



CITY OF RICHMOND

REPORT TO COUNCIL

TO: Richmond City Council
FROM: Bill McNulty
Chair, Corporate Sponsorship Program Committee
DATE: November 8, 2000
FILE: 0103-20-SPAL1
RE: City of Richmond Resource Guide for Implementing Partnerships

STAFF RECOMMENDATION

That the attached document be received for information and direction be given to proceed with implementation sessions for staff.

Bill McNulty

Bill McNulty
Chair, Corporate Sponsorship Program Committee

Att. 1

STAFF REPORT

ORIGIN

The City of Richmond's Strategic Management Plan sets out the vision, mission and a series of initiatives for helping Richmond to become the most appealing, liveable and well managed community in Canada. One of the Strategic Teams which has been established is the Partnerships and Alliances Team. This Teams core strategy is:

- To develop long range strategies for working with key stakeholders in our community, in City operations and in our service delivery

Briefly summarized below are details about the Team's first initiative: The preparation of a Resource Guide on Partnerships (Attachment 1).

ANALYSIS

One of the first issues which the Partnerships and Alliance Team faced in addressing its objectives, was to more fully understand what "partnerships" meant, what types of partnerships the City was already involved with, and what were some of the key components of developing an effective partnership. To assist with this understanding, the Team decided that a most useful first task would be to develop an "easy to read" guide which would provide a common understanding of the term as well as information on :

- how to identify partnership opportunities,
- doing a business case,
- details on some past and current successful partnerships,
- a simple checklist to refer to when negotiating partnerships
- points to consider when monitoring and evaluating partnerships; and
- legal considerations.

The Team has also begun to assemble a list of current partnerships which the City is involved with that can be maintained as a data base.

In putting together the Resource Guide the Team looked at other material which had already been prepared including, the City's Sponsorship Policy, the Ministry of Municipal Affairs Report on Partnerships, along with information from a number of other jurisdictions.

The Team's hope is that this Guide will provide a useful tool for City staff to refer to in undertaking partnerships. To this end this guide has been reviewed by the Corporate Sponsorship Committee who recommended that all Council endorse the project, therefore it is now being forwarded to Council for information. The next steps will be to host information sessions for staff about the Guide and to encourage them to consider partnership opportunities, where appropriate, in undertaking their work.

Interest has been expressed in this project by both stakeholders and staff in other cities, as most are dealing with partnerships as a way of doing business. The City will be looking to make the guide available at a cost for other municipalities to use.

FINANCIAL IMPACT

No financial impact at this time. However, each new partnership could result in considerable financial savings.

CONCLUSION

The City's Partnership and Alliances Strategic Team has prepared a Resource Guide as a tool to assist in developing partnerships with our key stakeholders. Following receipt by Council, the Guide information sessions will be organized with staff.

A handwritten signature in black ink, appearing to read "Dave Semple", followed by a large, stylized flourish or mark.

Dave Semple
Chair, Partnership and Alliance Strategic Team

DCS:scw

Take your Vision Further . . .

A City of Richmond resource guide for

Implementing Partnerships

DRAFT

November 2000



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A MESSAGE FROM THE CAO



City Council has adopted a vision: “. . . to be the most appealing, livable and well-managed community in Canada”. Achieving the vision involves the successful implementation of a number of initiatives and projects. We have a unique opportunity to reach our goal faster, better and more cost-effectively by pursuing new ways of doing business, such as partnership models.

This guide has been prepared by the City’s Partnership Team as a resource tool for staff. It is not intended to add another level of bureaucracy to the approval process. Instead, it is meant to help broaden our thinking when it comes to the delivery of City services. For example, perhaps you, or someone outside the City, has a great idea for a City product or service that seems too expensive or doesn’t fit within standard contract models. A partnership may be the answer.

There are many different types of partnerships. There is no ‘one size fits all’ model. Recognizing this, the Partnership Team has prepared a guide which includes case studies of some of the various partnerships the City is actively involved in. This may help you identify which model works best for your particular initiative.

The Partnership team has also prepared a “List of Current Partnerships”. This information will provide you with useful reference on the various partnership models as well as identify the key City staff person involved in coordinating these partnerships. I am sure you will find these staff can serve as a valuable contact and resource. I would encourage you to reference this information and keep it relevant and current by adding any new partnerships you develop to this list.

This guide will make a valuable contribution to achieving our vision through partnerships. I invite you to think creatively and try this approach. Please contact the Partnership Team if you need assistance or have questions.

Yours truly,

George Duncan
Chief Administrative Officer

1.0 INTRODUCTION



This resource guide, developed by the City of Richmond's Partnership Team, is designed for use by City staff. Its theme is partnership – why, when, and how to implement partnerships with organizations and individuals in the community.

Richmond is known for innovative and progressive local government, for quality services and economic opportunities. The purpose of this document is to help build a creative and entrepreneurial spirit in city government, develop high-quality public services in an affordable, cost-effective way, and contribute to the city's quality of life. This will help to create a livable community and attract investment to Richmond. We hope this guide will encourage City departments to examine their current relationships for new partnering possibilities, and to survey the community and the region for potential new partnerships.



We have tried to make the guide as useful as possible by keeping it brief, using real success stories from Richmond, and offering concrete suggestions. This guide takes you through the steps required to develop a partnership, from identifying and assessing opportunities to preparing for negotiations. It also provides suggestions for monitoring and evaluating the activities of your partnership once it begins operations.

The mandate of the Partnership & Alliance Team is:

“To identify opportunities and provide support to create Partnerships and Alliances with businesses and organizations which assist in achieving the City's vision”

Readers should be aware that while we point out some potential legal issues in this guide, it is not a legal document. All parties to any non-routine formal agreement should get legal advice early in the process, and in the case of City initiatives, that advice must take into account the unique rules that apply to municipal government in BC.

If you have comments or suggestions about this guide or about the work of our team, please contact Dave Semple, chair of the Partnership & Alliance Strategic Team, at 233-3306 or at dsemple@city.richmond.bc.ca. A list of team members and their phone numbers is provided in Appendix III.

2.0 DEFINING PARTNERSHIP



The term “partnership” can be used in several ways. Sometimes it simply means that two organizations have a friendly ongoing relationship. However, in law, the word “partnership” can have precise and restrictive meanings.

Under classic partnership rules in the common law, each partner is responsible for the actions of the other, even if one partner is acting without the knowledge of the other. BC’s *Local Government Act* deals with what are called “partnering agreements”, sometimes referred to as public-private partnerships. A partnering agreement is an agreement in which someone or somebody agrees to “provide a service on behalf of the local government.” The provincial act sets out various rules around such agreements, such as requirements relating to disclosure, opportunities for citizen counter petitions, and referendums.

- *The City of Richmond is seeking long-term partnerships.*
- *Partnership must benefit the City, the partner and the taxpayer.*
- *The primary objective is cost-effective service delivery*
- *Partnership helps the City to build consensus and promote its vision.*

None of Richmond’s partnership arrangements entail the joint liabilities of traditional business partnership as governed by common law, and most do not qualify as public-private partnerships under the *Local Government Act*. In any agreement between Richmond and other parties, these legal definitions must be addressed and probably excluded.

In this guide, the definition of “partnership” is more informal than these strict legal definitions. We will use a definition developed by the Partnership Team which describes the existing types of partnerships Richmond has.



A partnership is an agreement that promotes the City’s goals for enhancing public service and provides mutual benefit to the City and to a group, agency, business or neighbourhood

The focus of any partnership is the *binding agreement* that sets out the rules and expectations. The agreement may take the form of a written contract, a memorandum of understanding, an exchange of letters, or (less often) a verbal contract. One objective of Richmond’s emerging partnership strategy is to make such agreements increasingly precise and comprehensive so that the interests of the City and its residents are protected.

A successful partnership often begins with *shared goals* and always results in *mutual benefit*. The relationship between the City and School District No. 38 provides some clear examples. The City and the School District operate several agreements where parks and schoolyards are jointly managed and each party benefits. For example, the City gets after-hours access to school buildings for community programs and takes charge of booking room space, and in return performs chores such as grass cutting and litter collection for the School District.

In the case of the Cambie Project, the parties negotiated the joint construction of a 130,000 square foot building containing both a secondary school and a community centre. The resulting complex, opened in 1995, made leisure services available to a rapidly growing area of Richmond at a reduced capital cost. It is cost-effective for both parties, promoting optimal use of school and community centre facilities both days and evenings.

In this example, the shared goal is to invest in infrastructure that will get maximum use by Richmond residents. Locating the school and the community centre together supports this goal. The two parties also have a *shared responsibility* to ensure that these mutual benefits are achieved.

The Cambie Project combines the interests of two parties in a unique way. The School District has the resources and the programs to enable a perfect fit with the community centre operation. The City could not have devised such a partnership with any other agency.

For more information on the Cambie Project contact Kate Sparrow, Director, Recreation and Cultural Services, 276-4129 or ksparrow@city.richmond.bc.ca

A friendly relationship helps a partnership to succeed, but the essential feature of partnership is a stable, businesslike foundation. A *Memorandum of Understanding* or a *Letter of Intent* is helpful in setting out initial expectations. Performance targets must be defined and agreed to during negotiations. Senior members of the partner organizations should approve the terms of the partnership in principle and later in detail. The final agreement, signed after negotiations, will be more detailed in setting out roles and responsibilities, and will be designed to minimize the risk of confusion, delay or collapse. Work should be closely monitored while the partnership is in progress to ensure that performance targets are being achieved.

For the purposes of this guide, there are some differences between a partnership and:

- *A routine contract:* Parties to a partnership are more interdependent than parties to a routine contract. Each brings unique interests and resources to the partnership. If one partner withdraws, it is difficult or impossible to keep the project alive.
- *A long-term relationship:* To take one example, Richmond has daily contact with Vancouver International Airport on various topics such as fire, police, sewer and water, neighbourhood concerns, environment or local economic development. This is too broad a set of activities to be called a partnership. However, there is scope for formal partnership agreements within any one of these topic areas.
- *An alliance:* Allies share a goal, but do not necessarily conclude a formal agreement. The term alliance often refers to a relationship between families, groups or nations that have agreed to act together, for example in a marriage or a campaign.
- *A joint venture:* A one-time grouping of two or more persons, businesses or organizations in a business undertaking. Unlike a partnership, a joint venture does not entail a continuing relationship among the parties.
- *A sponsorship agreement:* Under City Policy 3015 of October 1996, a sponsorship agreement is a particular type of partnership agreement where the sponsor pays to the City a negotiated, guaranteed fee (and/or product and/or services in kind) in exchange for the exclusive or non-exclusive right to i) distribute their products or services at City facilities and events, and ii) market and promote their involvement with City facilities and events. This policy is available in Appendix VII.

3.0 IDENTIFYING PARTNERSHIP OPPORTUNITIES



The City of Richmond has a long history of working with other organizations to ensure that the community is provided with the best services possible. For many years, Richmond City Council has recognized the value of establishing partnerships with community organizations, the business community and other government agencies. Looking at partnership opportunities had direct benefits to the City: cost savings in service delivery, community involvement, livability, and support for the economy. Early partnerships were established with the School Board, and over the years these have expanded to a diverse range of partnerships, as the examples in this guide illustrate.

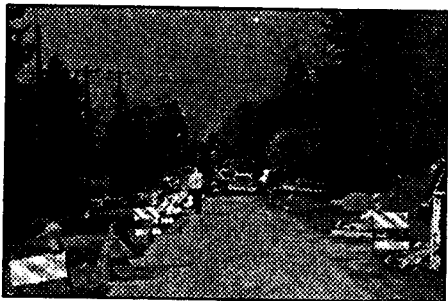
The City and the School District have worked in partnership since 1968, when they reached an agreement stating that the City would maintain school grounds and the School District would provide classroom space and gyms for City programs. The agreement continues to this day and has benefited both organizations. Under the City's community development strategy, adopted in the 1970s, the City provides grants and facilities to community groups, which then design and implement recreational and cultural programs to serve people of all ages.

The City's desire to approach other organizations for mutual support accelerated in the late 1990s. After a decade of rapid population growth, migration to BC from other provinces and countries slowed along with the province's economy, and Victoria cut transfer payments to municipalities. Looking forward to the current decade, it is clear that forming effective partnerships is a key City priority while a primary objective is to make service delivery more cost-effective without sacrificing quality. Partnership also allows the City to build public consensus around the way it allocates resources, and to promote its vision of an appealing, livable, well-managed community.

A partnership proposal may come forward from a business, a community group or an individual. The proposal may point to the development of an entirely new service. However, experience suggests that workable, effective partnership proposals will come most often from City staff, and will most likely suggest possible improvements to existing services.

The Neighbourhood Improvements

For many years, the City of Richmond has worked with members of the public to provide neighbourhood improvements under the Local Improvement Bylaw. Under the by-law, property owners may petition the City to infill ditches and install curbs, sidewalks, streets, street lighting and trees. Each property owner signs an agreement, and the rules are clear: the City organizes the work, but the property owner pays most of the cost. The benefits of such partnerships are also clear: neighbourhood streets are aesthetically and functionally improved and property owners often see increased property values, residents gain added safety and convenience and the City's tax base is positively affected because of the property value increases.



For more information on neighbourhood improvements under the Local Improvement Bylaw, contact Bill Jones at 276-4026 or bjones@city.richmond.bc.ca

Richmond maintains complex long-term relationships with various outside bodies – the provincial government, Vancouver International Airport, the GVRD, Translink, the school district, major utilities. How can the strengths of these institutions be harnessed to improve services and the quality of life in Richmond? Answering this question will pose an important challenge to City departments in the coming years.

Partnerships do not need to involve millions of dollars to be effective. Some partnerships, such as the neighbourhood improvements the City undertakes in cooperation with property owners, are small in scale. However, over time such interactions have touched the lives of thousands of Richmond residents and business owners and have helped make this a modern, dynamic city.

How do we decide if partnership is a good idea?

Among the partnership proposals that come up, some will be pursued and most others will be set aside, partly based on the answers to these preliminary questions:

- Does the development of this service support the City's vision, mission and values?
- Where does this service rank among Council's priorities? How is it linked to the City's strategic initiatives, for example its Business Development Strategy, Industrial Strategy, and its Agricultural Strategy? How does it link with other priority issues such as public safety, parks and recreation needs and technological advancement priorities?
- Is there an opportunity to provide net revenues or reduce costs for the City?
- Does this service, activity or project fit the Official Community Plan? Is the proposed location for the service appropriately zoned?
- Is the prospective partner qualified to deliver a quality product or service? Check with other local governments or agencies on the partner's track record.
- Will there be traffic, noise or environmental impacts on residents, or any property value impacts?
- Could there be financial costs imposed on Richmond businesses, for example in the form of new competition?

- Could there be costs imposed on other agencies, or on other divisions within the City? For example, will this affect the transportation system, utilities, or the City's engineering, planning or legal staff?
- How does the proposed arrangement fit with the City's collective agreements?
- Will this partnership activity promote consensus, citizen participation, public confidence and the City's vision?
- Will this partnership activity promote investor confidence in Richmond?
- Are there other potential partners who could do the job better? Should there be an open competition?
- Does this partnership idea need support from Council or the City's senior administrative group?

If the answers to these questions suggest that a partnership is worth pursuing, it may be time to conduct a more thorough investigation and analysis.

For further information on preliminary steps to partnership, contact Dave Semple, Director of Parks, at 233-3306 or dsemple@city.richmond.bc.ca, or Marcia Freeman, Manager of Business Liaison and Development, at 276-4133 or mfreeman@city.richmond.bc.ca

4.0 BUILDING A BUSINESS CASE



If you are considering a partnership arrangement that would require approval from either Council or senior staff, a business case analysis will enhance the credibility of your proposal. Such an analysis will help you define the benefits and costs of your proposed arrangement with precision. It is also likely to improve the quality of the final product.

The goal of the analysis is to identify the total impact of the partnership by measuring its potential effects in five different ways:

- Financial viability;
- Effects on the community's economy;
- Stewardship of the natural environment;
- Safety of employees and the public; and
- Service to the customer.

The process of business case analysis will lead you through a thorough review of your proposal: its links to the City's strategic plan, possible risks, alternatives, planning requirements and performance measures. The document that flows from your analysis will consider some of the preliminary questions posed in Section 3, along with the following:

- The current situation: should it be improved? Why? How? What is the target market or audience for your improvement, and how will that market change in the future?
- What will the improvement contribute to the community, as measured against the priorities set out in the City's strategic plan?
- What alternatives have you considered and rejected? What are the trends in service delivery in this field? Are comparable services already available in a nearby jurisdiction or from the private sector?
- What, precisely, are the financial benefits for the City?

- What are the non-financial benefits and costs of your proposed solution? Are there benefits such as labour force training, public health benefits, tourism benefits, jobs or investment for local businesses or industries? Are there impacts on City staff, communities, the environment? Will there be information needs or public issues to consider?
- What are the parties' roles and financial responsibilities?
- How will the proposed arrangement be implemented and managed?

As you consider how to implement a potential partnership, a fundamental question will arise: what type of contract or agreement will work best? Each type of agreement will have its own set of concerns. For example, if this is to be defined as a partnering agreement under the *Local Government Act*, there are requirements for notice, competitive bids and other items that may prove to be unacceptable to the potential partner. This question should be resolved before substantive negotiations are scheduled. Please see Appendix IV for information regarding *Public Private Partnership – A Guide for Local Government*.

A business case analysis must be conducted with care, but is not as difficult as it may appear at first. Members of the City's Business Case Analysis Team can assist in the informal evaluation of partnership proposals and the preparation of the business case.

For further information on the preparation of a business case, contact Christine McGilvray, chair of the Business Case Analysis Team, at 276-4005 or cmcgilvray@city.richmond.bc.ca

5.0 PAST & CURRENT PARTNERSHIPS

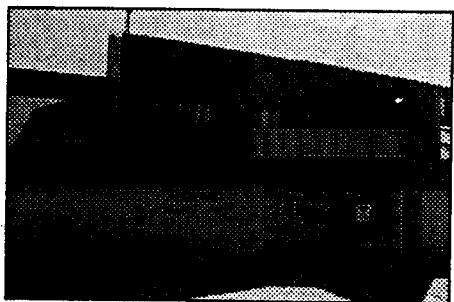
There are many different types of partnerships. Some partnerships are one of a kind and require intense negotiations. Others conform to familiar models and are simple to develop. The Partnership Team has compiled a comprehensive “List of Current Partnerships” in Richmond:

- to provide information on who the City is already partnering with,
- to provide information on the different types of partnering arrangements, and
- to save time and provide a City staff person to talk to.

This list will be available in the near future on the City web site, or from Mimi Sukhdeo, Transportation Engineer, at 276-4126 or msukhdeo@city.richmond.bc.ca. The list provided by the Team may help you to decide which model to pursue. The following set of examples gives some idea of the range of possibilities.

Example: Partnering with a Non-Profit Group . . . Richmond Community Centres

Richmond’s eight community centres represent a year-round partnership between the City and its non-profit Community Associations. The City, having built a facility, works with the community in managing it.



Each community centre is governed by a community association board of directors, elected from people with an interest in community recreation and mostly drawn from the community neighbouring the centre. The first such election in Richmond was held in 1947. The City provides facilities and staff for each community centre, and sets basic standards. The board, with input from City staff, sets policy and develops a calendar of programs and events to serve its particular community. Terms, conditions, roles and responsibilities are set out in an operating agreement between the City and the Community Association.

For more information on Community Centres, contact Kate Sparrow, Director, Recreation & Cultural Services, at 276-4129 or ksparrow@city.richmond.bc.ca

Each Community Association board hires program staff to design and deliver activities for children and youth and classes for adults. Many activities recover all of their costs, and system-wide it is estimated that the community centres recovered \$400,000 in 1999. All activities are open to City residents and non-residents. Registration for all programs is available at any community centre.

This model of community involvement in the provision of recreation services increases community ownership by encouraging volunteer participation. It builds links among neighbours, and so encourages the development of healthier and more active neighbourhoods. In the end, the Richmond model has generated a wide variety of recreational, cultural and learning opportunities for city residents, and has won wide public support.



Examples: Partnering with Business . . . Riverport

At the Riverport development, the City works in cooperation with Riverport Business Park Inc. and its various private sector tenants to operate the largest sport and entertainment complex in Western Canada.

The story of Riverport is a complex one, taking in a series of partnerships and contractual arrangements. After receiving a final report from a 1992 city-wide Facility Task Force, Richmond Council agreed on the need for a combined arena and aquatic complex at an estimated cost of \$30 million. At about the same time, the new 35-acre Riverport Business Park was searching for an anchor tenant. The developer proposed to Council that he would construct a four-sheet arena if the City agreed to operate it and enter into a long-term lease agreement. After careful consideration, Council accepted the proposal and signed a lease for a ten-year period, with a subsequent extension to 25 years.



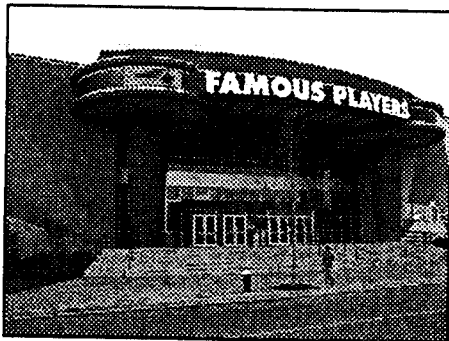
Just one year after the signing of the agreement, the arena complex opened. The City gained the much-needed arena in a much shorter time than if the City had built the facility itself. The facility also had two more ice surfaces than the City had originally proposed to build (the arena has subsequently been expanded to a six rink facility). The City did not have to use its own land, and did not incur any capital construction costs.

Although the pressing demand for the arena had been met, there was still the question of a new aquatic centre. In a 1993 referendum, voters approved the borrowing of \$19.85 million to construct a publicly owned aquatic centre on City land. However, given the success of the ice centre, and given Council's reluctance to accrue more debt, the City explored partnership alternatives for the new aquatic centre.



After reviewing a number of proposals from the business community, City Council chose to accept a proposal from Riverport. The developer agreed to finance the construction of the aquatic centre at the same site as the arena centre and lease it back to the City. This multi-purpose aquatic facility, subsequently named WaterMania, opened in June 1997.

The City of Richmond has benefited from this partnership in that two major recreation facilities were constructed adjacent to each other without the need to purchase land or use valuable City-owned land reserves. Nor did the City need to carry the capital construction costs. And unlike most other public/private partnerships where a developer builds and operates a recreation facility, the City operates the Richmond Ice Centre and WaterMania to the same standards as those maintained at City-owned and -operated arena and aquatic facilities. This ensures consistent and seamless customer service for user groups and the general public.



The developer gained the benefit of having the City of Richmond as a stable anchor tenant on his land, and used this partnership as a springboard to attract other significant recreational and entertainment tenants to the site. Current tenants include Famous Players Movie and IMAX Theatres, the Vancouver Grizzlies Training Centre, the Zone Bowling Centre, White Spot, Big River Brew Pub, Lulu Sweets, Subway and the Go Bananas Activity Centre. Expansion of the site continues; projects proposed include a large outdoor amphitheatre and an athletic training centre.

For more information on Riverport, contact Dave McBride, Manager, Aquatic Services at 448-5355 or dmcbride@city.richmond.bc.ca

The City's decision to partner with a private developer to construct an ice arena and aquatic facilities has ultimately generated a world class sports and entertainment complex for local residents. A property that was originally zoned for industrial use now attracts close to 3.5 million paid visits per year, compared with 2.2 million visits to Whistler Mountain Ski Resort. This is clearly a major economic plus for Richmond, with visitors coming to Riverport from across the Lower Mainland and beyond.



Honda Corporation and J.P. Delf

The first public-private partnership the City of Richmond embarked on was with the Honda Corporation of Canada. Honda had planned to build a soccer pitch for its employees on surplus land; the City needed more soccer pitches to accommodate a growing population. Under an agreement concluded in 1984, Honda spent about \$135,000 to install an all-weather soccer pitch, and has saved about \$17,000 in property taxes each year since 1984 because of the re-zoning of the land in question for "seasonal recreation." The City books and maintains the soccer pitch, but has avoided having to acquire land and incur capital costs for the facility. Subsequent discussions resulted in another section of Honda's property being put into a practice playing field and ball diamond, which the City also maintains. Honda has reserved the right to convert the property back for industrial use.

As a result of the success of the Honda partnership, the City formed a similar partnership with J.P. Delf Companies Ltd., a wine distributor. Delf constructed a playing field, two tennis courts and parking stalls at a cost of \$60,000 and in return was assessed lower taxes on its property. The Delf property is close to the Honda property, making it cost-effective to maintain both facilities and providing benefits to an area that had previously lacked outdoor recreational opportunities.

For further information on the Honda and Delf partnerships, contact Dave Semple, Director of Parks, at 233-3306 or dsemple@city.richmond.bc.ca, or Marcia Freeman, Manager of Business Liaison and Development, at 276-4133 or mfreeman@city.richmond.bc.ca

Examples: Partnering with Crown Corporations . . . Working with ICBC to Improve Roads

Rapidly growing traffic volumes in Richmond have created a heavy demand for new roads and road improvements. The City cannot afford to do this work all at once, and is forced to delay some planned improvements into future years.



An ongoing partnership between the City and the Insurance Corporation of British Columbia is addressing some of the backlog. Funding from ICBC has supported improvements to Blundell Road and No. 2 Road intersection, the extension of Kwantlen Street, the installation of numerous traffic signals, the upgrading of stop signs to higher reflective standards, and a citizen-based traffic safety education program. Initiated by ICBC in 1995, this partnership allows the City to stretch its transportation investment dollars, makes roads safer for residents and road users, and reduces the cost of accident claims against the insurance company.

The partners share a common goal: to make streets safer. The City benefits from reduced pressure on its transportation budget and a higher level of satisfaction among residents; ICBC benefits from lower costs related to accident claims. The parties bring unique interests to the arrangement; ICBC is the only agency in the province with both the resources and the motivation to invest in roads as a way to reduce insurance costs.

For more information on the ICBC/City Traffic Safety Improvement Program, contact Gordon Chan, Manager, Transportation at 276-4021 gchan@city.richmond.bc.ca

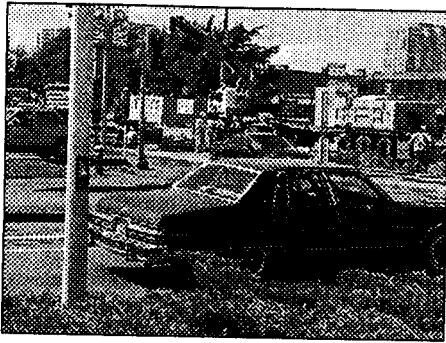


Putting BC Hydro Lines Underground

The City of Richmond is working with BC Hydro in a 10-year partnership that is intended to put as many power lines as possible underground and out of sight.

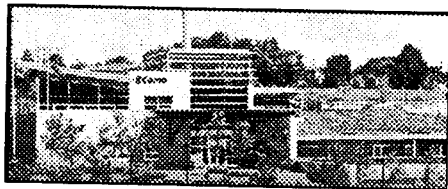
Under the partnership agreement, which has been in place in various forms since the early 1990s, the City pays two thirds of the cost of the work with BC Hydro paying the balance. The annual budget is reviewed each year, with about \$1 million having been invested in 1999. At this point, about half the power lines in the city centre have been buried.

The partnership is intended partly to beautify Richmond, a city that has won national awards for its visual appeal and civic beautification. It also provides safety benefits for residents, and will reduce the cost of maintenance for BC Hydro.



The undergrounding program is part of a broader effort by Richmond to negotiate more formal ongoing arrangements with utilities and safeguard City property. BC Hydro, Telus, Rogers Cable and the City have formed a standing working group on providing services to new developments and on access by utility crews to City rights of way. A Master Utility Access Agreement bylaw passed in 1999 addresses some of these issues.

For more information on the BC Hydro partnership contact Bill Jones, Supervisor, Infrastructure Planning, at 276-4026 or bjones@city.richmond.bc.ca



Example: Partnering with Other Local Governments and Emergency Agencies . . . E-Comm

The E-Comm Corporation is a consortium of local governments and emergency agencies that share a common goal: to develop the most efficient and effective system possible to support emergency communications and law enforcement.

E-Comm was conceived in the late 1980s from discussions between the RCMP and the Vancouver City Police. Both parties had assigned tactical squads to control a riot in the downtown, and they found they could not communicate. With help from the province, they set out to forge a partnership that would develop common emergency frequencies for radio contact among emergency workers, a common dispatch system and dispatch center, and a common on-line records centre to assist in tracking criminals and cases.

The City of Richmond joined E-Comm in 1998, and Richmond's RCMP found it paid off immediately by allowing them to communicate from the field as required with their counterparts across the Greater Vancouver region. The system has also enabled better emergency communications among police, fire, ambulance and road crews.

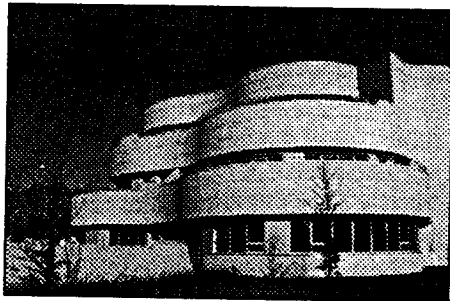
E-Comm is supervised by a board of directors that is appointed by participating municipalities and agencies. Each participating body makes a financial contribution according to its projected annual use of the system. The financial structure is arranged so that radio and other equipment will be replaced every seven years.

The growing effectiveness of E-Comm has enhanced the safety of residents of this region. It allows participating bodies to share information through radio transmission and on-line with partner agencies and it offers cost savings with its central dispatch function and central technical support.

Current plans call for E-Comm to extend its common radio frequencies from the Fraser Canyon through the Fraser Valley and Greater Vancouver to Squamish and Pemberton. The technical sophistication of the system, its geographic reach and the number of partner agencies are unmatched by any other such system in North America.

For further information, contact Staff Sergeant Jim Provost at 207-4716 or jim.provost@rcmp-grc.gc.ca, or visit the E-Comm web site at www.ecomm.bc.ca

Example: Partnering with the Community . . . Caring Place

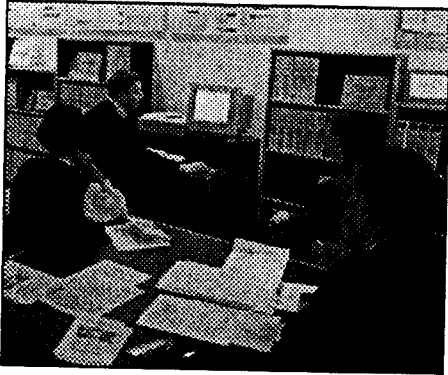


The Caring Place, a three-story community services building in central Richmond, serves as a meeting place, a centre for community activities and a headquarters for 20 community agencies.

The facility is the result of a partnership among six agencies that formerly occupied space in a building owned by the City. In the early 1990s, the groups agreed to work together to create an expanded space that would serve a wider cross-section of Richmond residents, and formed the Richmond Community Services Centre Society. They were able to secure land from the City, a provincial capital construction grant, and donations from hundreds of individuals and businesses.

The gathering of so many agencies at Caring Place allows them to share the costs of administrative support and to collaborate more closely, resulting in more effective services. The agencies are also highly accessible to their clients because of the location of their building in downtown Richmond adjacent to the new City Hall complex.

For more information on Caring Place contact Marg Picard, Social & Community Planner, at 276-4194 or mpicard@city.richmond.bc.ca

**Example: Partnering with Business . . . Archives On Line**

The City Archives is the official repository of all inactive public records of permanent administrative, legal, evidentiary, informational and historical value to the City of Richmond. Archival material includes both City records and material donated from or collected in the community.

Over a four-year period, the Richmond Archives developed ARCHIVES Online, a database system designed for archival searches. The application, when modified for sale to other potential users, includes a 150-page procedures manual and computer disks that allow access to two databases, 6 search menus for each database, and 26 display/report formats for each database, plus tutorial routines, tips and illustrative notes.

ARCHIVES Online has been marketed through Andornot Consulting of Vancouver at a retail price of \$295. The company was selected because it specializes in marketing complex database products. Fifty copies have been sold in Canada, and another half dozen internationally.

The sales agreement between the City and Andornot takes the form of a three-page document drafted by the Archives and approved by the City Solicitor. Under the agreement, Andornot takes a percentage of the proceeds, and the balance is divided between the City and the Friends of the Richmond Archives society. Andornot gets the opportunity to provide ongoing support to buyers. The funding flowing to the society helps to build public awareness of the archives and helps to locate and preserve valuable archival material in the community. The in-house creation of software designed for Richmond's needs has helped the archives manage its inventory and serve its clients, and the sale of the software to others supports archives operations.

For further information on ARCHIVES Online, contact Ken Young, Archivist, at 231-6430. or kyoung@city.richmond.bc.ca

**Example: Partnering with Business . . . Dyke Maintenance**

The people of Richmond depend on the maintenance of the 42-kilometre dyke system for the protection of their homes and businesses. The cost of maintaining and improving the dyke system places a financial burden on both the City and the province. The City has a plan to upgrade the dykes by raising them and building them out, but to purchase fill at market rates would be expensive and the job would take years.

Instead, the City has devised a partnership with building contractors working in Richmond. They have been invited to provide clean fill from their operations and level it out at designated locations. The City inspects the fill to ensure it is free of contamination. The agreement allows the contractors to avoid dumping fees and clearly reduces costs for the City. It will help make the dykes more attractive for parks use, and will support the creation of at least one beach along the system. It is expected that the dyke improvement plan will be concluded by the year 2002 at minimal cost to taxpayers.

For more information on Dyke Maintenance contact Tony Hillan Manager, Roads and Construction Services, 244-1207 thillan@city.richmond.bc.ca

Example: Partnering with the Community . . . Partners for Beautification

This program arose when Council expressed interest in an adoption program geared to the collection of litter from roadsides. In response, staff developed a strategy that addresses litter clean-up on streets and in parks, gardening and tree planting in parks and public areas, graffiti removal, adoption opportunities for parks and trails, and related initiatives.

Partners for Beautification was launched by Council in Spring 1998. An Adoption Program Coordinator was assigned to organize promotional activities, identify suitable projects, and recruit community participants from among existing groups and businesses. The program faced a challenge in training and supervising volunteers and coordinating their work with the work of City departments.



Public support was immediate. The first year of the program saw the completion of 23 projects involving more than 350 volunteers. Adoptive and sponsoring groups included (for example) the Richmond Chinese Lions Club, the residents of Ashbrook Court and the students of Kingswood School. The City benefited from the work done by volunteers and from a general rise in citizen interest in beautification. Partly because of work done under the program, the national judges in the "Communities in Bloom" competition chose Richmond as the most beautiful city in Canada in its population category in 1998.

By the end of 1999, more than 40 organizations, businesses and individuals were registered as partners in the program, and the value of work and corporate capital sponsorships by volunteers was approaching \$150,000. A growing number of parks, trails and streets had been adopted and were under the ongoing care of volunteer partners.

For more information on Partners for Beautification, contact Mike Redpath, Manager, Parks Administration and Programs, 244-1275 or at mredpath@city.richmond.bc.ca.

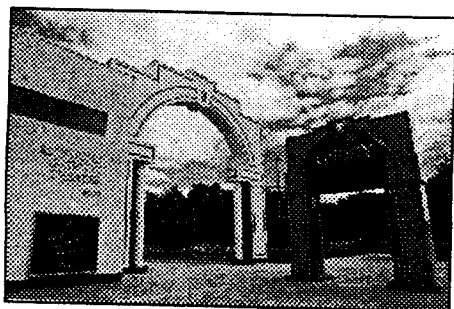
6.0 NEGOTIATING YOUR PARTNERSHIP: A CHECKLIST

Success Story: A Community-Operated Cultural Centre

In June 1999 the City signed an agreement with the Gateway Theatre Society on the operation, under license, of the Gateway Theatre building. The three-year agreement states that the City will continue to own and maintain the building, but the Society organizes programs and books space to other parties.

Under this agreement, the Society collects concession revenues and rental fees. It submits an annual operating budget to the City, a report on the level of building use in the previous year, and a proposal on the level of fees to be charged in the coming year. A member of City staff sits on the Society's finance committee, which has a limited authority to move funds from line to line within its budget. Among other responsibilities, the Society must ensure that programs and events at the theatre "will not offend the moral standards of the citizens of Richmond."

For more information on Cultural Services, please contact Jane Fernyhough, Manager, Cultural Services at 276-4288 or jfernough@city.richmond.bc.ca



In Section 3 of this document, we discussed the first steps to partnership. Section 4 looked at the preparation of a business case. In this section, we assume the partnership has been approved in principle, and we provide a checklist on what is needed before negotiations begin on a detailed agreement.

The project concept may look promising, but be careful: the two or more parties to the proposed partnership probably bring different interests to the table. As City of Richmond staff, you should remember that the highest priority is not to get a deal signed, but to protect the taxpayer's interest.

The individual or team who is negotiating the agreement should have answers to the following questions before starting out.

The Service

- Is this service still needed? Check the question of public demand one more time.
- Has a similar project started up (or been shut down) in a nearby municipality?
- Have there been any developments in the economy, research results or court decisions that might complicate your project?

The Partner

- Have you completed a recent background check on the partner?
- Does the partner have a good record in previous dealings with the City and other organizations?
- Has your partner accepted the City's goals, vision and values?
- Does your partner accept the need to respect values such as environment, neighbourhood impact, or employment equity?
- Consider: what is your partner's motive in entering these negotiations?

The Contract

- What legal form will this partnership take?
- Review the "Partnership Inventory" to see if there is a similar existing partnership that may be used as a model.
- What are the potential risks of this operation to the City?
- Is the proposed partner willing to accept some of these risks?
- Check contract options with the City Solicitor.

Approvals

- Do you need a process for reporting internally on the negotiations?
- Are you clear on what level of approval is needed within the City of Richmond before an agreement is signed?

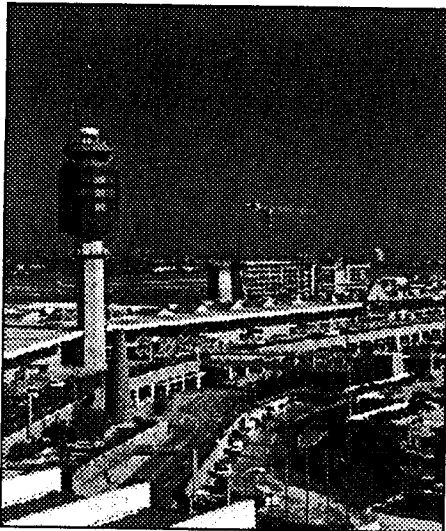
Negotiations

- Do you have a negotiating plan?
- Where are you prepared to compromise, and where do you have to stand firm?
- What performance standards or benchmarks do you want the partner to agree to?
- Does the partner understand that you will be monitoring the partnership to ensure these standards are met?
- Are you and the partner agreed on a form of mediation if talks break down?
- Have you got a communications and community relations plan that will address either success or failure in the negotiations? Has it been approved? Has the prospective partner signed an agreement on who speaks for the partnership (and when)?

Implementation

- Are you ready to implement the partnership if negotiations are concluded quickly?
- Who in the City is the project manager?
- Has everyone who will play a role been informed?
- If the partnership activity will require the hiring of consultants or the purchase of services, which party will control the hiring or purchasing?

7.0 MONITORING & EVALUATING PARTNERSHIPS



Every partnership agreement should contain a clear description of what the parties are expected to contribute, when, and to what standard. The agreement may lay out sanctions or penalties against a partner that fails to live up to the agreement. It should also provide an exit clause for the City in the event that the partnership activity breaks down.

It is recommended that City departments evaluate partnerships, use the Partnership Team as a resource if desired, once a year or as often as is deemed appropriate. The evaluation process allows staff to focus on issues and opportunities within the partnership. It also contributes to the development of the City's overall partnering strategy.

A simple evaluation might look at the following:

- What are the responsibilities of the parties to the agreement at this moment?
- What is the record of real costs, revenues, employment creation and number of clients served vs. initial projections?
- Customer service, attitudes: does the partner take a positive tone in dealing with the public?
- Customer service, performance: does the quality of the service provided meet the City's and the public's expectations?
- In general, based on the above, is this partnership achieving its targets?
- Responsiveness of the partner: is the partner available to answer calls from the City, attend meetings, address concerns and issues?
- Initiative: if an issue arises, does the partner inform the City and offer to work toward a solution?
- Marketing and public communications: have the partner's public communications reflected the spirit of the agreement and been helpful to the City? Is the partner making an effort to be seen as a true partner in the community?

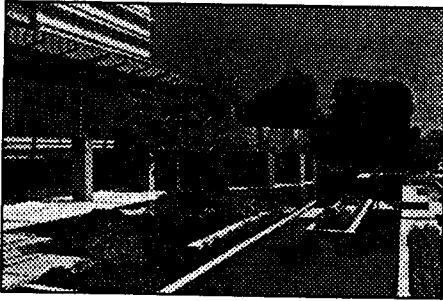
- **Planning and strategic sense:** is the partner committing strategic brainpower and resources to making sure this job is done well? Is the partner planning for future improvements?
- **Other issues:** Is there anything in the behaviour of the partner, positive or negative, in this community or any other community, that should be noted in this evaluation?

You may want to organize your evaluation of more specific concerns according to a points system. This can give a clearer sense of how the partnership arrangement is progressing over two or three evaluation periods. For example:

Measure	Points
Success, compared with initial projections, in raising revenues or reducing costs	30
Success, compared with initial projections, in creating employment	10
Number of clients served compared with initial projections	10
Customer service, attitudes: Is the partner friendly, helpful and responsive in dealing with Richmond residents?	5
Customer service, results: Does the partner provide the results the public expects in a timely way and to a high standard of quality?	10
Spirit of partnership: is the partner available to answer calls from the City, attend meetings, address concerns and issues? If an issue arises, does the partner inform the City and offer to work toward a solution?	15
Commitment to improving the service: is the partner devoting resources to ensuring quality control and to planning for future improvements?	10
Spirit of public service: Do the partner's public communications reflect the spirit of the agreement and help the City and its residents? Is the partner making an effort to act as a true partner in the community?	10
Total	100

The Partnership Committee has a subcommittee that can assist you with evaluating your partnership. Contact: Bill Jones, Supervisor, Infrastructure Planning, 276-4026 bjones@city.richmond.bc.ca; Mimi Sukhdeo, Transportation Engineer, 276-4126 msukhdeo@city.richmond.bc.ca; or David McBride, Manager, Aquatic Service, 448-5355 dmcbride@city.richmond.bc.ca

8.0 LEGAL ISSUES



The City of Richmond enters into numerous contracts and agreements each year. Most are problem-free. However, any partnership or business relationship brings the possibility of conflict, disagreements over payments or privileges, and legal action.

Here is a recent example from another jurisdiction in Western Canada:

A government hired an established building firm for a construction project. When the project was half-built, the two sides fell into a dispute over whether the structure met specifications. The government suspended its payments. The company sued the government for \$12 million. The company eventually settled for a very much lower cash payment, but it took the government two years of paying large legal bills to resolve the case.

There is no way to build a 100 per cent effective barrier against legal action. However, the City has a responsibility to reduce the possibility of misunderstandings and disputes to the minimum.

- Ensure that your partnership agreement is expressed in the form of a clearly worded document signed by both parties. This may be a standard contract, a memorandum of understanding, or an exchange of letters.
- Ensure that the responsibilities of both sides are clearly spelled out in the agreement. The agreement must show what the partner is expected to provide, when and to what standard. The parties must agree to a process for monitoring and evaluation. They must also agree to a process of dissolving the partnership at the request of either party.
- Ensure that your partner is properly insured against any liability claim that may arise during construction or the operation of your joint activity.
- Ensure that you and your partner are aware of any labour relations implications from your joint activity. The City maintains a positive and productive relationship with the organizations representing its employees based on a number of collective agreements.

- Ensure that your partner understands that your partnership activities are subject to the provincial Freedom of Information Act. This statute allows governments and private-sector entities to keep some information confidential. However, your partnership agreement, your written evaluations, and any written proposal the partner may have submitted are all subject to public release under the Act.
- Ensure that both parties agree on a dispute resolution mechanism in the event that the partnership runs into trouble.
- Above all, submit your agreement to the City Solicitor for review. He will advise on the above issues plus others including governance of the partnership and environmental regulations.

The City Solicitor, Paul Kendrick, can be reached at 276-4104 or at pkendrick@city.richmond.bc.ca

9.0 CONCLUSION

We hope this resource guide will be useful to you as you pursue partnerships on behalf of the City of Richmond.

As the guide shows, the spirit of partnership is deeply rooted in the history of Richmond. However, with the growing size and complexity of the community, new opportunities for partnership are constantly presenting themselves. It is the responsibility of City staff to ensure that all our partnership activity supports the City's vision "...to be the most appealing, livable and well-managed community in Canada."

Please use this guide as you strive to make the vision a reality. The Partnership and Alliances Team is available as a resource to you at any time. Over the coming months, the Team will continue to improve our knowledge of partnership activities within the City, develop proposals for partnership policy, and adapt this document for use by prospective partners. Your thoughts and suggestions are important to us.

If you have comments or suggestions about this guide or about the work of our Team, please contact Dave Semple, chair of the Partnership & Alliance Strategic Team, at 233-3306 or at dsemple@city.richmond.bc.ca. A list of team members and their phone numbers is provided in Appendix III.

CITY OF RICHMOND'S VISION, MISSION & VALUES

The Strategic Management Plan outlines a vision-driven strategy for the City of Richmond to manage change and our pursuit to be “the most appealing, livable and well managed community in Canada”. Together, the vision, mission, and core values which follow provide the anchor for organizational priorities, strategies, and actions. They form the basis for workplan development, resource allocation, performance measurement, and accountability.

1. The City's Vision

The Vision statement for the City of Richmond defines the organization's future aspirations, and provides clear direction for where the organization is heading over the next decade or two. It is meant to capture the spirit of the organization and to inspire its workforce and partners to work towards a vibrant future.

Our Vision is . . .

For the City of Richmond to be the most appealing, livable, and well-managed community in Canada.

2. The City's Mission

The City's mission statement defines the purpose of the organization. It defines why the organization exists, who the City serves, and how it will go about providing service. It also establishes some priority areas for service delivery.

Our Corporate Mission is . . .

To protect and enhance the City's livability and economic well-being for current and future generations through:

- *Visionary leadership and responsible decision making*
- *Accountable and sustainable fiscal practice*
- *The development of a unique and beautiful City*
- *Product and service excellence and efficiency*
- *Community consultation*

3. The City's Core Values

The Core Values for the City of Richmond are the collective conscience of the organization. They define the basic principles by which the City operates. They govern the way the City makes decisions, how we interact with others, and how we conduct ourselves.

Our Core Values are . . .

- *People*
- *Excellence*
- *Leadership*
- *Team*
- *Innovation*

Our Belief in People

- *Being respectful and sensitive to human needs and dignity*
- *Focussing on the customer*
- *Involving the community*
- *Supporting and encouraging staff growth and development*
- *Supporting and appreciating efforts and successes*

Our Pursuit of Excellence in Everything We Do

- *Practising continuous improvement in our people, products, services, and accomplishments*
- *Taking responsibility for ourselves and our work*

Quality Leadership

- *Demonstrating honesty, integrity, and respect*
- *Promoting visionary leadership at all levels*
- *Communicating openly*

The Power of Team

- *Encouraging the power of team and co-operation throughout the organization*
- *Building on strengths and collective knowledge*
- *Focussing on a common goal*
- *Demonstrating concern for fellow team members*

Innovation

- *Challenging the status quo, assumptions, systems, and the way we do things*
- *Taking well-managed risks and unleashing creativity*
- *Learning from others and from past experiences*

PRIORITIZATION OF ISSUES FOR COUNCIL TERM GOALS

Issue
1. Public Safety
2. Ageing Infrastructure and Civic buildings
3. Revenues
4. Business retention
5. Economic Development Strategy
6. Land Acquisition Strategy
7. Transportation long range planning
8. DCC rates and program
9. Seniors and ageing population
10. Public Safety issues
11. Industrial strategy
12. Mid Island Dyke
13. Workforce issues and labour negotiations
14. Civic Urban Design
15. GVRD labour relations
16. Drugs
17. Federal/provincial lobbying
18. Environmental issues
19. Park Master Plans
20. Steveston/Blundell interchange
21. YVR relationship
22. Gambling
23. Youth groups
24. Fraser Port Development
25. Working relationships with community groups
26. Group Homes
27. Multicultural Issues
28. First Nations land claims & regional issues
29. School Board
30. Agricultural policies
31. McLennan Park Development
32. Referenda
33. Terra Nova Park Development

Issue
34. Community Participation issues
35. Rave Parties
36. Review of effectiveness of policies and written information
37. Changes to provincial /federal legislation
38. RCSAC – gaps in the social services system

PARTNERSHIP TEAM MEMBERS

The mandate of the Partnership Team is:

“To identify opportunities and provide support to create Partnerships and alliances with businesses and organizations which assist in achieving the City’s vision”

Holger Burke	Development Coordinator	Development Applications Urban Development City Hall	Member	276-4164	hburke@city.richmond.bc.ca
Suzanne Bycraft	Manager, Environmental Programs	Sanitation & Recycling Public Works Works Yard	Member	276-4010 (4161)	sbycraft@city.richmond.bc.ca
Marcia Freeman	Manager, Business Liason & Development	Finance City Hall	Member	276-4133	mfreeman@city.richmond.bc.ca
Bill Jones	Supervisor, Infrastructure Planning	Engineering Planning Public Works City Hall	Member	276-4026	bjones@city.richmond.bc.ca
David McBride	Manager, Aquatic Services	Aquatic Services Community Services Watermania	Member	448-5355	dmcbride@city.richmond.bc.ca
Marg Picard	Social & Community Planner	Land Use Urban Development City Hall	Member	276-4194	mpicard@city.richmond.bc.ca
Dave Semple	Director, Parks	Parks Works Yard	Chair	233-3306	dsemple@city.richmond.bc.ca
Al Speevak	Operations Support Officer	Administration RCMP	Member	276-1212 (4256)	aspeevak@city.richmond.bc.ca
Mimi Sukhdeo	Transportation Engineer	Transportation Urban Development City Hall	Member	276-4126	msukhdeo@city.richmond.bc.ca
Danley Yip	Director, Finance	Finance City Hall	Member	276-4365	dyip@city.richmond.bc.ca

RESOURCES

CURRENT PARTNERSHIPS:

This list will be available in the near future on the City web site, or from Mimi Sukhdeo, Transportation Engineer, at 276-4126 or msukhdeo@city.richmond.bc.ca. The list provided by the Team may help you to decide which model to pursue.

MINISTRY OF MUNICIPAL AFFAIRS – Local Government Act

The Ministry of Municipal Affairs web site can be accessed at www.gov.bc.ca/marh/. Information regarding the new Local Government Act is available on this site. *Public Private Partnerships – A Guide for Local Government* can be accessed at www.marh.gov.bc.ca/LGPOLICY/MAR/PPP/.

RICHMOND OFFICIAL COMMUNITY PLAN

Richmond Official Community Plan - Bylaw 7100. Contact Terry Crowe, Manager, Land Use, Urban Development Division. tcrowe@city.richmond.bc.ca.

ADDITIONAL RESOURCES

The Canadian Council for Public Private Partnerships
Box 48 Toronto Dominion Tower
Toronto Ontario M5K 1E6
Home.inforamp.net/

The Institute for Public-Private Partnerships
www.ip3.org

DEFINITIONS

A Routine Contract:

Parties to a partnership are more interdependent than parties to a routine contract. Each brings unique interests and resources to the partnership. If one partner withdraws, it is difficult or impossible to keep the project alive.

A Long-Term Relationship:

To take one example, Richmond has daily contact with the Vancouver International Airport on various topics such as fire, police, sewer and water, neighbourhood concerns, environment or local economic development. This is too broad a set of activities to be called a partnership. However, there is scope for formal partnership agreements within any one of these topic areas.

An Alliance:

Allies share a goal, but do not necessarily conclude a formal agreement. The term alliance often refers to a relationship between families, groups or nations that have agreed to act together, for example in a marriage or a campaign.

A Joint Venture:

A one-time grouping of two more persons, businesses or organizations in a business undertaking. Unlike a partnership, a joint venture does not entail a continuing relationship among the parties.

A Sponsorship Agreement:

Under City Policy 3015 of October 1996, a sponsorship agreement is a particular type of partnership agreement where the sponsor pays to the City a negotiated, guaranteed fee (and/or product and/or services in kind) in exchange for the exclusive or non-exclusive right to i) distribute their products or services at City facilities and events, and ii) market and promote their involvement with City facilities and events.

SPONSORSHIP POLICY NO. 3015

City of Richmond

Policy Manual

Page 45 of 1	Adopted by Council: Oct. 15/96	POLICY 3015
File Ref: 4150-00	CORPORATE SPONSORSHIP	

POLICY 3015:

Definition of Corporate Sponsorship Agreement: A partnership agreement between the City and a Corporate Sponsor, whereby the sponsor pays to the City a negotiated, guaranteed fee (and/or product and/or services in kind), in exchange for the exclusive or non-exclusive right to:

- (a) distribute their product and services at City facilities and events, and
- (b) market and promote their involvement with City facilities and events.

It is Council Policy that:

1. The practice of entering into Corporate Sponsorship Agreements to assist in the funding of City initiatives, be endorsed.
2. Corporate sponsorship agreements must support the goals objectives, policies and bylaws of the City of Richmond, and there will be no connection to, or loss of, the City's regulatory or judicial capacities.
3. Council reserves the right, at it's sole discretion, not to enter into any sponsorship agreement.
4. Council reserves the right in it's sole discretion to disallow or limit sponsors from using statements or images suggesting or representing City of Richmond endorsement of the sponsor's products and/or services.
5. The City will not assume any product liability in connection with it's relation to the sponsor and the sponsor must agree to indemnify the City.
6. Corporate gift and donations to community associations and organizations are outside of, and unaffected by the City's Corporate Sponsorship Program.
7. Corporate sponsorship of neighbourhoods sports teams are outside of, and unaffected by the City's Corporate Sponsorship Program.

