

Policy Evaluation Area	Description	Issues / Opportunities / Implications	Suggested Amendment
<p><b>POLICY GAPS AND OVERLAPS</b></p> <p>Presently there are three Council policy statements related to the naming of municipal assets:</p> <ul style="list-style-type: none"> <li>• CS003                             <ul style="list-style-type: none"> <li>– Municipal Naming Policy;</li> </ul> </li> <li>• CSPS012                             <ul style="list-style-type: none"> <li>– Naming Rights Guidelines</li> </ul> </li> <li>• CS011                             <ul style="list-style-type: none"> <li>– Sponsorship Policy</li> </ul> </li> </ul> <p>City-Owned, Civic Partner Operated Facilities; and Assets.</p>	<p>The <b>Municipal Naming Policy</b>, established in 1985, addresses City Council's authority to define standards for municipal asset names, establishes a Municipal Names Committee as the administrative authority to receive, evaluate and recommend naming proposals, and to approve names of municipal assets.</p> <p>The <b>Naming Rights Guideline – City Owned, Civic Partner Operated Facilities</b>, established in 2003, assumes responsibilities of the Municipal Naming Policy for Civic Partners to name or rename City-owned facilities or lands under their control and operations specifically pertaining to the sale of naming rights of a whole facility. Sponsorship arrangements of components within the facility is the authority of the Civic Partner to administer.</p> <p>The <b>Sponsorship Policy – City Owned, City Managed Assets</b>, established in 2004, builds upon an overall Sponsorship Policy Framework and the Naming Rights Guideline for City-Owned, Civic Partner Operated Facilities policy to create an authorized environment for the existing practice of entering into sponsorship agreements and partnerships. It provides an</p>	<p><b>Issue #1</b> – The Municipal Naming Policy has become large, comprehensive and unwieldy (i.e. over 50 pages with several sub-divisions) in guiding municipal asset naming efficiently and with any flexibility.</p> <p><b>Issue #2</b> – Clarity is required between the Sponsorship Policy – City Owned, City Managed Assets and the Naming Rights Guidelines – City Owned, Civic Partner Operated Facilities Policy on the policy that applies to Civic Partners. There are inconsistencies, gaps and overlaps leading to questions on which policy and process applies.</p> <p><b>Issue #3</b> – Three naming policies are inherently overlapping if not redundant or in conflict, regarding:</p> <ul style="list-style-type: none"> <li>- policy purpose;</li> <li>- definitions;</li> <li>- naming rules or criteria;</li> <li>- protocols and processes;</li> <li>- roles and responsibilities;</li> <li>- clear public understanding of policy application;</li> <li>- approving authorities; and</li> <li>- direct and identifiable accountabilities.</li> </ul> <p><b>Opportunity #1</b> – The Municipal Naming Policy is rich in naming protocol.</p>	<p><b>Suggested Amendment #1</b></p> <p>Rescind all three Council naming rights and sale of named assets and establish a new omnibus municipal asset naming and sponsorship policy.</p> <p><b>Implications:</b></p> <ul style="list-style-type: none"> <li>- Good functioning elements of each policy will be retained and collaboratively aligned; and</li> <li>- Critical examination of the inconsistencies, gaps, overlaps, and dysfunctional elements of the policy(s) will be undertaken and issues resolved with the policy consolidation process.</li> </ul> <p><b>Intended Consequences:</b></p> <p>Clarity, consistency, and common application of naming criteria, protocols, roles, responsibilities, accountabilities and authorities in both naming and sponsorship selling of naming rights should lead to:</p> <ul style="list-style-type: none"> <li>- Enhanced governance, oversight and approvals;</li> <li>- Consistent and predictable application of naming criteria, protocols, accountabilities and objectives;</li> <li>- Efficient, satisfying processes should lead to shorter naming and sponsorship request turnaround; and</li> <li>- Clear alignment of policy and</li> </ul>

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<p><b>NAMING / SPONSORSHIP AUTHORITY</b></p> <p>City Council is the authority for naming of municipal assets as defined in the Municipal Naming Policy.</p> <p>City Council is the authority for the sale of naming rights sponsorship agreements for City-owned assets as defined in the Sponsorship Policy for City Owned, City Managed Assets.</p> <p>The authority for entering into naming agreements and sale of naming rights sponsorship agreements for City-Owned, Civic Partner-operated facilities is the General Manager – Community Services &amp; Protective Services (unless issues cannot be resolved upon which they may be escalated to the City Manager then City Council).</p>	<p>enabling environment for The City to enter into naming rights agreements with corporations within set guidelines and procedures for the purpose of financial sustainability.</p>	<p><b>Opportunity #2</b> – The Sponsorship Policy – City-Owned, City Managed Policy has effective sponsorship, economic and financial, market branding, risk and trademark criteria and due diligence considerations.</p> <p><b>Opportunity #3</b> – Opportunity and willingness exists to consolidate all naming and sale of naming rights sponsorship agreements in an omnibus policy</p>	<p>protocols should increase both requestor and administrative satisfaction and achievement of desired naming and sponsorship outcomes.</p>
	<p>The Municipal Names Committee administers the Municipal Naming Policy on behalf of City Council.</p> <p>Council's approving authority has been sub-divided and distributed to different recommending authorities depending upon asset type and asset steward. That is:</p> <ul style="list-style-type: none"> <li>- Community and roadway names are recommended for Council approval by the Calgary Planning Commission;</li> <li>- Regional Recreation Centres names are recommended for Council approval by the Priorities and Finance Committee</li> <li>- Civic Partner operated facilities naming requests are approved by the General Manager – Community</li> </ul>	<p><b>Issue #4</b> – Handling of naming and sponsorship requests plus authority for recommendation for approval to City Council is mixed depending on asset type and asset steward leading to inconsistency if not confusion.</p> <p>The protocol and path to naming approval and approach to public engagement is varied and not always understood by citizens or businesses.</p> <p><b>Issue #5</b> – The Municipal Names Committee has either an active or passive role on behalf of City Council, depending upon asset type, asset steward and recommending authority.</p> <p><b>Opportunity #4</b> – Naming requests for minor components of municipal</p>	<p><b>Suggested Amendment #2</b></p> <p>That review and recommendation to Council for approval of naming request agreements for City-owned and City-operated lands, assets and facilities (including naming of community and roadways) and sale of naming rights sponsorship agreements be handled by the Priorities and Finance Committee to City Council within the guidelines of FOIP.</p> <p><b>Implications:</b></p> <ul style="list-style-type: none"> <li>- Community and roadway naming approval will no longer be a function of the Calgary Planning Commission. They may receive proposed community and roadway naming for information.</li> </ul>

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<p>City Council is informed of naming rights sale.</p>	<p>Services &amp; Protective Services and at his / her discretion, City Council is informed of the naming agreement and sale of naming rights sponsorship agreement. Council may be requested to evaluate and respond to unresolved disputes through the City Manager.</p> <ul style="list-style-type: none"> <li>- The Priorities and Finance Committee makes recommendations for naming requests and sale of naming rights sponsorship approval by Council through the Priorities &amp; Finance Committee.</li> </ul> <p>With respect to the sale of naming rights sponsorship agreements (excluding other types of sponsorship agreements), City asset stewards must comply with the Sponsorship Policy – City Owned, City Managed Assets and seek guidance, if not support, from Customer Services &amp; Communications, Law and Finance &amp; Supply to ensure financial, economic, risk, marketing, branding and trademark show due diligence. The General Manager – Corporate Services grants approval for naming and sponsorship</p>	<p>assets are subject to the same rigor, scrutiny and timelines.</p>	<p><b>Intended Benefits:</b></p> <ul style="list-style-type: none"> <li>- Restatement of protocol and role of City Council in naming of municipal assets and sale of municipal asset naming rights;</li> <li>- Improved transparency and accountability;</li> <li>- Single point on recommending authority to City Council;</li> <li>- Naming and sale of naming rights remains a policy initiative; and</li> <li>- Streamlined process for naming of small, minor municipal assets.</li> </ul> <p><b>Suggested Amendment #3</b></p> <p>Naming and sale of naming rights sponsorship will remain at the discretion of Civic Partners. City Council will be informed annually of related naming and sponsorship agreements as approved by the General Manager – Community Services &amp; Protective Services through the Priorities and Finance Committee within the guidelines of FOIP.</p> <p>If the naming and sponsorship guidelines are not clearly met and/or if disputes cannot be resolved by The City's Senior Administration, at the discretion of the General Manager – Community Services &amp; Protective Services, a report to the City Manager and/or City</p>

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	<p>agreements. Depending upon financial considerations and degree of department collaboration approval may include other General Managers.</p> <p>City Council involvement in the naming for Civic Partner operated facilities is at the discretion of the General Manager – Community Services &amp; Protective Services.</p>		<p>Council with options and recommendations for their consideration shall be presented through the Priorities and Finance Committee within the guidelines of FOIP.</p> <p><b>Implications:</b> Civic Partners will be concerned to the extent of City Council's role and discretion in naming rights and sale of naming rights sponsorship agreement.</p> <p><b>Suggested Amendment #4</b> That the naming and sale of naming rights sponsorship of small or minor components of municipal assets shall be the discretion of asset stewards.</p> <p><b>Intended Benefits:</b> - Streamlined process for naming of small, minor municipal assets.</p>
<p><b>Naming and Sponsorship Protocol Accountability</b></p> <p>The Municipal Names Committee administers the Municipal Naming Policy on behalf of City Council and facilitates the naming request review process for City owned and operated assets.</p> <p>The Calgary Planning Applications Group administers the requests for community and roadway naming.</p>	<p>Each of the three City Council policies has defined administrative roles, responsibilities and accountabilities for the handling of municipal asset naming and sale of naming rights sponsorship agreements.</p> <p>The asset steward remains largely silent.</p>	<p><b>Issue #6</b> – City asset stewards have been asked (and ask themselves) why they do not take the lead role and accountability for municipal asset naming requests and for sale of naming rights sponsorship agreements for assets within their stewardship.</p> <p><b>Issue #7</b> – The Municipal Names Committee undertakes the</p>	<p><b>Suggested Amendment #5</b> That asset stewards shall become accountable and responsible for naming requests and for sale of naming rights sponsorship agreements.</p> <p><b>Suggested Amendment #6</b> That the Municipal Names Committee shall be disbanded once all asset stewards assume</p>

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<p>Recreation administrators requests for Regional Recreation Centres on behalf of The City and in conjunction with the recreation centre operators.</p> <p>Civic Partners administer all naming and sale of municipal asset naming agreements for City Owned Civic Partner operated facilities.</p>		<p>responsibility to evaluate naming requests despite not having accountability for the municipal asset itself. Their role is at times passive, advisory and at other times, active and accountable.</p>	<p>accountability for municipal asset naming and sale of naming rights sponsorship agreements.</p> <p><b>Implications:</b></p> <ul style="list-style-type: none"> <li>- City asset stewards may resist if this creates additional workload and demands on limited staff resources; and</li> <li>- A communication and change management strategy will be required to assist asset stewards in this function and responsibility.</li> </ul> <p><b>Intended Benefits:</b></p> <ul style="list-style-type: none"> <li>- Asset stewards in complete control of municipal assets under their control; and</li> <li>- Streamlined and shorter timeframe for naming approval.</li> </ul>
<p><b>Review and Evaluation Protocols</b></p> <p>Each of the naming policies have established protocols, processes, roles, responsibilities and accountabilitys for reviewing and evaluating naming requests and sale of naming rights.</p>	<p>The protocol for processing naming requests (i.e. receiving, recording, circulating for evaluation feedback, stakeholder consulting, preparing findings and recommendations, and implementation) is dependent upon the asset type and who is defined as the 'recommending authority' and the 'asset steward'.</p> <p>The protocol for processing sale of name sponsorship agreements is vested with the asset steward organization with advisory support</p>	<p><b>Issue #8</b> – Many of the review and evaluation activities are similar but workflow and information processes are different. The approval activities for naming and sale of naming rights sponsorship approval is different depending upon asset type. This leads to process confusion and inefficiencies.</p> <p>The documentation of the naming and sponsorship request review and evaluation process must be well documented, coordinated and</p>	<p><b>Suggested Amendment #7</b></p> <p>That a common protocol and process workflow for reviewing, evaluating and approving naming and sale of naming rights sponsorship agreement be established for all City owned, City operated assets. Regional Recreation Centre and Civic Partner organizations will continue to adhere to their existing protocols and processes.</p>

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	from Customer Service & Communications, Law, and Finance & Supply.	<p>controlled to ensure timely and effective review.</p> <p>The City has had knowledgeable and experienced resources managing this process but this may not be assured in the future due to different role and staff assignments.</p>	<p><b>Implications:</b></p> <ul style="list-style-type: none"> <li>- Business process improvement, implementation, communication and change management strategy and plan are required for successful execution.</li> </ul> <p><b>Intended Benefits:</b></p> <ul style="list-style-type: none"> <li>Clarity, consistency, and common application of naming criteria, protocols, roles, responsibilities, accountabilities and authorities in both naming and sponsorship selling of naming rights should lead to:               <ul style="list-style-type: none"> <li>- Enhanced governance, oversight and approvals;</li> <li>- Consistent and predictable application of naming criteria, protocols, accountabilities and objectives;</li> <li>- Efficient, satisfying processes should lead to shorter naming and sponsorship request turnaround; and</li> <li>- Clear alignment of policy and protocols should increase both requestor and administrative satisfaction and achievement of desired naming and sponsorship outcomes.</li> </ul> </li> </ul>
<p><b>Naming and Sponsorship Naming Criteria</b></p> <p>Per City Council Municipal Naming Policy, names of all municipal assets must reflect Calgary's heritage, history, geography and/or contributions.</p>	<p>Council Policy specifies that municipal assets be named to reflect Calgary's heritage, history, geography or significant contributions.</p>	<p><b>Issue #9</b> – An increase of naming requests not conforming to the approved naming criteria.</p> <p><b>Issue #10</b> – Sale of naming rights</p>	<p><b>Suggested Amendment #8</b></p> <p>Naming criteria for municipal assets be expanded to include:</p> <ul style="list-style-type: none"> <li>- Marketing, commercial or branding names in accordance</li> </ul>

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<p>The Sponsorship Policy – City-Owned, City-Managed Assets and the Municipal Naming Guideline City-Owned, Civic Partner-Operated Facilities Policy considers naming in the commercial context that is the naming rights is sold or exchanged for significant cash or other revenue support.</p>	<p>This has been found to be common criteria across other major cities.</p> <p>There is an increase in name requests which do not conform to these criteria or are innovative derivatives of names (e.g. first 3 letters of one name and 2 letters of another name). Particularly for community and roadway naming, but found in other circumstances such as park naming. Similarly, through sponsorship selling of municipal asset names, commercial entities, products and brand names are being requested in return for financial or services-in-kind benefits to The City. While the Municipal Names Committee have made evaluations according to the Municipal Naming Policy, situations and circumstances are arising more often where these names are plausible but cannot be accepted or the requests are declined only to be overturned by the naming authorities.</p>	<p>sponsorship agreements often represent a business or corporate sponsorship intent the naming especially for marketing, branding, or in accordance with commercial agreements.</p> <p><b>Issue #11</b> – Citizens and businesses are seeking clarity on what type of information is required to rationalize and support the proposed municipal asset name.</p> <p><b>Issue #12</b> – Regional Recreation Centre and Civic Partner naming requests and sale of naming request sponsorship agreements are often confidential for commercial reasons and subject to review and evaluation under FOIP guidelines.</p> <p><b>Issue #13</b> – No policy statements clearly defines the naming of municipal assets for departed and recently retired City Council members.</p> <p><b>Issue #14</b> – Recommending authorities (i.e. Calgary Planning Commission) and City Council are overturning Administration and/or Municipal Names Committee recommendations.</p> <p><b>Issue #15</b> – Naming of Neighbourhoods before the naming of communities is becoming more prevalent. Neighbourhood is not an</p>	<p>with sale of naming rights sponsorship agreements;</p> <ul style="list-style-type: none"> <li>- Names of former members of City Council; Members of the Parliament, Members of the Legislative Assembly;</li> <li>- Names of notable Calgarians and organizations in the field of sports, arts, culture, science, education, and religion; and</li> <li>- Names of notable international individuals and organizations for their contributions to peace and humanity.</li> </ul> <p><b>Suggested Amendment #9</b> That the Priorities and Finance Committee is the recommending authority to City Council for municipal asset naming of City Owned, City Operated Assets.</p> <p><b>Suggested Amendment #10</b> That the Priorities and Finance Committee is the authority to recommend that Council receive for information municipal asset naming of City Owned, Civic Partner operated facilities.</p> <p><b>Implication:</b></p> <ul style="list-style-type: none"> <li>- All naming and sale of naming sponsorship agreements will be through the Priorities and Finance Committee to Council with the outcome of consistency of policy application;</li> </ul>

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<p><b>Naming and Sponsorship Scrutinizer</b></p> <p>Per Municipal Naming Policy, Corporate Services – Infrastructure &amp; Information Services business unit is responsible for this policy and the Chair of the Municipal Names Committee. Membership of this committee is comprised of a representative from Transportation, Community Service Protective Services, Planning Development Assessment, and City Clerks (covering sponsorship and civic records).</p> <p>Per Sponsorship Policy – City Owned, City Managed Assets, Corporate Services – Customer Service &amp; Communications business unit is responsible for this policy and support of asset stewards in the development and sale of naming rights sponsorship agreements. Additional scrutiny is provided by Law and Finance &amp; Supply.</p>	<p>official city database entity under addressing or GIS mapping database schemas.</p>	<p><b>Intended Benefits:</b></p> <ul style="list-style-type: none"> <li>- Clarity in authority and accountability for naming and sale of naming rights sponsorship agreements.</li> </ul>	<p><b>Suggested Amendment #11</b></p> <p>That the asset steward business units or divisions shall be the primary scrutinizer of naming requests and sale of naming rights sponsorship agreements in accordance to policies, protocols and criteria.</p> <p><b>Suggested Amendment #12</b></p> <p>That Corporate Services establish resources to support asset stewards in the review, evaluation and presentation for approval of naming requests and sale of naming rights sponsorship agreements.</p> <p><b>Suggested Amendment #13</b></p> <p>That Corporate Services establish a plan for implementation of the new 'Municipal Asset Naming and Sponsorship Policy for City Owned Assets'.</p> <p><b>Suggested Amendment #14</b></p> <p>That Council and Administration continue to be supportive of the independence and autonomy of Regional Recreation Centre and Civic Partner organizations.</p>
<p><b>Issue #16</b> – Membership of the Municipal Names Committee has been effectively able to process and evaluate naming requests efficiently and in compliance with the Policy due to the availability of skills and experience rich City staff resources and/or degree of decision-making experience and maturity. Replacement of committee members due to attrition maybe a challenge.</p> <p><b>Issue #17</b> – Many asset stewards are increasingly seeking sponsorship opportunities to enhance their business model and financial sustainability. Resources to support these requests are limited.</p>			