event of default by either Party of any material term or condition of this Agreement, and subject to Articles 5.4 and 6.5, the defaulting Party will have fifteen (15) days after receiving notice of the default to cure the default or to take steps satisfactory to the other Party to remedy the default, failing which the other Party may terminate this Agreement effective immediately at the end of such fifteen (15) day period by providing notice of termination.
- 15.2 The City may terminate this Agreement for convenience by providing ten (10) days prior written notice to the Sponsor.
- 15.3 Either Party may terminate this Agreement:
- a) immediately, upon written notice to the other, if the other Party becomes bankrupt or insolvent or enters into liquidation (other than a voluntary liquidation for the purpose of reconstruction, amalgamation, or similar reorganization) or has a receiver appointed;
 - b) on fifteen (15) days prior written notice, if the other party has ceased to carry on business or undergoes a material change in its business activities; and
 - c) immediately, upon written notice, in the event that the other Party, including its affiliates and representatives, commits or becomes involved in any activity after the date of this Agreement that results in a reputational risk to either Party, including without limitation activities which cause offence, outrage, ridicule or contempt and which otherwise may negatively affect the reputation of either Party among the public.
- 15.4 If this Agreement is terminated before the expiration of the Term, and except if it is terminated pursuant to Articles 15.1 and 15.3(c):
- a) the Sponsor will receive a pro rata refund of any amounts paid, or pro rata extinguishing of any amounts due, or both as the case may be for any sponsorship rights or benefits not received by the Sponsor at the time of termination, and such

amount shall release the City's from any further liability to the Sponsor with respect to such termination; and

- b) the Sponsor shall make a pro rata payment for any sponsorship rights or benefits received and not paid for at the time of termination.

16.0 INDEMNITY AND LIMITATION OF LIABILITY *[Revise to City's needs.]*

16.1 Each Party will indemnify the other Party, its affiliates, and each of their respective directors, officers, employees, elected officials (in the case of the City), agents, successors and assigns from and against any liability, loss, cost, damage, claim, settlement, penalty or expense they may incur, including reasonable legal fees and court costs, as a result of:

- a) the negligence or willful misconduct of the indemnifying Party or any agent or contractor acting on its behalf;
- b) any improper use of the Official Marks (in the case of the Sponsor) and any use of the Sponsor Marks (in the case of the City), including any claim that such use violates any third party intellectual property right; and
- c) any injuries to persons and/or property sustained at any event or activity held or conducted pursuant to the Program, except to the extent that such injury to property or person was caused by the negligence or misconduct of the other Party or any agent, employee or contractor acting on its behalf.

16.2 In no event shall the City be liable to the Sponsor for any consequential, incidental, special reliance or indirect damages (including without limitation lost revenue and lost profits) arising out of or related to the Program, its cancellation or any changes thereto in location, date or otherwise, whether such claim is based in contract, tort or otherwise.

16.3 Each Party shall defend and indemnify the other Party against any third party claim, suit, or proceeding arising out of, related to, or alleging unauthorized disclosure or exposure of personally identifiable information and personal information.

17.0 INSURANCE

17.1 The Sponsor will be responsible for maintaining a commercially reasonable type and amount of insurance (approximately \$2,000,000.00) to cover its participation in Program activities.

18.0 GENERAL PROVISIONS

18.1 **Construction.** The Parties agree that the terms of this Agreement result from negotiations between them. This Agreement will not be construed in favor of or against either Party by reason of authorship.

18.2 **Agency.** Nothing in this Agreement is to be construed as authorizing one Party to contract for or to incur any obligation on behalf of the other, or to act as agent for the other Party; or creating a joint venture or agency relationship between the Parties.

- 18.3 **Severability.** If any one or more of the provisions of this Agreement shall be found to be illegal or unenforceable, this Agreement shall remain in full force and effect, and such term or provision shall be deemed severed.
- 18.4 **Nondisclosure.** Neither Party shall use any confidential information of the other Party for any purpose other than to facilitate the transactions contemplated by this Agreement.
- 18.5 **Waiver.** No failure by either Party hereto at any time to give notice of any breach by the other Party of, or to require compliance with, any condition or provision of this Agreement shall be deemed a waiver of similar or dissimilar provisions or conditions at the same or at any prior or subsequent time.
- 18.6 **Jurisdiction.** This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.
- 18.7 **Assignment and Sub-license.** Neither Party may assign this Agreement to another Party, or any part thereof, nor any amount payable there under, without the prior written consent of the other Party. Neither Party may assign or sub-license the licenses granted to it under this Agreement without the prior written consent of the other Party.
- 18.8 **Force Majeure.** No delay, failure, or default, other than a failure to pay fees when due, will constitute a breach of this Agreement to the extent caused by acts of war, terrorism, earthquakes, other acts of God or of nature, strikes or other labour disputes, riots or other acts of civil disorder, embargoes, or other causes beyond the performing Party's reasonable control.
- 18.9 **Counterparts.** This Agreement may be executed in one or more counterparts. Each counterpart will be an original, but all such counterparts will constitute a single instrument.

IN WITNESS WHEREOF the Parties have signed, by their duly authorized representatives:

XXXXXXX

**THE CORPORATION
OF THE CITY OF
VAUGHAN**

Per: _____
Name:
Title:

Date:

Per: _____
Name:
Title:

Date:

SCHEDULE A SPONSORSHIP BENEFITS

The City will provide to the Sponsor the benefits described below. *[Insert particulars of the Sponsorship Benefits on a case-by-case basis.]*

1. Naming rights to the Field. *[Insert desired name, parameters or limitations.]*
2. In accordance with Schedule B, four (4) signs displayed around the Field containing the Sponsor Marks and/or business information. For the purposes of this Agreement, the Sponsor's business information shall consist of the following information (the "Business Information"): *[Insert Sponsor company name, contact information, etc. as agreed to by the Parties.]*
XXXXXX
3. Advertising across various forms of communications. Design of advertising to be undertaken by the City in consultation with the Sponsor. Final design of advertisements to be determined by the City. Advertisements to be undertaken using any approved Sponsor Marks, in accordance with Article 6 of this Agreement. Advertisement benefits will include the following on a yearly basis during the Term: *[Insert advertising activities and details as agreed to.]*
 - a. Three (3) promoted posts on Social Media;
 - b. Inclusion of Sponsor name in promotional materials for events at the Field;
 - c. ¼ page ad in two (2) annual publications of the City Recreation Guide;
 - d. Two (2) Recreation App Banner ads on City Recreation App, for a duration of four (4) weeks each;
 - e. Mention of sponsored venue in two (2) annual publications of the City Recreation Guide;
 - f. Advertisement on City-owned television channels;
 - g. Sponsor identification on venue profile available on City of Vaughan website; and
 - h. Recognition of Sponsor in miscellaneous printed materials (brochures, maps);
4. Two (2) tickets to annual Mayor's Gala event per year during the term.
5. Free rental of the sponsored field for **XX hours** per year during the term. Bookings will be for a **X hour** period and scheduled to avoid disruption with public use. Bookings to be arranged through Recreation Services' permit unit and will be booked around seasonal bookings and pending availability. If and when the Sponsor rents the Field, the Sponsor will, upon request, add the City of Vaughan as additional insured on the existing corporation's insurance policy.

SCHEDULE B SPONSOR SIGNS

Design and Installation

Insert design and installation obligations. Examples include:

- 1) The size and specifications of the signs shall be determined by and mutually agreed upon by the Parties acting reasonably, provided that the City shall have the authority to finally resolve any dispute with respect to size or specifications.
- 2) The signs shall be installed at the Field in locations determined by the City.
- 3) Sign placement and size shall be as follows:
 - a. A sign (X cm x X cm) to be mounted at park/Field entrance *[Insert location description.]*
 - b. A sign (X cm x X cm) to be mounted at the Field *[Insert location description.]*
 - c. A sign (X cm x X cm) to be mounted on supporting infrastructure *[Insert location description.]*
 - d. A sign (X cm x X cm) to be mounted on supporting infrastructure *[Insert location description.]*
- 4) The signs shall display the Sponsor Marks and/or Business Information, and such other content as the Parties may agree, provided that the City shall have the authority to finally resolve any dispute with respect to design or content.
- 5) Design, manufacture and installation shall be arranged by the City, and all associated costs shall be paid for by the City.
- 6) The signs shall be installed by XXXXX, 2020 and shall remain in place until XXXXX.]

Maintenance

[Insert description of maintenance and repair responsibilities.]

Liability

[Insert liability or indemnity provisions if required.]

**SCHEDULE C
OFFICIAL MARKS**



The City of Vaughan logo depicts the clock tower of the municipality's eco-friendly City Hall. This distinctive architectural feature provides an iconic symbol of the City and its development as a sustainable community. The five white lines represent Vaughan's historic centres, symbolizing a continuity with the past since the City's incorporation in 1991. The choice of bright corporate colours recalls a rural heritage and highlights the preservation of green space as the City evolved into a major urban centre. The logo design has a modern flair with clean typography that reflects the City's growth as a vibrant and successful community.

BLUE

Pantone 294
100C/60M/0Y/20K
0R/85G/150B

GREEN

Pantone 376
50C/0M/100Y/0K
140R/197G/65B

The logo typeface is called Gotham. Modern and accessible in terms of legibility, Gotham is a family of geometric sans serif typefaces designed by American type designers Tobias Frere-Jones and Jesse Ragan in 2000. It is inspired by a form of architectural signage popular in the mid-twentieth century, particularly in New York City.

**SCHEDULE D
SPONSOR MARKS**

SAMPLE

**Template for Horticultural Beds
Sponsorship Application/
Agreement**

Template to be modified to suit
preferences of City of Vaughan



City of Vaughan Horticulture Bed Sponsorship Application Form

Date: _____

Applicant Contact Information

Contact Name: _____

Organization/Company: _____

Full Address: _____

Phone #: _____

Email Address: _____

Horticultural Bed Information

Please see location and rate sheet.

Preferred Location: _____

Second Preference: _____

Name to appear on signs (please print): _____

- ☐ I am interested in including more of my business information (i.e. company logo, phone number, or website) on the signs at an additional cost

Cost (please note that taxes are included in quoted price): _____

Sponsorship Agreement Terms and Conditions

Horticultural Sponsorship Terms

- Approved sponsors will be required to enter into a sponsorship agreement with the City of Vaughan.
- Opportunities are for financial sponsorship only. There are currently no mechanisms in place for adoption with shared work/maintenance.
- Locations are subject to availability at the time of submission.
- Duration of display season is weather dependent and consists of approximately four months between planting in May and removal in mid-September.
- The City of Vaughan will determine horticulture bed design, plant species and colour.
- The City of Vaughan is not responsible for damage or loss of signs. Damaged or vandalized signs will be replaced to original specifications once per year, after which further damage remediation will be at the expense of the sponsor, or will be removed from the site.

Confirmation & Payment

- Sponsorship applications will be accepted at the Municipal Partnerships Office at Vaughan City Hall, 2nd Floor, 2141 Major Mackenzie Drive, L6A 1T1, or by phone, fax or electronic submission.
- The City of Vaughan reserves the right to reject any applications not deemed appropriate and to give preference to sponsors by proximity to sponsorship locations.
- The City of Vaughan reserves the right to reverse any application due to unforeseen events upon full reimbursement to the sponsor of monies received.
- Date and time of receipt of payment will determine queue order for sponsorship applications. In-person applications will take priority over electronic applications.
- Reasonable efforts will be made to accommodate the sponsor's first or second choice in horticultural bed location, however, selection is on a first come, first served basis.
- Sponsors must submit payment in full at the time of application.
- There are no refunds on signage after applications have been approved and payment received from the sponsor.



Payment Information

Date and receipt of payment will determine queue order for sponsorship applications. Once payment is received, the sponsorship agreement must be entered into, following which sign design and placement will take place at the sponsor's approved location. For payment by cheque, the selected location will be reserved until the cheque clears. An administration charge of \$35.00 will be levied for all NSF cheques and bed location will be released.

Submit completed form electronically to ecd@vaughan.ca or mail to Municipal Partnerships Officer, Municipal Partnerships Office, Vaughan City Hall, 2nd Floor, 2141 Major Mackenzie Drive, Vaughan, ON L6A 1T1

Payment Method

Total Payable \$: _____

Payment Information

☐ Cheque payable to City of Vaughan ☐ Visa ☐ MasterCard ☐ American Express

Credit Card Authorization

Credit Card #: _____ Expiry Date (mm/yr): ____/____

Print Cardholder's Name: _____

Cardholder's Signature: _____

The undersigned has read and understands, and agrees to be bound by, the terms and conditions of this Sponsorship Application Form.

Applicant Name: _____ Date: _____

Applicant Signature: _____

APPENDIX D: BACKGROUND INFORMATION ON HORTICULTURE, SPORTS FIELDS AND SPONSORSHIP

City of Vaughan
Horticulture and Sports Fields Sponsorship Model Report - December 2019

The following background information on Horticulture and Sports Fields maintenance and sponsorship was accessed or provided by City staff:

- Beautification Strategy (City of Vaughan, 2016)
- Horticultural Asset Information
- Asset Management Plan – Services & Assets (City of Vaughan, 2016)
- Budget Data (City of Vaughan, spanning years 2015-2019)
- Managing Use on Premium Soccer Fields Policy (City of Vaughan, 2011)
- City of Vaughan: Assessment of Naming Rights Sponsorship - Recreational Facilities (Performance Sponsorship Group, June 2016)
- CIIR-001 – Corporate Partnerships Policy
- Corporate Partnership Procedures
- 2015 Transportation Fact Book – The Regional Municipality of York
- Recreation Services – Advertising Package (City of Vaughan, 2019)

Information on municipal sponsorships was found from the following sources:

- IEG's Guide to Sponsorship - <https://www.sponsorship.com/ieg/files/59/59ada496-cd2c-4ac2-9382-060d86fcbdc4.pdf>
- "Proceed with Caution": Public Perceptions Regarding Corporate Sponsorship of Park and Recreation Services, N. Pitas, A. Mowen, T. Llechty, N.E. Trauntvein, Journal of Park and Recreation Administration, Volume 33, Number 4, Winter 2015.
- Burlington "Adopt-A-Flowerbed" Program - https://www.burlington.ca/en/your-city/AdoptaFlowerbed.asp?_mid_=8928
- "Oakville Blooms" Program - <https://www.oakville.ca/business/oakville-blooms.html>
- "Hamilton in Bloom" Traffic Island Beautification Program - <https://www.hamilton.ca/streets-transportation/streets-sidewalks/traffic-island-beautification>