



Corporate Sponsorship Strategy

**Presented to:
General Committee
November 2, 2015**

**CENTRE OF
EXCELLENCE FOR
PUBLIC SECTOR
MARKETING**



**CENTRE
D'EXCELLENCE
EN MARKETING
GOUVERNEMENTAL**

Context

- Like most municipalities, Barrie is looking for ways to make investments in the quality of life of residents, while minimizing the financial impacts on taxpayers.
- The City owns and operates a wide variety of “assets” that can be leveraged to generate new non-tax based revenue.
- Currently, the City has no comprehensive policy or strategy to capitalize on these new revenue opportunities.
- Developing a sponsorship culture requires a significant shift in thinking and approach for staff, Council, residents and businesses.
- The City has already enjoyed some level of success through the sponsorship arrangements it has secured through other initiatives.

Project Summary

Phase 1

(Inventory and Valuation)

- Identification of sponsor, naming and advertising assets
- Valuation of core assets
- Environmental Scan
- High-Level Revenue Assessment
- Strategic Recommendations

Phase 2

(Proposed Strategy)

- Refine Opportunities
- Identify and Address Barriers
- Communications and Positioning
- Marketing and Sales Considerations
- Resourcing / Infrastructure
- Policies and Procedures
- Feasibility Analysis

2015 Municipal Benchmarking Survey

Who's doing it?

- 65% of municipalities involved in sponsorship;
- Of the 35% not currently involved, 90% are considering it;
- 100% of municipalities over 100,000 in population are engaged in some form of sponsorship.

What are they doing?

- 94% of municipalities marketing their assets are seeking naming rights sponsors. 62% have agreements in place;
- 68% use internal staff to manage and market the program;
- Arenas (96%), Recreation Complexes (82%), Pools (61%) and Sports Fields (61%) are viewed as the best opportunities for sponsorship.

Key Municipal Challenges

- Adequate resources to do the job;
- Large number of stakeholders that need to buy-in;
- Public and media scrutiny;
- Restrictive internal policies;
- Risk adverse internal culture;
- Skeptical corporate community;

Barrie

- Competition from major urban centres
- Many businesses that are not focused on reaching consumer markets

And the big one....



Sponsorship Field of Dreams

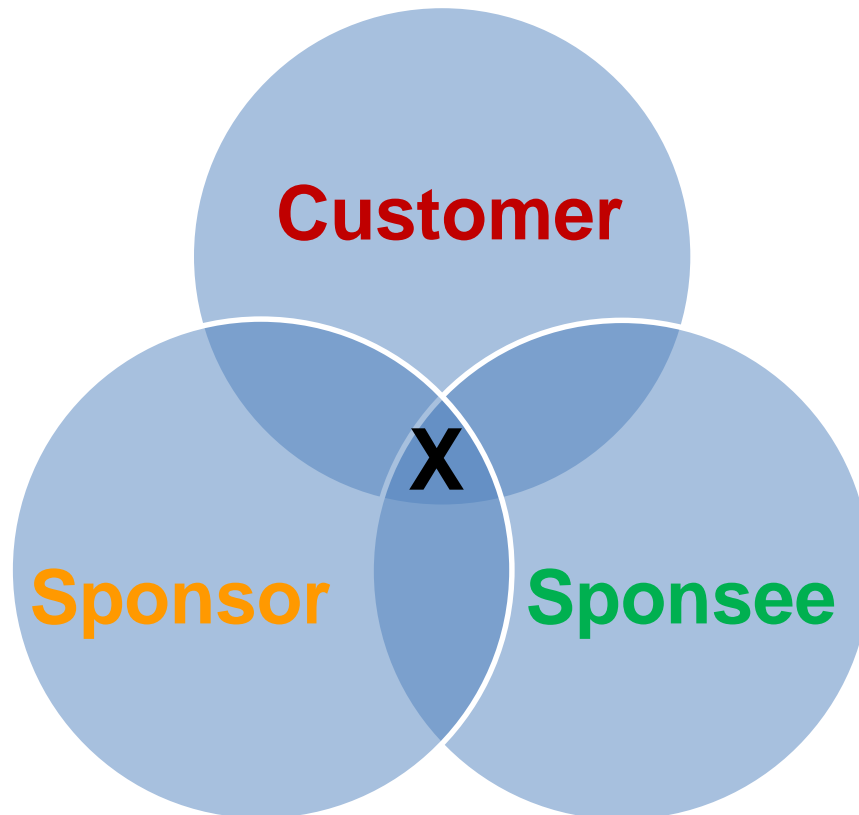
On the Good Side...

The City of Barrie:

- has the ability to reach more people in the community than anyone else;
- is rich in “unique assets” that can be leveraged with potential sponsors;
- has a recognizable and powerful brand;
- has a positive impact on people’s lives;
- has the resources to deliver on agreements.

The timing is right for Sponsorship

The New Sponsorship Environment



Key Recommendations

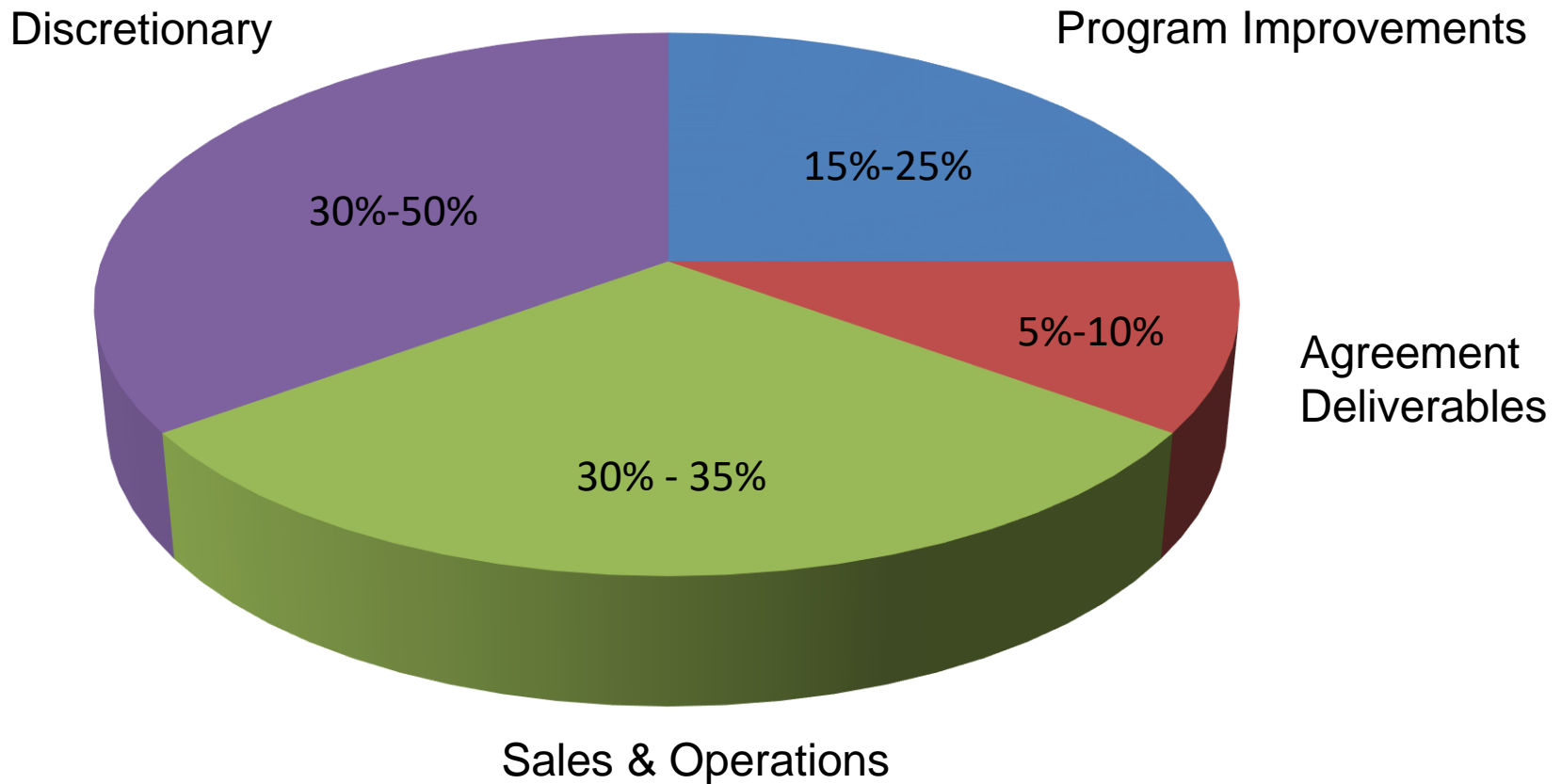
Coordinated Approach to Sponsorship

1. Centralize Function
2. Advisory Committee
3. Dedicated staff resource to manage/market/sell
4. Training for key City staff
5. Approve a formal Sponsorship Policy
6. Proactive Communications Plan to businesses and citizens.
7. Adopt Guiding Principles that provide a operational direction for the program

Approve assets to be marketed

Area of Focus	Examples
Naming Rights for complexes and amenities for new or relatively new facilities	Allandale, East Bayfield and Holly Complexes and amenities not commemoratively named, Southshore, Eastview Arena and other high profile properties.
Public programs and Services that cater to large numbers of citizens	Public Swims, Public Skates, Outdoor Skating & Hockey, Fitness Classes, Learn-to-Swim, Day Camps and Seniors Programs
City-wide initiatives	A Green Barrie, An Active Barrie, A Safe Barrie, Culture Friendly Barrie, Business Friendly Barrie, Age Friendly Barrie
Civic Events / Attractions that attract large and/or distinct audiences	Canada Day, Celebrate Barrie, Downtown Countdown, Rhythmfest, Winterfest
Exclusive Service Provision Opportunities	WI-FI Services in City facilities
Other Unique Opportunities	Web Site (i.e. Registration Page or Receipt, other most viewed pages), Facility/Program Access Passes, Collection and Event Calendars, targeted City-Wide Brochures and Outdoor Billboards

Allocate revenue strategically



Revenue Summary & Financial Implications

Potential New Revenue (from Identified Inventory)

Revenue Source	Potential Revenue	
Naming Rights	\$287,000	Current facilities
Program Sponsorships	\$43,000	Evolving Opportunities
Event Sponsorships	\$65,000	Strong Appeal
Themed Community Initiatives	\$45,000	Value Alignment
Audience Bundled Programs	\$20,000	Focused marketing
Web Site Ads	\$24,000	Growing medium
Display Advertising	\$30,000	Unique Opps.
Other Unique Opportunities	\$50,000	In-kind
TOTAL Potential (Annual) REVENUE	\$564,000*	Conservative Approach

Cost / Benefit Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Annual Projected Revenue (Gross)	\$103,000	\$196,800	\$315,200	\$428,600	\$564,000	\$1,607,600
Annual Staff Costs (Senior Mgr.)	\$93,000	\$103,000	\$103,000	\$103,000	\$103,000	\$505,000
Annual Staff Costs (Admin/Servicing)		\$31,000	\$31,000	\$31,000	\$31,000	\$124,000
Marketing Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Sponsorship Servicing (5% of projected rev.)	\$5,150	\$9,840	\$15,760	\$21,430	\$28,200	\$80,380
Net Income	(\$5,150)	\$42,960	\$155,440	\$263,170	\$391,800	\$848,220

Action Plan

For the period Late 2015 / Early 2016

- Refine opportunities identified in Phase I
- Approve Sponsorship Policy
- Resource a staff person(s) to implement the program
- Develop a full marketing plan and collateral for the program
- Implement a campaign to promote opportunities to the business community at large
- Focus on sales of Tier 1 Naming opportunities
- Expand City-wide inventory and approach to marketing the City's advertising opportunities

questions?

