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## CITY OF POMPANO BEACH, FLORIDA

***NAMING RIGHTS & CORPORATE SPONSORSHIPS***

***ASSET INVENTORY, VALUATION & MARKETING STRATEGY REPORT***



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November 15, 2017

Suzette,

**Naming Rights & Corporate Sponsorship Management Services**

It is with pleasure that we submit The Superlative Group's draft Phase I Asset Inventory & Valuation Report. On the basis of our site visits and the work undertaken during Phase I of our assignment, we believe we can create a unique Naming Rights and corporate partnership program which could deliver significant revenue for the City of Pompano Beach.

This report presents the findings from our site visit and valuation process. We look forward to engaging with you to discuss our findings, agree next steps to finalize our report and plan how we move toward activation of a sales program.

Best regards,

A handwritten signature in blue ink, appearing to read "A. Shessler".

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# 1 Executive Summary

## 1.1 Introduction

The City of Pompano Beach, Florida (“the City”) contracted The Superlative Group to research and analyze the concept of Naming Rights and corporate sponsorship of its cultural and athletic facilities and assets as a means of maximizing non-tax revenue. This initial report is a Fair Market Value analysis of the potential annual rights and benefits to be realized from sponsorship of City-controlled venues, facilities and other assets.

The main objectives of this study are to:

- Identify City assets which are most likely to deliver non-tax revenue in order to support further development programs;
- Allow the community to benefit from establishing financial and other systems of support from local and national businesses;
- Strengthen the alliance between the City, its citizens and businesses; and
- Develop strategic sales strategies specifically focused on generating revenue.

## 1.2 Background & Methodology

Municipal Marketing involves merging private and public funds to provide additional revenue to the municipality while building both private and public sector brands in a manner which reflects the stability and values of the community, its people and its goals for the future.

The most common municipal marketing strategies are explained in further detail within this report but are summarized below:

- Naming Rights;
- Category Sponsorship;
- Preferred Vendor Sponsorship;
- Event sponsorship;
- Advertising; and
- Signage exposure.

The Superlative Valuation Methodology has been developed over time and considerable experience of securing revenue generating opportunities for Municipalities across the United States and beyond. A combination of impressions based valuation of media exposure and benchmarking has been used to generate valuations which will form the opening negotiating position with target companies during the sales process.

Section 3 of this report provides further information about Superlative’s Asset Inventory and Valuation methodology.

### 1.3 Valuation Process

This document presents the asset inventory and sponsorship valuation for the City's marketable assets, including the following components:

- Database of assets that could be included in a Naming Sponsor(s) program. The database includes:
  - Description of the asset;
  - Estimated term of sponsorship;
  - Likely categories interested in sponsoring the asset; and
  - Estimated value range for each asset.
- Identification of specific categories for potential corporate sponsors;
- Identification of associated risk and potential limitations that would impact the marketability of assets and benefits of the sponsorship program for the City of Pompano Beach;
- Potential term sheet(s) for Naming Sponsors which outlines duration of sponsorship, payment schedule, rights and assets, and all other substantive terms to be included in the Naming Sponsorship Agreements.

### 1.4 Site List

The sites included in the scope of this study are listed below. Visits to each site were attended by the Superlative Group, facilitated by the City of Pompano Beach and the Department of Parks, Recreation and Cultural Arts. The facilities include sporting and leisure facilities, as well as cultural venues. Key findings from the site visits and subsequent research and valuation phase are presented in Section 4 of this report.

Venues and events considered as part of this study for the purposes of key sponsorship opportunity are:

#### Naming Rights

- Pompano Beach Pier;
- Pier Parking Garage;
- Pompano Beach Cultural Center;
- Community Park;
- Facility Features;
  - Pompano Tennis Center;
  - Pompano Aquatics Center;
  - Ali Cultural Arts Center Outdoor Performance Space;

#### Other Sponsorship Opportunities

- Official/Exclusive Supplier Status;
  - Exclusive Pouring Rights;
  - Exclusive Vending Rights;
  - Small Cell Partnership;
  - Category Partnerships;
    - Typical Category Partnerships:
      - Financial Services / Banking;
      - Healthcare;
      - Automotive;
      - Sporting Goods / Fitness;
      - Telecom / Wireless;
      - Energy

This report provides a brief overview of each asset and summarizes the revenue potential presented by each facility.



## 1.5 Conclusions & Recommendations

Our valuations have paid particular attention to the following commercial opportunities:

- Naming Rights / presenting sponsorship opportunities; and
- Category sponsorship opportunities.

### Naming Rights and other sponsorship opportunities

On the basis of the valuations undertaken by Superlative, we believe there is the potential to deliver approximately \$325,000 to \$570,000 of Naming Rights revenue on an annual basis. Due to timing constraints of the sales process and marketing budget constraints of potential targets, it is likely that assets would be prioritized in order of their potential to deliver revenue.

**Table 1.5.1 – Summary of Priority Naming Rights Opportunities & Proposed Fee Ranges**

Summary of Priority Naming Rights Opportunities	Value Range (Floor)	Value Range (Ceiling)
Pompano Beach Fishing Pier	\$60,000	\$90,000
Pompano Beach Fishing Pier Garage	\$25,000	\$50,000
Pompano Beach Community Park	\$50,000	\$75,000
Pompano Beach Cultural Center	\$50,000	\$75,000
Ali Cultural Arts Center Performance Space	\$25,000	\$50,000
<b>TOTAL</b>	<b>\$210,000</b>	<b>\$340,000</b>

**Table 1.5.2 – Other Sponsorship Opportunities & Proposed Fee Ranges**

Other Sponsorship/Naming Rights Opportunities	Value Range (Floor)	Value Range (Ceiling)
<b>Naming Rights of Community Park Facilities</b>		
Pompano Beach Aquatic Center	\$20,000	\$40,000
Pompano Beach Tennis Center	\$20,000	\$40,000
Pompano Beach Dog Park - Canine Corner	\$15,000	\$30,000
Hike and Bike Trail	\$20,000	\$40,000
<b>Naming Rights to Cultural Center Facilities</b>		
Cultural Center Theater	\$25,000	\$50,000
Cultural Center Outdoor Spaces	\$15,000	\$30,000
<b>TOTAL</b>	<b>\$115,000</b>	<b>\$230,000</b>

### Category Sponsorship Opportunities

On the basis of our previous experience, we believe there is potential to deliver between \$50,000 and \$500,000 of additional revenue per annum for each category sponsorship opportunity. The reason for the large range relates to the number of benefits included in the category sponsorship package.

## 1.6 Revenue Projection

The following charts outline the projected annual revenue for the rollout of a Naming Rights and Sponsorship sales program. For Naming Rights agreements, contract terms of a minimum of 10 years could be expected, while terms of 5 years could be expected for each category. In order to develop a conservative projection of revenue, The Superlative Group took the overall average of each Naming Rights value range found in Tables 5.3.1 through 5.3.6. For Category partnerships, we assumed the average value of each District-wide partnership would be approximately \$100,000.

Table 1.6.1: Revenue Projections<sup>1</sup>:

		Years												
		1	2	3	4	5	6	7	8	9	10	11	12	13
Number of New Naming Rights Partnerships Per Year	1 - 2	\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew		
	1 - 2		\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew	
	1 - 2			\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew
	1 - 2				\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318
	TOTAL Revenue	\$ 43,542	\$ 88,346	\$ 134,450	\$ 181,890	\$ 187,165	\$ 192,593	\$ 198,178	\$ 203,925	\$ 209,839	\$ 215,925	\$164,236	\$111,048	\$ 56,318
	If 2 Per Year:	\$ 87,083	\$ 176,692	\$ 268,899	\$ 363,781	\$ 374,331	\$ 385,186	\$ 396,357	\$ 407,851	\$ 419,679	\$ 431,849	\$328,471	\$222,096	\$112,635

		Years						
		1	2	3	4	5	6	7
Number of New Category Partnerships Per	1 - 2	\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114	Renew	
	1 - 2		\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114	Renew
	1 - 2			\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114
	<b>TOTAL Revenue</b>	<b>\$ 100,000</b>	<b>\$ 202,900</b>	<b>\$ 308,784</b>	<b>\$ 317,739</b>	<b>\$ 326,953</b>	<b>\$ 221,069</b>	<b>\$ 112,114</b>
	<b>If 2 Per Year</b>	<b>\$ 200,000</b>	<b>\$ 405,800</b>	<b>\$ 617,568</b>	<b>\$ 635,478</b>	<b>\$ 653,907</b>	<b>\$ 442,138</b>	<b>\$ 224,229</b>

These projections are based on conservative expectations; The Superlative Group would project that each year, 1-2 Naming Rights partnerships and 1-2 Category Sponsorships could be sold. For example, within two years of implementing the program, The Superlative Group expects the FVPD to generate between \$285,000 and \$585,000 in revenue if it reaches agreements with four total partners.

<sup>1</sup> Average based on an Average Low range of \$32,083 and an Average High of \$55,000 from tables 1.5.1 and 1.5.2, with total average of \$43,542. Actual fees paid in year one may be higher because high-priority assets would be sold first.

## 2 Introduction

### 2.1 City of Pompano Beach, Florida

#### Introduction

Named after the Florida pompano—a fish commonly found off the South Florida coast—the City of Pompano Beach was settled in 1896 by employees of the Florida East Coast Railway. Fully incorporated in 1908, the City is located just to the north of Fort Lauderdale in Broward County. As of the 2016 U.S. Census, the City has a population of more than 109,000 residents, and has a total area of just more than 24 square miles, with three miles of beachfront extending from the border with Lauderdale-by-the-Sea to the Hillsboro Inlet.

The City of Pompano Beach is in the midst of a forward-thinking redevelopment process to revitalize its beachfront and historic downtown. It positions itself “[f]or people who value genuine hometown qualities, but also want the lifestyle a progressive, modern city offers, [providing] an environment where your comfort enjoyment and success is our top priority.”

Pompano Beach is an “All-American City”, having been named a “Tree-City USA” 22 years in a row and one of the finest vacation home markets in the country by CNN, *Money* and the *Wall Street Journal*.

The City of Pompano Beach is governed by a mayor and a six-person city commission which approves all policy and financial decisions.

#### Recreation Opportunities

Recreation and open space areas located within the City offer a diverse range of facilities, activities and amenities. The Department of Parks, Recreation & Cultural Arts has a dedicated staff that maintains approximately 650 total acres of public lands and facilities, including 3 miles of beaches on the Atlantic Ocean, 4.4 miles of paved trails, two aquatics centers, seven community centers with more than 88,000 square feet of indoor recreation space and 52 parks. Park amenities include baseball & multi-use fields, picnic shelters and playgrounds, a tennis center, Greg-Norman designed municipal golf course and soon-to be redeveloped fishing pier.

The Department’s thousands of programming hours include athletic and cultural programs, with sports such as football, baseball, basketball, soccer and gymnastics; arts and dance; after-school, summer and adult learning programs; senior socials; and other programming. Pompano Beach DPRAC programs and facilities draw more than 2.2 million participants and spectators to its facilities.

### 2.2 Key Statistics / Demographics

Below is a summary of key sources of impressions considered by Superlative as part of its Asset Inventory & Valuation of City of Pompano Beach sites.



- City of Pompano Beach Population: 109,393 (*Source: 2016 US Census Bureau*)
- Broward County total Population: 1,909,632 (*2016 Census*)
- Greater Fort Lauderdale area annual visitors: 14,300,000 (*Ft. Lauderdale CVB*)
- AADT on major thoroughfares in Pompano Beach: (*Florida DOT*):
  - A1A: 12,903
  - Atlantic Ave: 40,500
  - Dixie Highway: 23,500
  - Fla. Rte. 1: 39,500
  - 10<sup>th</sup> Street: 10,200
  - 11<sup>th</sup> Avenue: 7,400
  - 5<sup>th</sup> Street: 2,900
  - NE 2<sup>nd</sup> Ave: 27,500
  - Martin Luther King Boulevard: 32,000
- Web Statistics: approx. 419,316 annual visits to City of Pompano Beach-managed websites, including:
  - Aliarts.org
  - Pompanobeachfl.gov
  - Pompanobeachfl.gov/parks\_rec
  - Pompanobeachfl.gov/pier\_dev
- City of Pompano Beach Social Media Statistics:
  - Facebook: 5,562 followers
  - Twitter: 2,502 followers

### **Broward County / Pompano Beach Metropolitan Area Demographics**

#### **Age**

Under 18 years:	21.7%
18-24 years:	8.5%
25-44 years:	26.9%
45-64 years:	27.7%
Over 65 years:	15.0%

Median age: 40.0 years

#### **HHI**

Median Household Income – \$51,968

#### **Education**

College Educated (4 + years) – 30.8%

#### **Ethnicity**

##### **Race & Ethnicity**

White:	37.7%
AA/B:	29.7%
Asian:	3.8%
Hispanic:	28.7%
Other:	2.7%

*Source: US Census Bureau Data (2016 Update)*

## **2.3 Strategic Objectives**

The key objectives of this study are to:

- Identify City assets which are most likely to deliver non-tax revenue in order to support further development programs;
- Allow the community to benefit from establishing financial and other systems of support from local and national businesses;
- Strengthen the alliance between the City, its citizens and businesses; and
- Develop strategic sales strategies specifically focused on generating revenue.

The City of Pompano Beach is positioned to embrace new sponsorship opportunities. The City currently has several small sponsorship contracts with local vendors; however, Superlative does not believe their existence would prohibit new arrangements.

## **2.4 Valuation & Sales Process**

Superlative recognizes it is important that sponsorships do not compromise the public's perception of the City's integrity, impartiality, mission, image or values. We acknowledge that some assets have existing sponsors and commercial arrangements and it is our intention to develop a plan which complements existing partnerships.

This Valuation report forms the first stage of our phased valuation and sales process:

- Task 1 – Comprehensive Assets and Opportunity Inventory;
- Task 2 – Naming Rights and Sponsorship Valuation; and
- Task 3 – Activate strategic sales campaign.

This report focuses on Task 1 and Task 2 as identified above and presents the Phase I Asset Inventory and Valuation.

## **2.5 Sales Strategy & Next Steps**

The Superlative Sales strategy is always to approach the marketplace with the most valuable and/or marketable assets first. When the valuations contained in this report have been discussed and agreed with the City, Superlative proposes to move forward with a phased sales process as identified below:

### **Priority Opportunities:**

- i. Single Source Pouring Rights / Vending Rights agreements;
- ii. Pompano Beach Pier Development / Garage;
- iii. Small Cell Partnership;
- iv. Category Sponsorships: (e.g. Health, Energy, etc.).

### **Second Tier Opportunities:**

- v. Community Park (& components);
- vi. Pompano Beach Cultural Center;
- vii. Category Sponsorships: (e.g. Health, Energy, etc.).
- viii. Ali Arts Center Outdoor Performance Area;

## **Sales Strategy**

If contracted to lead the sales campaign, Superlative uses a systematic approach for contacting potential sponsorship partners. This is done in five distinct steps to ensure comprehensive coverage:

- i. Exhaust contact database of Superlative's thousands of regional, national and international corporate contacts, which is continually updated.
- ii. Identify and research prospective corporations through various subscribed databases to match the marketing needs of corporations with the logical and most valuable assets.
- iii. Collaborate closely with the City and maintain communication on any recommendations and / or existing relationships.
- iv. Promote revenue-generating campaigns with a description of the City's assets and initiatives.
- v. Create Presentation Material – Such material will provide specific information for potential corporate partnerships with the City of Pompano Beach as a part of the corporate sponsorship, Naming Rights and marketing programs, including:
  - o Market / demographic data
  - o Measured media value
  - o Value justification for unmeasured media
  - o Sponsorship benefits and options
  - o Options for renewal
  - o Financial investment

Superlative will also lead the following tasks:

- Negotiation and Completion of Agreements;
- Presentation of Corporate Partnerships to the Media;
- Management of Contract Fulfillment;
- Management and Audit of Ongoing Rights/Royalties;
- Activation and Audit (Term of Agreement).

## 3 Background & Methodology

### 3.1 History of Naming Rights

Sports and entertainment venues have historically attracted the highest values for Naming Rights agreements because of the potential for corporate partners to reach millions of people over and above venue attendees. Currently, only 19 of 122 teams in the four major U.S. sports leagues play in a facility without a corporate name. Only four sports stadia, two each in the NBA (Knicks, Pistons) and NHL (Rangers, Red Wings), do not bear a company name.

In recent years, Superlative has been working to expand the traditional scope of Naming Rights and corporate sponsorships to include a large number of new industries and organizations. Convention centers, theatres, transit agencies and municipalities are increasingly turning to the private sector to help fund public services and overcome shrinking budgets via Naming Rights sales. Over the past year alone, Superlative has secured the following nontraditional Naming Rights agreements for its clients:

- Cleveland Convention Center, sold to First Merit for \$10.5 million over 20 years.
- Two Rockford, IL Park District Facilities, one sold to UW Health for \$1.9 million over 10 years, one secured by Mercy Rockford for \$2.1 million over 10 years.
- San Diego MTS Blue Line, sold to UC San Diego Health for \$37 million over 30 years.
- St. Paul Saints' new ballpark, sold to CHS, Inc. for \$15 million over 13 years.
- Santa Monica Bike Share, sold to Hulu for \$3.6 million over five years.
- Cleveland Bike Share, sold to University Hospitals for \$1.4 million over 5 years.

Our intense focus on innovation allows us to lead and shape the Naming Rights and sponsorship industry, which is continually changing because we are changing it.

### 3.2 Valuation Measurement Strategies

Despite the growth of title sponsorship and Naming Rights agreements in both sporting and non-sporting contexts, establishing an objective method to value Sponsorships is difficult because many of the benefits associated with sponsorships, such as public image, do not have a physical presence and are therefore intangible. Sponsorship and Naming Rights agreements frequently differ in terms of duration, breadth of benefits available, reach and value. This is largely due to the bespoke nature of each contract and the need to predict present and future benefits, quantified in present-day dollar terms.

The most common methods used to calculate Naming Rights valuations are:

- The Cost Method;
- The Income Method; and
- The Market Method.

These are explained in further detail below.

The **Cost Method** is a time-sensitive calculation of the amount of money that must be spent to replicate the exact bundle of benefits available through a Title Sponsorship Naming Rights agreement by some other means. This approach suggests that Naming Rights can be divided into specific and separate benefits and that a quantification of their cost of purchase, external to the Naming Rights Agreement will help both buyer and seller arrive at a mutually acceptable valuation. However, there are four issues with this method:

- i. Many of the replicated benefits will occur in the future, but individual forecasts about the present day value of future costs or revenue cash flows are subjective and can vary widely.
- ii. No allowance or dispensation is made for the uncertainty of the future.
- iii. The Cost Method always treats the impact of impressions in the same way, regardless of their source. It does not address the variable impact of impressions from different media. To overcome this problem, conversion ratios are used but a significant number of variables often remain.
- iv. Duplication of impressions can create variability in the valuation. The number of impressions generated is almost always higher than the total number of people reached because a percentage of individuals will receive multiple impressions such as word of mouth impressions.

The **Income Method** compares the projected nominal income (present and future) expected to be earned from naming rights with the economic life or length of time that the intangible assets can expect to command a given price. An internal rate of return is then calculated to analyze the impact of alternative future scenarios upon the level and value of benefits accrued by the buyer. Hence, the income method deals more accurately with the uncertainty of the future, but remains just as susceptible as the Cost Method to the subjectivity of forecasting and duplication of impressions.

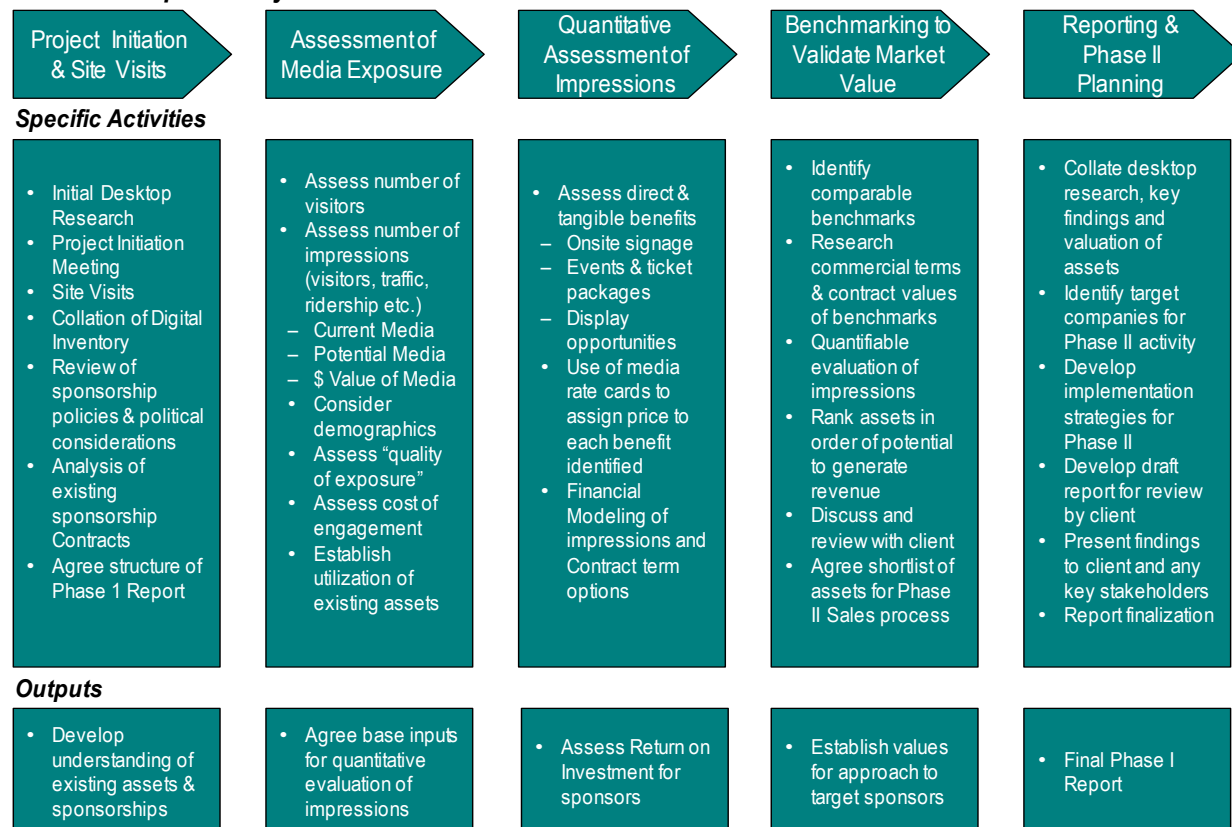
The **Market Method** assumes that a Naming Rights proposition can be valued by reference to similar transactions of Naming Rights bundles within equivalent sets of local area demographic characteristics, comparable points in time and equivalent features. This is described as the most common approach to Naming Rights valuations as the nature of Naming Rights agreements immediately calls into question the search for similar transactions. It is also considered to be a less subjective means of valuing Naming Rights agreements as it makes fewer assumptions than the Cost or the Income Method. Academic study also advocates making adjustments to valuations in order to account for comparative analysis against current market rates.

### **3.3 The Superlative Valuation Methodology**

Due to the lack of a universally accepted valuation methodology for naming rights and sponsorship valuation, Superlative developed the following valuation methodology – a combination of facets of the three methods described above – based on its experience in negotiating naming rights agreements.

The valuation of the Complex's naming rights opportunities is one step in Superlative's proposed marketing strategy. The diagram on the following page shows the key steps, specific activities, and outputs during implementation of a marketing strategy.

Figure 2.3.1

**Valuation Report – Key Activities****Project Initiation & Desktop Research**

Upon appointment as sales agents on any new engagement, Superlative carries out initial desktop research to review relevant documentation such as financial statement and strategic plans to gather contextual information such as major capital projects in the locality, specifics of the existing facilities and key statistics such as visitor numbers, drive-by traffic, media publications, and hits on websites / communication channels. Our research team maintains a database which is used to compile key pricing and contractual data for all relevant Naming Rights initiatives.

Site visits are undertaken where relevant to view the assets being valued. A digital inventory is compiled for each location that is used during the valuation process and subsequently, during development of promotional materials during the sales process. Superlative gathers site maps to document key details such as number of existing signage and venue specifications. This information is used to identify commercial opportunities as part of the Phase I valuation process.

**Assessment of Media Exposure**

Assessment of media exposure requires an understanding of the number of impressions which a corporate sponsorship would deliver. This involves gathering traffic statistics for specific venues and consideration of impressions from roadside signage, aerial views and naming on radio traffic updates or other media channels. Local rates are gathered from radio stations and billboard advertisers in order to establish accurate local benchmarks.

With the gathered data, Superlative generates an initial model of impressions. Superlative takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:



## Valuation Factors

- **Sign Size** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with OOH advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic transit stations in the heart of cities may have a long list of advertisers waiting to display their message. The proximity of certain ads to airports, shopping centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence your billboard cost.

## Sponsorship Rates

A naming rights buyer will typically invest in a naming opportunity based on a cost per thousand impressions (CPM). CPM for Naming Rights or advertising programs varies due to location, type of media exposure and position of sponsorship space. While an average CPM for a national television advertisement may be \$28, a 30-second advertisement during the 2017 Super Bowl typically cost around \$6 million, with CPMs in the range of \$60 - \$80. CPM values can vary considerably across the nation. As a result, Superlative applies local media rates to each project. CPMs for out-of-home advertising in South Florida can range from \$2.75 to \$9.50 depending on size, location and frequency of exposure. Superlative made conservative assumptions in comparing these values to current and suggested sponsor exposure on Complex facilities and assets (e.g., main identity signage).

The CPM value includes assessment of the demographics of the target audience and the quality of exposure to that audience. For example, sporting venues tend to be patronized by 18 - 34-year-old males, which is a "premium audience" in terms of the potential revenue for sponsors generated by this audience. Accordingly, sponsors wishing to gain exposure to this audience would target sports venues. The target demographic for other venues may be considerably different and hence, this must be taken into consideration as part of the valuation.

The following table sets out the average historic media rates from the Superlative database.

Traditional Media Rate Card	Average CPM	Cost per Impression
TV	\$28.00	\$0.0280
Magazines	\$17.00	\$0.0170
Newspaper	\$17.00	\$0.0170
Cable	\$12.00	\$0.0120
Social Media	\$10.76	\$0.0108
Radio	\$7.00	\$0.0070
Internet	\$3.60	\$0.0020
Mobile	\$2.23	\$0.0020
Average	\$12.20	\$0.0120

Average across USA (exchange wire)

The quality of exposure is determined by how prevalent the sponsor's branding is during the exposure period and the impact that this placement will have on the target demographic.

### **Quantitative Evaluation of Impressions**

Superlative uses financial modelling to assess the dollar value of impressions from the naming rights opportunities offered within a facility (e.g. exterior signs, websites). Superlative assigns a CPM-based value to each component available for naming rights, based on the strength and reach of exposure for a possible sponsor associated with each branding opportunity.

In developing these values, Superlative uses a template financial model it has developed over time and adjusts the model to fit the saleable components of an asset. Superlative's values are presented in Section 5 of this report. Superlative's values assume alternative contract terms and incorporate assumptions that the payments for naming rights would escalate annually in proportion to changes in the Consumer Price Index (CPI), which is assumed to rise at 2.9% in the State of Florida.

### **Benchmarking to Validate Market Value**

In order to negate the short-fallings identified above in academic commentary with regard to Naming Rights valuation, Superlative identifies sector benchmarks (or comparables) for each opportunity, researching commercial and contract values.

In order to confirm that an impression-based valuation is appropriate and accurate, Superlative investigated the prices paid for naming rights for similar properties and assets in similar markets. When evaluating benchmark comparisons, Superlative considers the prestige of each asset, likely sponsor interest, and geographic reach of each sponsorable asset. Superlative takes into account the geographic reach of a sponsorship opportunity as a whole, on a local, regional and/or national basis, but also the geographic reach of each individual asset. For example, an individual piece of signage within the interior of a property would have a local reach, while recognition on publications and/or signage within a transit car would reach a far broader audience. Assets are then ranked in order of potential to generate revenue to establish priorities for the Phase II sales process.

### **Reporting & Phase II Planning**

This report forms the main output of our Phase I valuation process. The following sections provide an overview of City sites and the initial valuation of the Naming Rights and corporate sponsorship opportunities identified by Superlative.

## 4 Property Overview

### 4.1 Introduction

During our visits to Pompano Beach, Superlative visited and toured its facilities, covering a range of disciplines from sports to culture, leisure and arts facilities. The objective of the process is to identify revenue generating opportunities. In order to do this most effectively, there will be a requirement to prioritize the assets that are most likely to successfully deliver revenue streams to the City. We have mapped the main commercial opportunities to each site in the table below.

#### Venue Sponsorship

On the basis of our site visits, we believe the City has a number of valuable venues. From our experience of selling commercial opportunities, we believe the following venue sponsorships will deliver the most lucrative opportunities.

- **Venue Naming Sponsor** - Facility sponsorship will provide partners of the City with a point of differentiation and a platform from which to deliver their message. The naming of a facility is a catalyst, embodied by advertising, communications and marketing, with a defined purpose of executing a specific plan and presence.
- **Alternative Naming Sponsor** – In some instances, venues may have more than one naming opportunity, for example a specific stage, field or seating area. This may be utilized in instances where venues have an existing naming partnership.
- **Presenting Sponsor** – A presenting sponsor includes its name immediately adjacent to that of the venue, activity or event.
- **Signage Opportunity** – Several District venues include signage options that could be sold as a stand-alone sponsorship opportunity.

#### Category Sponsorship

A category sponsorship is offered to those companies that could provide a product or service to the City and visitors to its facilities. We have classified these opportunities under the following categories:

- Energy;
- Non Alcoholic Beverages/Concessions;
- Sporting Goods/Equipment;
- Healthcare;
- Telecom;
- Finance/Banking; and
- Auto/Parking.

Further information on category sponsorship opportunities is provided in Section 6.4 of this report. This section of the report provides a detailed overview of the City's main sites and facilities considered by Superlative as part of this study.

## 4.2 Site overview

For ease of presentation, we have mapped the primary sponsorship opportunities discussed with Pompano Beach staff and surveyed during our site visits.

Site List	Venue Sponsorship				Category Sponsorship						
	Venue Naming / Title Sponsor	Alternative Naming Opportunity	Presenting Sponsor	Signage Opportunity	Non-Alcoholic Beverages / Concessions	Financial Services / Banking	Healthcare	Automotive	Sporting Goods / Fitness	Telecom / Wireless	Energy
<b>Assets / Venues</b>											
Pompano Beach Pier Development	X	X	X	X	X	X	X	X	X	X	X
Pier Parking Garage	X	X	X	X	X	X	X	X	X	X	X
Pompano Beach Cultural Center	X	X	X		X	X	X	X	X	X	X
Community Park	X	X	X	X	X	X	X	X	X	X	X
Ali Arts Center Outdoor Performance Space	X	X	X	X	X	X	X	X	X	X	X
<b>Other</b>											
Pouring Rights			X	X	X						
Parking Program			X	X			X				
Arts Program Sponsorships			X	X		X	X			X	X
Field/Athletic Facility Sponsorships			X	X	X	X	X	X	X	X	X

This section of the report will present an overview of each site and the proposed value range for each of the commercial opportunities.

### 4.3 Community Park

The City's largest park, Community Park, features more than 400 acres of total land space, and includes the Pompano Beach Aquatic Center with a 50-metre competitive pool; Pompano Beach Municipal Golf Course with two courses, including one designed by Greg Norman; and the Pompano Beach Tennis Center with 16 clay tennis courts. The park also includes a 4.4-mile paved trail that circles the Pompano Air Park airport, in addition to six baseball fields, basketball courts, playgrounds, picnic shelters and the Canine Corner dog park.

#### Key Statistics

- 400-plus acres;
- Pompano Beach Aquatic Center: 120,000 annual visitors
- Pompano Beach Golf Courses: 90,000-plus annual rounds
- Pompano Beach Tennis Center: 40,000-plus annual visitors

Figures 4.3.1 – 4.3.3: Pompano Beach Community Park



**Commercial Opportunities**

Superlative has identified the following sponsorship opportunities for the Pompano Beach Community Park and its facilities:

- Park Naming Rights;
- Aquatic Center Naming Rights;
- Tennis Center Naming Rights;
- Opportunities for Category Sponsorship Activation.

**Additional Opportunities for Sponsor Exposure**

The objective for the following benefits is to cross-subsidize current expenditure on print, web and other related media expenditure.

- Facility signage;
- Scoreboard Signage;
- Park Entrance signage;
- Light Pole Banners;
- Sponsor Recognition in Department of Parks, Recreation & Cultural Arts Publications;
- Sponsor ID on employee uniforms;
- Sponsor ID in City newsletters; and
- Website & Social Media.



#### 4.4 Pompano Beach Fishing Pier Development

Constructed in 1963, the Pompano Beach Fishing Pier is a centerpiece of the City's waterfront community. Beginning in 2012, the City undertook a project to improve its beaches and redevelop the area around the Pier. Damaged by Hurricane Wilma in 2005 and closed after further damage from Hurricane Sandy in 2012, the City began demolishing the Pier in 2017 in order to replace it with a new, larger one. The new 1,100-foot pier will feature 75 percent more surface area, including taller and more weather-resistant pylons, covered canopies, benches, an underwater fish camera and wireless internet. The Pier project is scheduled to cost \$12.3 million in total, and be completed in 2019. The City's major beachfront renovation includes dune restoration, landscaping, new beach pavilions, an interactive fountain, new streetlights, new on-street, surface and structured parking (including a \$20 million, 663-vehicle garage), a new library, new fire station and major sewer, water and drainage improvements.

Adjacent to the new Pier, the City Community Redevelopment Agency (CRA) partnered with Pompano Pier Associates, LLC, a real-estate developing company, to build the Pompano Fishing Village, a multi-use development featuring two anchor-tenant restaurants on the water, more than 48,000 square feet of retail space, fast casual dining and a 150-room Hilton Hotel. The two full-service beachfront restaurants, Beach House and Oceanic, are scheduled to open at the end of 2017, with the full development completed by 2020.

#### Key Statistics – Pompano Beach Fishing Pier & Fishing Village

- Annual Pompano Beach Beachgoers: approx. 1,500,000;
- 6.5 acres;
- Pier: 1,100 feet long
- Parking Garage: 615 vehicles;

Figures 4.4.1 and 4.4.2: Pompano Beach Fishing Pier Design

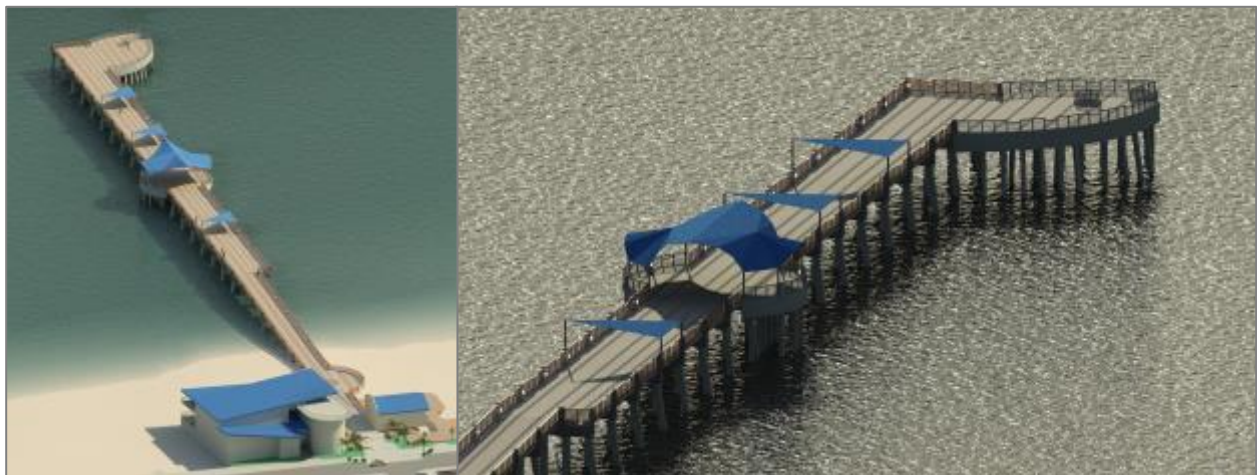


Figure 4.4.3: Pompano Fishing Village (Pompano Pier Associates, LLC)



### **Pier Parking Garage**

Adjacent to the Pompano Beach Fishing Pier & Village development stands the Pier Garage. The Garage includes an array of iconic architecture features such as canvas-wrapped and LED-lit sails surrounding all sides, a landscaped rooftop deck, a glass elevator overlooking the ocean and a larger-than-life aquatic mural. The Garage is the first public parking garage in the City is currently wholly funded by parking revenues generated by the structure. In addition to 663 parking spaces within the beachfront area, the project will include the City's first Tourism Visitor Center on the ground floor and the development of two new streets, Pier Street and Seabreeze Way.

Figure 4.4.4: Pompano Beach Pier Parking Garage



**Fishing Pier / Village Commercial Opportunities**

Superlative has identified the following sponsorship opportunities for the Pompano Beach Fishing Village and its facilities:

- Pier Naming Rights;
- Parking Garage Naming Rights;
- Opportunities for Category Sponsorship Activation.

**Additional Opportunities for Sponsor Exposure**

The objective for the following benefits is to cross-subsidize current expenditure on print, web and other related media expenditure.

- Facility signage;
- Light Pole Banners;
- Sponsor Recognition in Department of Parks, Recreation & Cultural Arts Publications;
- Sponsor ID on employee uniforms;
- Sponsor ID in City newsletters; and
- Website & Social Media.

#### **4.5 Pompano Beach Cultural Center**

The new 47,000 square-foot Pompano Beach Cultural Center opened in May 2017 as the City's third and grandest effort to present Pompano Beach as a cultural arts destination. The \$19.8 million Center features a 400-seat theater; an art gallery showcasing globally-recognized and South Florida artists; and a state-of-the-art digital media center with live streaming, video and audio production; and a conference space. The Center is adjacent to City Hall in the revitalized downtown Pompano and will offer cultural opportunities in many artistic disciplines while providing the public access to world-renowned music, dance, theater performances and art exhibitions. The Center is programmed and managed by the Cultural Arts Creatives, a 501 (c) (3) nonprofit cultural organization whose mission is to enhance Pompano Beach as the city of culture and innovation by showcasing acclaimed regional talent, empowering emerging artists and creating global collaborations.

#### **Main Components**

##### **Theater/Flexible Event Space:**

- 5,000 sq. ft. of flexible space;
- 400-seat retractable fixed seating;
- 250 cabaret-type seating;
- 500 reception-style accommodations;
- Portable stage;
- Different configurations such as "theater in the round", or no stage at all;
- Sprung floors for dance classes and performances; and
- A digital video fabric curtain.

##### **Art Gallery:**

- 750 sq. ft. of intimate exhibition space;
- Each exhibition will feature a fusion of both international and regional artists;
- Design to reflect programming taking place in the performance space.

##### **Multi-Media Digital Center:**

- State-of-the-Art Equipment;
- Audio and Video Recording Studio;
- TV Station with Green Screen;
- Live Streaming and Performance Recording;
- Webcasting/Livestreaming;
- Distance and Online Life-long Learning.

The Center also features several outdoor spaces, including a second-floor balcony and first-floor interior atrium, which can be used for public and private events. In addition, a 27,000 square-foot public library is housed at the rear of the facility. The library replaces the Pompano Beach Branch of the Broward County library system; the County will lease the facility for 50 years. The library features a well-equipped Electronic Media Lab, public Wi-Fi enabled tablets and computers, and a Teen Tech studio for young residents to explore digital media.

For the purpose of this valuation, Superlative has assumed that the Cultural Center will attract approximately 100,000 annual visitors for ticketed and other public and private events.



Figure 4.5.1: Pompano Beach Cultural Center



Figure 4.5.2: Pompano Beach Cultural Center Theater



Figure 4.5.3: Pompano Beach Cultural Center Art Gallery



Figure 4.5.4: Pompano Beach Cultural Center Outdoor Spaces





**Commercial Opportunities**

Superlative has identified the following sponsorship opportunities for the Pompano Beach Cultural Center and its facilities:

- Cultural Center Naming Rights;
- Theater Naming Rights;
- Art Gallery Naming Rights;
- Plaza Naming Rights;
- Opportunities for Category Sponsorship Activation.

**Additional Opportunities for Sponsor Exposure**

The objective for the following benefits is to cross-subsidize current expenditure on print, web and other related media expenditure.

- Facility signage;
- Signage within named spaces;
- Light Pole Banners;
- Sponsor Recognition in Department of Parks, Recreation & Cultural Arts Publications;
- Sponsor ID on employee uniforms;
- Sponsor ID in City newsletters; and
- Website & Social Media.

#### 4.6 Ali Cultural Arts Center

Built in the 1930s, the Ali Cultural Arts Center is a rare surviving example of early 20th century architecture that was once a staple of a thriving commercial district along Hammondville Road/Martin Luther King, Jr. Blvd (historically named Rock Road) in Pompano Beach. Formerly the home and business site of Florence Major Ali and her husband, Frank, the two-story building has significant historical importance to the Northwest Community of Pompano Beach as the first “black-owned” building in the City. At the time, the Alis ran a successful barbershop and barber training facility in the building, as well as a boarding house for traveling black entertainers who were not allowed to stay east of the tracks due to racial segregation. Legendary entertainers such as Cab Calloway and Louis Armstrong were rumored to be among the guests at the boarding house. The Center is now the steward for the history of the Northwest district of Pompano Beach and a nexus for musicians, visual artists, dancers and spoken word poets that have been influenced or inspired by black culture.

In 2012, the Pompano Beach Community Redevelopment Agency purchased the building and developed plans for a world-class cultural arts venue, expanding the current footprint with an additional 2,400 square foot building and outdoor courtyard for concerts. The Cultural Arts Center reopened in 2015.

Figure 4.6.1: Ali Cultural Center Exterior



Figure 4.6.2: Ali Cultural Center Performance Space



Figure 4.6.3: Ali Cultural Arts Center Facility



**Commercial Opportunities**

Superlative has identified the following sponsorship opportunities for the Ali Cultural Arts Center and its facilities:

- Outdoor Performance Space Naming Rights;
- Opportunities for Category Sponsorship Activation.

**Additional Opportunities for Sponsor Exposure**

The objective for the following benefits is to cross-subsidize current expenditure on print, web and other related media expenditure.

- Facility signage;
- Park Entrance signage;
- Light Pole Banners;
- Sponsor Recognition in Department of Parks, Recreation & Cultural Arts Publications;
- Sponsor ID on employee uniforms;
- Sponsor ID in City newsletters; and
- Website & Social Media.



## 5 Asset Database

### 5.1 Introduction

This section provides an overview of the Asset Database, which identifies and values the Naming Rights and corporate sponsorship assets under control of the City of Pompano Beach.

Superlative studied numerous sources provided by City personnel, obtained through original research and referenced from Superlative's proprietary database in order to determine a baseline level of total impressions that a Naming Rights partner for the site(s) could receive. Superlative made prudent assumptions as to the number and frequency of rotations on signage inventory and internal electronic message boards, if applicable. Superlative also takes the following factors into account when determining the appropriate amount of impressions a piece of signage or collateral would receive:

#### Valuation Factors

- **Sign Size** – has a direct impact on visibility. Within a given market, advertising space carries a different value depending upon the number of impressions, which are used to calculate advertising rates. An impression indicates the number of times an advertisement is seen by pedestrians, motorists and transit riders.
- **Location** – Rates are higher in high demand areas. Billboards in New York City will carry some of the highest rates in the nation. Location also dictates the demographics of the audience. Airport advertising rates are high due to the premium demographics of air travelers.
- **Rotation** – In the case of digital advertising inventory, rates are based on the length of each advertisement. Rotations can range from 8 seconds to 30 seconds (depending on average wait time in a given location) with OOH advertising agencies aiming to maximize the number of advertisers on each digital ad board.
- **Demand** – Premium units and high-traffic billboards may have a long list of advertisers waiting to display their message. The proximity of certain ads to ports, airports, shopping centers and other attractions also increases demand and price. Further, other events and timing make outdoor inventory more "precious" and can impact rates, such as large sporting events or beach adjacent inventory in the summer months.
- **Population** – Audience size will influence your billboard cost.

Superlative then applies modified CPM rates to each sponsorship asset and weighs them against external benchmarks for prices paid for similar assets in order to determine its reasonable saleable value.

The most important factors for the purposes of any sponsorship valuation will be:

- i. The size and design of signage visible to visitors, local residents, pedestrians and transit riders;
- ii. The size and design of exterior signage visible to major roadways;
- iii. The amount of media buy in which the Sponsor will be recognized; and
- iv. Any restrictions placed on Sponsor Signage by the City in accordance with its Naming Rights policy.

## 5.2 Naming Rights Opportunities

Superlative has identified the following current Naming Rights opportunities for consideration by the City of Pompano Beach;

- i. Naming Rights to the Pompano Beach Fishing Pier;
- ii. Naming Rights to the Pompano Beach Pier Garage;
- iii. Naming Rights to the Pompano Beach Cultural Center;
- iv. Naming Rights to Community Park; and
- v. Naming Rights to the Ali Arts Center Performance Space.

These are explained in further detail in Section 5.3 below.

## 5.3 Naming Rights Value Ranges

This section will set out a summary of the initial valuation of Naming Rights for the assets controlled by the City of Pompano Beach.

### Naming Rights of City of Pompano Beach Facilities

#### Media Exposure

Mentions on TV and radio are driven by a third party utilizing the parks, or events considered newsworthy by local and/or national media outlets. The City does not actively pursue these media outlets but may benefit from mentions over the course of a year. As these impressions are not guaranteed, Superlative does not account for them in this Valuation; however, a prospective Naming Rights partner could view these impressions as added value. Other than for events held at the Amphitheater, the City also does not currently actively purchase media for its facilities other than its own brochures and newsletters.

The benefits package for each of these opportunities will be agreed upon between the City and the target entity. It is likely that they will include:

- Sponsor ID exposure on directional signage on roadways surrounding each facility, including highways;
- Sponsor ID will be included on external signage affixed to any facilities;
- Sponsor ID will be included on other external signage within Parks boundaries/ indoor facilities (i.e. Light Pole Banners, messaging on Cultural Center Marquee)
- Sponsor ID will be included on any electronic message boards, static signage or directional signage within the facilities;
- Sponsor ID will be included on employee uniforms;
- Sponsor ID will be included on City, DPRCA websites and social media; Superlative assumes that the City will post information on its Social Media accounts on a regular basis.

#### Analysis of Quantitative Impressions

The following tables present the proposed rights and benefits to be included in a Naming Rights agreement to the Pompano Beach facilities. Specific locations of signage benefits are subject to change based on final facility design, size and location and subject to approval by the City in accordance with its Naming Rights policy and local signage ordinances. For example, this valuation represents the opportunity for a corporate partner to rename the Pier as “The [COMPANY] Pier” or other agreed-upon name designation. The exposure opportunities are identified on the left and annual benefit estimates are provided on the right.



**Table 5.3.1 – Pompano Beach Fishing Pier Naming Rights Opportunity**

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Directional Signage Visible to Local Traffic	4,076,097	\$14,266
Sponsor ID on Facility Marquee Sign	1,350,000	\$20,250
Sponsor ID on Naming Rights Signage Locations within Facility	6,000,000	\$21,000
<b>Sponsor Exposure in Additional Marketing Materials</b>		
Sponsor ID on Newsletters & Printed Materials	216,000	\$1,836
Opportunities for Sponsor to Conduct Activation Activities at Facility	-	\$10,000
<b>Online Exposure</b>		
Sponsor ID on City Websites / Social Media	332,825	\$2,163
<b>TOTAL</b>	<b>11,974,922</b>	<b>\$69,516</b>

**Table 5.3.2 – Pompano Beach Pier Garage Naming Rights Opportunity**

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Exterior Garage Signage	3,764,445	\$30,116
Sponsor ID on Interior Garage Signage	131,400	\$920
Sponsor ID on Branded Parking Areas within Garage	131,400	\$1,971
Sponsor ID on Garage Ticketing Machines/Booths	164,250	\$1,150
<b>Sponsor Exposure in Additional Marketing Materials</b>		
Sponsor ID on Garage Tickets	164,250	\$1,396
Sponsor ID on Information Kiosks	54,750	\$821
<b>Online Exposure</b>		
Sponsor ID on City Websites / Social Media	332,825	\$2,163
<b>TOTAL</b>	<b>4,743,320</b>	<b>\$38,537</b>

**Table 5.3.3 – Pompano Beach Cultural Center Naming Rights Opportunity**

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Directional Signage Visible to Local Traffic	2,016,625	\$7,058
Sponsor ID on Façade Signage Visible to Facility Visitors	1,048,313	\$7,338
Sponsor ID on Naming Rights Signage Locations within Facility	1,000,000	\$3,500
Sponsor ID on Facility Digital Marquee Signage	3,841,604	\$26,891
<b>Sponsor Exposure in Additional Marketing Materials</b>		
Sponsor ID on Newsletters & Printed Materials	216,000	\$1,836
Sponsor ID on Information Kiosks	100,000	\$700
Opportunities for Sponsor to Conduct Activation Activities at Center	-	\$7,500
<b>Online Exposure</b>		
Sponsor ID on City Websites / Social Media	332,825	\$2,163
<b>Hospitality</b>		
Block of (10) tickets to Every Ticketed Center Event	-	\$6,000
Use of VIP Hospitality Space for (2) Events	-	\$4,000
<b>TOTAL</b>	<b>8,555,366</b>	<b>\$66,987</b>

**Table 5.3.4 – Community Park Naming Rights Opportunity**

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Directional Signage Visible to Local Traffic	4,047,840	\$14,167
Sponsor ID on Naming Rights Signage Locations within Facility	2,109,393	\$10,547
Sponsor ID on Campus Entrance Marquee Signage	3,258,272	\$26,066
Sponsor ID on Scoreboard Signage	843,757	\$2,953
<b>Sponsor Exposure in Additional Marketing Materials</b>		
Sponsor ID on Newsletters & Printed Materials	144,000	\$1,224
Opportunities for Sponsor to Conduct Activation Activities at Facility	-	\$7,500
<b>Online Exposure</b>		
Sponsor ID on City Websites / Social Media	332,825	\$2,163
<b>TOTAL</b>	<b>10,736,087</b>	<b>\$64,621</b>

**Table 5.3.5 – Ali Arts Center Performance Space Naming Rights Opportunity**

Sponsor Signage Exposure	Weighted Impressions	Annual Benefit
Sponsor ID on Directional Signage Visible to Local Traffic	3,036,800	\$10,629
Sponsor ID on Façade Signage Visible to Facility Visitors	100,000	\$1,500
Sponsor ID on Naming Rights Signage Locations within Facility	250,000	\$1,750
<b>Sponsor Exposure in Additional Marketing Materials</b>		
Sponsor ID on Newsletters & Printed Materials	144,000	\$1,224
Sponsor ID on Information Kiosks	50,000	\$350
Opportunities for Sponsor to Conduct Activation Activities at Facility	-	\$7,500
<b>Online Exposure</b>		
Sponsor ID on City Websites / Social Media	332,825	\$2,163
<b>Hospitality</b>		
Block of (10) tickets to Every Ticketed Center Event	-	\$4,000
Use of VIP Hospitality Space for (2) Events	-	\$4,000
<b>TOTAL</b>	<b>3,913,625</b>	<b>\$33,116</b>

## General Valuation Assumptions

### Sponsor Signage Exposure

- i. Valuation assumes that the City will be able to erect directional signs on nearby roadways to direct automobile passengers to each facility.
- ii. Sponsor Name Designation will be included on exterior fixed signage on the facades of any named facilities, on campus entrances marquees and on any directional signage within each facility. This signage would be visible to facility visitors, automobile passengers traveling along adjacent roadways, pedestrians and cyclists.
- iii. Sponsor ID will be within facilities included on room/field/directional signs, LED screens or televisions within facilities, light pole banners and other branding opportunities that the City deems appropriate;

### Sponsor Exposure in Additional Marketing Materials

- iv. Sponsor ID will be visible on existing newsletters, pamphlets, posters, etc. produced by the City. Superlative has estimated the number of publications and collateral that the City produces based on similar parks and recreation departments it has analyzed. Any and all materials provided by the sponsor using the City's marks would be submitted to the City of Pompano Beach for review and prior approval.
- v. Assumes Sponsor ID will be embroidered onto staff uniforms for designated facilities.

- vi. Superlative assumes that Naming Rights sponsors would receive the right to disseminate promotional material or published information at their sponsored facilities. In addition, sponsors would receive at least two opportunities per year to conduct activation activities/events at their sponsored facility. Superlative values these activation opportunities at \$2,500 each.

#### Online Exposure

- iv. Assumes Sponsor will receive recognition on City of Pompano Beach, DPRCA, and specific Facility websites. Current valuation does not assume inclusion of dynamic banner ads. Unless this is a key requirement from target sponsors, we advise against aggressive commercialization of the website.
- vii. Naming Rights Sponsors will receive recognition in City social media posts, including Facebook and Twitter, as well as all blogs and email alerts. For the sake of this Valuation, the Superlative Group assumed that the City will post up to 10 total times per month.

Superlative intends to discuss the quantitative benefits with the City project team as part of the review and finalization process. The final agreed benefits will be contractualized as a Schedule to the Naming Rights agreement and key stakeholders will have an opportunity to review as part of this process.

**Table 5.3.6 – Summary of Priority Naming Rights Opportunities & Proposed Fee Ranges**

Summary of Priority Naming Rights Opportunities	Value Range (Floor)	Value Range (Ceiling)
Pompano Beach Fishing Pier	\$60,000	\$90,000
Pompano Beach Fishing Pier Garage	\$25,000	\$50,000
Pompano Beach Community Park	\$50,000	\$75,000
Pompano Beach Cultural Center	\$50,000	\$75,000
Ali Cultural Arts Center Performance Space	\$25,000	\$50,000
<b>TOTAL</b>	<b>\$210,000</b>	<b>\$340,000</b>

**Table 5.3.7 – Other Sponsorship Opportunities & Proposed Fee Ranges**

Other Sponsorship/Naming Rights Opportunities	Value Range (Floor)	Value Range (Ceiling)
<b>Naming Rights of Community Park Facilities</b>		
Pompano Beach Aquatic Center	\$20,000	\$40,000
Pompano Beach Tennis Center	\$20,000	\$40,000
Pompano Beach Dog Park - Canine Corner	\$15,000	\$30,000
Hike and Bike Trail	\$20,000	\$40,000
<b>Naming Rights to Cultural Center Facilities</b>		
Cultural Center Theater	\$25,000	\$50,000
Cultural Center Outdoor Spaces	\$15,000	\$30,000
<b>TOTAL</b>	<b>\$115,000</b>	<b>\$230,000</b>

Superlative proposes value ranges for the sale of Naming Rights to various City of Pompano Beach assets. Based on the above Valuations, sales of all of these assets could provide the City with between \$325,000 and \$570,000 per annum if all priority and secondary properties are sold. Subject to approval from the City, Superlative would open negotiations with target entities at the top of each value range, over a proposed minimum term of 10 years. Assuming inclusion of a CPI escalator of 2.9%, these opportunities could generate between \$3.7 million and \$6.6 million for the City.

As part of the sales process for Naming Rights sponsorships, certain target entities may indicate that they do not have sufficient sponsorship budget to deliver venue naming but take interest in partnering with the City in other ways that would benefit the district and its residents, as well as provide marketing benefits to the prospective sponsor. These opportunities are detailed in Section 6.

## 6 Category Sponsorship Opportunities

### 6.1 Introduction

Category Sponsorships are an important part of any corporate sponsorship program. They allow companies to correlate their brand to that of the City in a way that is unique outside of traditional advertising opportunities or a Naming Rights Agreement. These sponsorships can provide additional revenue and in-kind support for venues in a number of different areas and in return the partner company receives greater brand recognition and enhanced advertising value.

This section outlines eight areas of category sponsorships which should be considered at the Complex, including:

- Single-Source Pouring / Vending Rights;
- Small Cell Leasing Partnership;
- Financial Services / Banking;
- Healthcare;
- Automotive;
- Sporting Goods / Fitness;
- Telecom;
- Energy;

Please note that these sponsorships are interdependent in terms of available inventory, quality of impressions, and category exclusivity. This means that the higher the number of categories available for sale, the lower the value each of the categories will deliver. In addition, category sponsorships are directly affected by any Naming Rights sale as the Naming Rights sponsors will consume the sponsorship category for its industry (each category can only be used once). For example, if the Naming Rights partner for the Pier is a bank, the package outlined in this report for the financial category will become a part of the Naming Rights package and will not be available as a separate category partnership.

### 6.2 City of Pompano Beach Parks, Recreation & Cultural Arts Programs, etc.

The Department of PR&CA provides its residents with thousands of athletic, recreation, learning and lifestyle programs throughout the year. Its facilities, athletic leagues and tournaments and recreational centers attract more than 2.2 million participants and visits per year. Programs and classes for other activities attract thousands of participants as well and, include, but are not limited to:

- |                              |                                       |
|------------------------------|---------------------------------------|
| • Arts and Crafts;           | • Fitness;                            |
| • Aquatics;                  | • Nature & Environmental Awareness;   |
| • Dance Classes and events;  | • Senior Learning;                    |
| • Day and After-School Care; | • Therapeutic Recreation & Inclusion; |
| • Music                      | • Youth Enrichment                    |

Annual public events produced by the City and/or Parks, Recreation & Cultural Arts staff include monthly Movies on the Lawn, Spring Fling, Nautical Flea Market, Waterworks, Yuletide, July 4<sup>th</sup> Fireworks and monthly Music Under the Stars events that draw nearly 100,000 annual visitors.

As these programs vary by season and location, Superlative believes that the City could benefit by leveraging assets included within these programs to category partners, as described in the following sections. For example, local health systems may want to provide support for all City fitness, health and wellness programs, sports medicine services to athletic leagues and events or branded defibrillators to all Parks & Rec facilities in return for on-site signage and messaging within Park District publications, brochures and mailings.

### **6.3 Category Partnership – Entitlements and Activation**

Prior to the sales phase for Category Partnerships, Superlative will develop the appropriate collateral material and proposals for each category that the City of Pompano Beach approves to take to market. These proposals will provide an outline for the prospective sponsors to review as part of determining if the category partnership is something of interest. The entitlements in each package will include the quantitative and qualitative benefits outlined herein, together with specific sponsorship activation opportunities.

At a generic level, entitlements could include:

- Category Sponsor name, logo and sponsor designation on selected City materials including websites, brochures and marketing collateral.
- Category Sponsor may receive signage in mutually agreed areas of each facility with the opportunity to change the message at specified times during the year. Any costs associated with signage placement will be incurred by sponsor.
- Category Sponsor may be given the opportunity to conduct market research, provide sampling/couponing promotions and other mutually agreed events during the year. All costs associated with the events will be incurred by sponsor.
- The City of Pompano Beach and Category Sponsor will develop a joint press release and associated public relations campaign announcing the sponsorship.

Based on our initial review of City assets, we have identified for each category the following packages of sponsorship entitlements and activations. Note that these packages are subject to discussion with the City of Pompano Beach regarding its requirements, an assessment of the opportunity cost of the loss of income from existing contracts (e.g. advertising or bank ATM contracts) which conflict with the package entitlements and the needs of the potential category partners themselves.

### **6.4 Single Source Non-Alcoholic Beverage Agreement**

#### **Objectives**

The purpose of this process is to support existing beverage sales and distribution channels and strategies, as well as modify and/or improve existing distribution or operations, with the intent to enter into a 10-year contract for exclusive pouring rights at all District-controlled/owned venues and events. Beverage companies are required to propose innovative suggestions and strategies that will help improve consumer experience and increase sales.

The City should select the vendor whose overall proposal demonstrates the clear capability to best fulfill the purposes of this process. The City can reserve the right to accept or reject proposals, in whole or in part, and to negotiate as necessary in order to serve the best interests of Pompano Beach residents and the City.

Proposals from qualified suppliers should provide and aggressively support the sale of specific beverages throughout City facilities and hosted events. The following section outlines the opportunities suppliers will receive, as well as the process by which a Partner would be selected.

## Agreement

Beginning at the City's request the exclusive partnership will include full-service vending/concessions throughout the district. Included in the agreement would be a guaranteed minimum fee, among other benefits. The City will consider proposals that include increased vending but ultimately reserve the right to determine the minimum number of vending machines or concession stands that will be permitted or included.

## Evaluation Process

In support of its financial and operational objectives, each respondent shall provide a detailed proposal to outline its Exclusive Beverage Partnership Plan. The document will be structured to reflect the following sections;

- i. **Partnership Plan** – including sales and revenue objective for the partnership, innovative distribution channels and marketing plans;
- ii. **Product Plan** – including product scope, equipment and service proposals;
- iii. **Pricing Proposal** – respondents are required to provide detail of annual sponsorship fees, signing bonuses, commissions and additional financial compensations;
- iv. **Service Plan** – respondents are required to provide detail of the proposed service arrangements;
- v. **References** – respondents are required to provide detail of three references.

The award of an exclusive pouring rights agreement will be based upon a comprehensive review, analysis and negotiation of all proposals that best meet the needs of the City. The Park District will select the beverage company whose overall proposal demonstrates clear capability to best fulfill the purposes of this process.

## Outcomes

Superlative anticipates that an agreement would provide additional non-tax revenue as well as improved distribution and service to the City for whatever non-alcoholic beverages the City desired. Further information on outcomes will be available when the evaluation of responses has been finalized. The City would enter into a contract with the successful vendor. Based on market benchmarks, the length of the contract should be a minimum of ten (10) years, or longer. If the City is unable to negotiate and sign a contract with the selected vendor, they reserve the right to seek an alternative vendor. Proposals should clearly identify benefits that the bidder will offer to the City. To ensure equal comparisons, all proposals should clearly address the following benefits.

1. Annual Sponsorship Fee
2. Signing Bonus
3. On-going compensation in the form of rebates, volume incentives, bonuses, etc.
4. Marketing initiatives to support the facilities
5. Other creative value added benefits such as marketing partnerships, etc.

## Benchmarks

Single-source pouring rights agreements are a common source of revenue for municipal and private organizations to raise non-tax and/or dues-based revenue. Examples of these agreements include:

- City of Miami Beach and Coca Cola: 10-year agreement for \$7 million; Coca-Cola named as the official non-alcoholic beverage and recycling partner of the City of Miami Beach.
- Cook County, IL and Pepsi: 10-year agreement for \$4.1 million; Pepsi is the exclusive soft-drink provider within all Cook County government facilities as well as the Cook County Health and Hospital System and Forest Preserve District.
- City & County of Denver, CO and Pepsi: 5-year agreement for \$250,000 per year; Pepsi is exclusive soft drink partner with City and County-controlled venues.
- City of St. Catherine's, Ontario and Coca-Cola: \$75,000 per year exclusive pouring rights agreement



## 6.5 Small Cell Networks

Small Cells are operator-controlled, low-powered radio access points that operate in both the licensed wireless spectrum and unlicensed carrier-grade Wi-Fi. Small Cell networks are often used by wireless carriers to increase the 3G, 4G and Wi-Fi coverage within their network areas. By placing more-easily installed Small Cell technology on “street assets” such as lampposts, street signs, intersection cameras, wireless and cellular coverage can be greatly improved in areas where buildings can normally get in the way of a signal. With almost no new infrastructure investment required, providers can drastically improve the connectivity of their customers.

According to a recent Cisco study, global mobile data traffic will have increased nearly 11-fold between 2013 and 2018. This means carriers urgently need to increase network capacity. They can do this by moving to 4G, improving spectrum efficiency, Wi-Fi offload, and so on. But nothing comes close to frequency reuse through increased numbers of cell sites using small cells – this can improve capacity by up to 1600x. In addition, small cells yield important benefits for the macro network: placing four small cells within one macro, not only delivers data offload of over 50 per cent, but also improves macro network performance by 315 per cent.<sup>2</sup>

While Small Cells have a limited range – often between 250 and 500 feet – utilizing many small cells within a city allows for greater connectivity and a more efficient cellular network. While large Cell towers or “macro cells” can have ranges of up to a mile, they allow for gaps in coverage when the signal is blocked by buildings or geographical obstacles. Installing Small Cells in those areas with service gaps allows for more complete coverage. Cities around the world have begun to allow wireless carriers to install Small Cells for this very reason. For example, the City of San Francisco is allowing the installation of more than 400 Small Cell units over the next year in highly trafficked areas order to meet the demand of nearly 1 million expected visitors arriving for Super Bowl 50 in February, 2016. According to City officials, the LTE network speeds in locations near the Small Cells will be up to three times faster than those areas without the new units<sup>3</sup>.

For Small-Cell networks, however, the City has the opportunity to bundle its existing cell tower sites and potential small-cell sites to one official provider. Typically, Small-Cell lease locations rent for a flat fee per site over a term of 20 total years. In addition, Small-Cell lessees typically incur a percentage of costs associated with any planning, permitting, site review and replacement of any existing equipment, including cell poles. In addition, the lessee would incur some costs for additional utilities brought to the site, as well as taxes.

### Agreement

The rights and benefits would include flat-fee equipment and facility rental, as well as a percentage of costs associated with any planning, permitting, site review and replacement of any existing equipment, including cell poles. In addition, the lessee would incur some costs for additional utilities brought to the site, as well as taxes.

### Outcomes

According to industry research, Small-Cell sites typically rent for approximately \$50 per site. Depending on the number of sites available within the City, Superlative believes that an official wireless partner should expect to pay no less than a range of \$60 - \$80 per site. Superlative would solicit proposals from interested 3<sup>rd</sup> party partners for the City small-cell opportunity. Based on Superlative’s experience, a network of just 50 sites could generate between \$1.5 million and \$2.0 million in total revenue over a 25-year term (with a 3% annual escalator):

<sup>2</sup> Smallcellforum.com

<sup>3</sup> Moon, Maria; “Verizon will speed up San Francisco data by installing ‘small cells’”; Engadget.com; February 21, 2015

Table 6.5

			Revenue Potential			
Year	Rate Lo	Rate High	# of sites	Annual Revenue Low	Annual Revenue High	
Year 1	\$ 60.00	\$ 80.00	50	\$ 36,000.00	\$ 48,000.00	
Year 2	\$ 61.80	\$ 82.40	50	\$ 37,080.00	\$ 49,440.00	
Year 3	\$ 63.65	\$ 84.87	50	\$ 38,192.40	\$ 50,923.20	
Year 4	\$ 65.56	\$ 87.42	50	\$ 39,338.17	\$ 52,450.90	
Year 5	\$ 67.53	\$ 90.04	50	\$ 40,518.32	\$ 54,024.42	
Year 6	\$ 69.56	\$ 92.74	50	\$ 41,733.87	\$ 55,645.16	
Year 7	\$ 71.64	\$ 95.52	50	\$ 42,985.88	\$ 57,314.51	
Year 8	\$ 73.79	\$ 98.39	50	\$ 44,275.46	\$ 59,033.95	
Year 9	\$ 76.01	\$ 101.34	50	\$ 45,603.72	\$ 60,804.96	
Year 10	\$ 78.29	\$ 104.38	50	\$ 46,971.83	\$ 62,629.11	
Year 11	\$ 80.63	\$ 107.51	50	\$ 48,380.99	\$ 64,507.99	
Year 12	\$ 83.05	\$ 110.74	50	\$ 49,832.42	\$ 66,443.23	
Year 13	\$ 85.55	\$ 114.06	50	\$ 51,327.39	\$ 68,436.52	
Year 14	\$ 88.11	\$ 117.48	50	\$ 52,867.21	\$ 70,489.62	
Year 15	\$ 90.76	\$ 121.01	50	\$ 54,453.23	\$ 72,604.31	
Year 16	\$ 93.48	\$ 124.64	50	\$ 56,086.83	\$ 74,782.44	
Year 17	\$ 96.28	\$ 128.38	50	\$ 57,769.43	\$ 77,025.91	
Year 18	\$ 99.17	\$ 132.23	50	\$ 59,502.51	\$ 79,336.69	
Year 19	\$ 102.15	\$ 136.19	50	\$ 61,287.59	\$ 81,716.79	
Year 20	\$ 105.21	\$ 140.28	50	\$ 63,126.22	\$ 84,168.29	
Year 21	\$ 108.37	\$ 144.49	50	\$ 65,020.00	\$ 86,693.34	
Year 22	\$ 111.62	\$ 148.82	50	\$ 66,970.60	\$ 89,294.14	
Year 23	\$ 114.97	\$ 153.29	50	\$ 68,979.72	\$ 91,972.96	
Year 24	\$ 118.42	\$ 157.89	50	\$ 71,049.11	\$ 94,732.15	
Year 25	\$ 121.97	\$ 162.62	50	\$ 73,180.59	\$ 97,574.12	
		Total Cash Value		\$ 1,312,533.52	\$ 1,750,044.69	
				Low		High
Poles to Replace		Avg Cost of a Pole				
90		\$ 2,700.00				
	Total Value In Kind			\$ 243,000.00	\$ 243,000.00	
Total Value of Proposal Over Term				\$ 1,555,533.52	\$ 1,993,044.69	

Superlative can assist the City with review of the financial and operational aspects of each proposal and make recommendations to the City regarding the proposed buyout program. Based on current industry trends, the most likely partners to be included in this category opportunity are Sprint, Verizon Wireless and AT&T.

## 6.6 Commercial Opportunities and Benchmarks

### Category Sponsorships

The six category sponsorship opportunities identified by the Superlative Group are:

- Financial Services / Banking;
- Healthcare;
- Automotive;
- Sporting Goods / Fitness;
- Telecom;
- Energy;

### Financial Services

Banking is one of the staple categories for Naming Rights and sponsorship in the United States. Financial institutions intensely compete for customer loyalty and service options and people love to see their bank where they travel. The financial category contains companies offering a wide array of services and others staying relatively focused. It is our suggestion that financial services partners with strong local ties and a wide range of services are considered both for Naming Rights and additional partnerships. The sponsorship package for a financial partner could include the following:

- Servicing the City's corporate banking requirements;
- ATM Placement and Service at City-managed facilities;
- First-year Signing Bonus;
- Naming Rights to City Facilities;
- Event Sponsorship and/or On-site Activation Activities.

The South Florida market has a number of local financial institutions or national banks with local headquarters locally that could be approached for a Financial Services Partnership, including, but not limited to (this list does not include local credit unions, which can be explored):

- |                             |                                 |
|-----------------------------|---------------------------------|
| • BankAtlantic              | • DesJardins Bank               |
| • Stonegate Bank            | • OptimumBank                   |
| • Community Bank of Broward | • Florida Shores Bank-Southeast |
| • Regent Bank               | • Broward Bank of Commerce      |
| • Landmark Bank             | • Valley Bank                   |
| • TransCapital Bank         | • Security Bank                 |
| • Floridian Community Bank  | • NatBank                       |
| • American National Bank    |                                 |

Examples of Financial Partners to municipal properties include:

- Commerce Bank – City of Worcester, MA
  - Naming Rights to Commerce Bank Field at Foley Stadium
  - 10 years – \$1 million total donation
- MB Financial Bank – City of Rosemont, IL
  - Naming Rights to an outdoor plaza - MB Financial Park
  - 4 years - \$3 million total (renewed for additional 4 years in 2016)
  - MB Financial is Rosemont's largest employer
- Bank of Springfield - City of Springfield, IL
  - Naming Rights to plaza adjacent to the Prairie Capital Convention Center
  - 2 years - \$90,000 total
  - Bank of Springfield took over Naming Rights to the entire Convention Center facility in 2016 for \$1.5 million over 10 years
- North Carolina State Employee's Credit Union - Asheville, NC
  - Naming Rights of an outdoor public plaza adjacent to the Asheville Art Museum;
  - 30 years - \$1.5 million

## Healthcare

Due to the ongoing changes in healthcare, Hospitals and Health Insurance providers have increased activity in the Naming Rights and corporate sponsorship marketplace. Healthcare category opportunities could involve packaging a number of City venues to group volumes of certain health requirements (e.g. defibrillators or other services). Healthcare providers may be interested in category sponsorship opportunities with recreation centers, sports and/or wellness programs, athletic fields and trails or more recognizable sponsorship positions of community sporting events such as youth sports leagues or active lifestyle events. In addition, Healthcare partners could be targeted for Naming Rights partnerships at a variety of venues as well as opportunities to place clinics within existing facilities.

Recent examples of Healthcare systems partnering with municipal organizations include:

- HealthEast – Town of Woodbury, MN
  - Naming Rights to HealthEast Sports Center (previously named after a former Mayor)
  - Indoor facility with 150+-acre athletic complex
  - 14 years - \$1.8 million
- Prairie Lakes Health Care – Town of Watertown, SD
  - Naming Rights to Prairie Lakes Wellness Center
  - 100,000- Square Foot Athletic & Community Facility
  - 25 years - \$2.2 million total
- WakeMed Health Systems – Town of Cary, NC
  - Naming Rights to WakeMed Soccer Park
  - 150-acre athletic complex including four fields and a 7,000-seat soccer-specific stadium
  - 3 years – \$1 million total
- UW Healthcare – City of Rockford, IL
  - Naming Rights to UW Health Sports Factory
  - 100,000 square foot indoor athletic facility
  - 10 years - \$1.9 million
- Mercyhealth – City of Rockford, IL
  - Naming Rights to Mercyhealth Sportscore 2
  - 180-acre sports complex
  - 10 years - \$2.0 million
- Sioux Valley Hospitals and Health System – Sioux Falls, SD School District
  - Official Sports Medicine Provider at State HS championship tournaments
  - 5 years – \$520,000
- Northwestern Memorial Healthcare – Chicago METRA Authority
  - Official Defibrillator supplier for all METRA trains and facilities
  - 5 years – \$400,000 total

There are a number of healthcare and insurance providers that service South Florida and Broward County that could be approached for a Health Partnership, including, but not limited to:

- Baptist Health South Florida;
- Broward Health;
- HCA East Florida;
- Kindred Healthcare;
- Memorial Healthcare;
- Tenet Healthcare.

## Auto / Parking

Auto category sponsorship opportunities could include promotions at specific events, concerts, film or culinary events. With thousands of parking spaces at the Pompano Beach facilities, and a new state of the art garage by the Pier development, automotive sponsors may wish to pass on priority parking / valet for specific brand of cars to raise brand awareness. Motor dealerships are often interested in on-site vehicle display outside certain venues such as recreation centers. Other opportunities could include official partnership recognition with the department of Parks, Recreation & Cultural Arts or signage where applicable in parking areas at City facilities. This partner may want their vehicles to be the “Official Vehicle of the City of Pompano Beach.” Depending on the automaker and the selection of models produced, this can offer the district and the partner great exposure. The partner may want some or all the following elements incorporated into the package:

- All vehicles (support, transport, etc.) will be of the sponsor’s brand;
- Vehicle displays, with the option of allowing event attendees an interactive experience with the vehicles (i.e. the ability to get into the vehicles and interact with the features as well as speak to an educated brand individual who is on-site);
- Sponsorships of car park areas and / or valet service;
- Special parking privileges for individuals who drive the partners’ brand of car. This could be prime parking spots, reduced parking fees at special events or valet service.

Partnerships between municipal venues and automotive partners include:

- Lexus – Cleveland Playhouse Square
  - Exclusive Luxury Vehicle and Parking Sponsor
  - 7+ years – \$200,000 per year
- Jeep – City and County of Denver
  - Official Vehicle of Red Rocks Amphitheatre/Naming Rights to Red Rocks Summer Event Season
  - 3 years – \$150,000 per year
- Echo Park Automotive – Douglas County, CO School District
  - Naming Rights to Echo Park Stadium (High School football stadium)
  - 5 years - \$500,000 total donation
- Hare Chevrolet – Town of Noblesville, IN
  - Naming Rights to Hare Stadium (High School football stadium)
  - 10 years - \$125,000

## Sporting Goods & Equipment

With programs and facilities that encompass more than 600 managed acres and three miles of beachfront, and facilities that attract more than 2.2 million attendees/participants, Superlative believes that the City of Pompano Beach could leverage a large partnership with a Sporting Goods supplier including facility or event naming rights and sponsorships.

Recent examples of sporting goods suppliers partnering with municipal organizations include:

- The North Face – Maryland Department of Natural Resources
  - Official Partner of “Explore Your Parks” Program
  - Deal involves trail signage, free gear rental, campsite maintenance at five State Parks
- New Balance – Town of Gloucester, MA
  - Naming Rights to municipal stadium
  - New Balance Track and Field at Newell Stadium
  - 10 years - \$500,000 total donation

## Telecom/Wireless

It is likely that an electronics and telecommunications partner would have limited visibility beyond signage and Wi-Fi connectivity within City facilities. This is due to the small physical size of their offerings and the mobility that comes along with them. This category may be able to offer in-kind product in the form of phones and service to the employees or support staff. This partner's sponsorship package could include;

- Wi-Fi partnership within City parks and facility space (i.e. Fishing Pier). This opportunity would allow the Wireless provider significant exposure through an online registration page to sign up for the Wi-Fi and selected signage opportunities;
- Branded "call areas" located in Recreation Centers or parks where attendees may make calls in a private environment. Call areas could be modeled after phone booths, except the service will be free to call certain locations and will be branded with the sponsor's ID. The physical calling equipment will be various models of the partners' phones.

Examples of Telecom partners with Municipal properties include:

- U.S. Cellular – Town of Medford (OR) Department of Parks and Recreation
  - Naming Rights to 132-acre state-of-the-art athletic complex (11 synthetic turf fields and 1,300-seat stadium field)
  - U.S. Cellular Community Park
  - 6 years - \$650,000 total
- Midcontinent – City of Sioux Falls, SD
  - Naming Rights to Spellerberg Park Swimming Pool
  - MidCo Aquatic Center
  - 10 years - \$2.2 million total

## Energy

Energy companies are increasingly using the category sponsorship to increase awareness of their brands, showcase products and entertain customers and prospects. In instances where municipalities own and run a large number of venues and events, energy companies often provide in kind benefits in return for promotion opportunities. This sponsorship package could include the following elements;

- Solar power sockets available to the public branded with the partner's ID
- Display areas where guests could learn about the energy partner and their business.

There may be opportunities for energy companies interested in showcasing their green initiatives, especially at LEED Certified facilities or as patron sponsors of the Beach and Pier or the numerous parks throughout the City. This would support the ethos of the City of Pompano Beach as an environmentally focused community.

Examples of Energy partnerships with Municipal programs and events include:

- NRG – Minneapolis Convention and Visitors Bureau
  - Community Partner
  - \$100,000 per year
- DTE Energy – City of Detroit
  - Sponsor of Annual Christmas Tree Lighting in Campus Martius Park
- Sacramento Municipal Utility District – Sacramento Nature Conservancy
  - Conservation Sponsor of Rancho Seco Recreational Area, Amanda Blake Memorial Wildlife Refuge and Howard Ranch Trail (1,800 total acres)



### Other Examples of Municipal Partnerships

The above Category Sponsorships represent the most likely categories to partner with the City of Pompano Beach and its parks, recreation & cultural arts facilities and programs. However, Superlative would not limit sales to just these categories, as companies outside of these categories may also show interest in supporting the City. Examples include:

- Art Van Furniture – Plainfield Township, MI
  - Naming Rights to 79-acre baseball/softball facility with 13 lighted fields
  - Art Van Sports Complex
  - \$2 million donation
- State Farm – City of Bakersfield, CA
  - Naming Rights to 170-acre sports complex with 16 soccer fields, 4 football and 10 baseball/softball fields
  - State Farm Sports Village
  - 2 years – \$1 million
- Indiana Beverage – City of Valparaiso, IN
  - Naming Rights to the adjacent to the covered, open-air ice-skating & event space;
  - 10 years - \$300,000
- Hy-Vee – Des Moines IA
  - Naming Rights to main ballrooms and meeting spaces within the Iowa Event center;
  - Hy-Vee Hall;
  - 20 years - \$8.025 million

### 6.7 Contracting Each Package

Superlative can work with City personnel to agree a defined list of target companies for each category. This will include identification of conflicts between each package item and existing contracts (e.g. any cell tower leases that may exist) and evaluation of the optimum strategy for facility Naming Rights and other corporate sponsorships. This will be an ongoing and iterative process between Superlative, the City and a potential partner.

The progress and contents of any Naming Rights partnership will be taken into account. This will include the removal of any category which has already been used in any partnership agreement. The entitlements included with a sponsorship will be mutually agreed between the City and the sponsor organizations. The details will be discussed during the contract negotiation phase of the sales campaign; through these negotiations, if the entitlements change (add/subtracted/edited), the value of the sponsorship will change.

### 6.8 Proposed Value Ranges

In advance of taking each package to market, Superlative can work with the City to determine the exact contents of each entitlement and sponsorship package. This will include identification of conflicts between each package item and existing contracts, and evaluation of the optimum package. This will be an ongoing and iterative process between Superlative, the City and a potential partner. On the basis of our previous experience, we believe there is potential to deliver between \$50,000 and \$500,000 of additional revenue per annum from each category sponsorship opportunity. Reasons for the large range includes the varying amount of benefits included in each category sponsorship package, the number of potential interested parties and prospective sponsors marketing budgets. With smaller packages that do not include Naming Rights, often the fee is an ongoing negotiation dependent on these factors.

## 7 Risks & Contractual Issues

### 7.1 Overview

This section of the report provides an overview of potential risks and limitations that may impact the marketability of the assets and benefits of the Sponsorship program to the City of Pompano Beach. Section 7.3 provides an overview of the main clauses that should be included in the draft Naming Agreement.

### 7.2 Risk Register

A risk register identifies, monitors and mitigates key risks and limitations associated with the Corporate Sponsorship / Naming Rights project. Project risks fall under the following categories.

#### Reputational Risks

Risk	Risk Rating	Mitigation Factor(s)
Public trust may be damaged by Sponsorships that are aesthetically displeasing, politically oriented, inconsistent with the City mission and core services, or otherwise inappropriate or offensive to the audience.	Low	All proposed sponsorships must comply with existing and proposed signage guidelines. City Sponsorship Policy provides further clarity regarding acceptable target sponsors.

#### Legal Risk

Risk	Risk Rating	Mitigation Factor(s)
Lack of clarity regarding objectives and definitions of Naming Rights and Corporate Sponsorships.	Low	Thorough review of definitions by Superlative, the City and target sponsor legal departments.
Lack of clarity regarding other legal aspects of the Agreements, such as definition of specific benefits, licenses to use Trademarks and Service Marks, Artworks and Signage costs, and resolution of disputes between the City and any Naming Sponsor.	Low	Inclusion of a detailed Schedule of Rights and Benefits as an Appendix to the Sponsorship Agreement. Signage designs and renderings should be agreed and included where possible.

#### Economic Risks

Risk	Risk Rating	Mitigation Factor(s)
Economic failure of a Naming Rights or Sponsorship partner during the term of an agreement.	Low	The City should carry out financial Due Diligence on any Naming Rights partners prior to signature of any major agreement. This would include review of Group Financial Statements and third party assessments (e.g. Dun & Bradstreet reports).

Risk	Risk Rating	Mitigation Factor(s)
Concern that a Naming Rights partnership does not provide adequate return for the proposed schedule of benefits.	Low	Value ranges for all Naming Rights and Corporate Sponsorships should be agreed before progressing with the sales phase. The City (or its sales agent) should withdraw from negotiations with target companies when negotiations reach the floor of the value range.

### Policy Risks

Risk	Risk Rating	Mitigation Factor(s)
Lack of political backing for proposed Naming Rights partnerships.	Low	Engagement with City representatives and other key departmental stakeholders.
Divergence of support between City and other Stakeholders.	Low	Structured and regular communication channels at key stages of the sales process.

### Signage Regulations

Risk	Risk Rating	Mitigation Factor(s)
Compliance with applicable City signage regulations reduces Naming Rights Sponsorship inventory, which reduces the Naming Rights value range.	Low	Signage designs should be developed and reviewed in parallel with the sales program.
Review and approval of design of signs exposed to highways/thoroughfares leads to delays in the valuation and / or sales process.	Low	Meetings with County and/or FDOT should be planned as soon as possible.

### Project Delay

Risk	Risk Rating	Mitigation Factor(s)
Risk that delays to construction of phased City facility expansions have a detrimental impact on the Naming Rights sales program.	Low	As long as construction is currently on schedule, the risk of delay is considered to be low.

All risks should be logged, monitored and updated as part of the monthly reporting procedure. Superlative will work directly with key stakeholders within the City administration to mitigate and eliminate these risks whenever possible.

### 7.3 Term Sheet

As the nature of any Naming Rights agreement will differ, the Terms of each sponsorship opportunity must be refined to the specifics of the program. Template term sheets, as a starting point, will help to ensure consistency of format and increase the ability to monitor addition / removal of important clauses. The following provides an overview of some of the important elements that we would expect the template to include.

#### Benefit Specifications

This section of the Agreement sets out the specifications of proposed signage and other exposure entitlements. Pompano Beach representatives will work with the Naming Sponsor to develop the design of signage which includes the Naming Sponsor name designation or logo. A summary of the proposed benefits is provided below. These should be discussed and agreed with the target Naming Rights partner and developed as a detailed Schedule to the Naming Rights agreement.

#### Signage Exposure

- Sponsor ID on External Signage at <Facility> Entry
- Sponsor ID on External <Facility> Signage
- Sponsor ID on Internal Sponsorship Signage
- Sponsor ID on <Facility> Scoreboard/Field Signage
- Sponsor ID on Site Directional Signage
- Sponsor ID on Highway/Roadway Directional Signage to <Facility>

#### Sponsor ID in Additional Marketing Materials

- Sponsor ID included in all Printed/Published Materials
- Sponsor ID on tickets, schedules and staff uniforms

#### Online Exposure

- Sponsor ID on City of Pompano Beach websites
- Sponsor ID on City of Pompano Beach Facebook, Twitter and other social media

#### Licenses to Use Trademarks and Service Marks

- a. Subject to the terms of the Agreement and so long as the Naming Sponsor is not in breach of any term or condition hereof, City may grant the Sponsor non-exclusive and royalty-free right to use trademarks / service marks / logos. Any and all materials produced by the Sponsor using City marks and/or logos would be submitted to the City for review and prior approval, which approval shall not be unreasonably withheld or delayed.
- b. All rights of approval of the use of a trademark, service mark, logo or other identification of a party (the "Marks") should be a continuing right so that any party may later object to the use of Marks that had been previously approved should circumstances change or other reasons arise that, in the reasonable judgment of the party objecting, make continued use potentially damaging to reputation or image of the Marks or to the objecting party.
- c. All uses of Marks by a party shall inure to the benefit of the party granting the license in their own marks and not the licensee. No licensee should make any claim of ownership or other interest in any Mark licensed to them hereunder.

**Artwork and Media Costs; Installation and Replacement Costs**

- a. **Artwork and Media Costs.** The Naming Sponsor should bear the costs of the design and production of the initial signage. In the event the Sponsor determines it is necessary to engage a third party to assist in developing the artwork and media, the Sponsor will bear the third party's fees and other costs.
- b. **Schematics of Signage.** In order for the Sponsor to develop the artwork and media associated with the facility, the City should provide the Naming Sponsor with the schematics of the facility upon execution of the Agreement.
- c. **Installation.** The City should install, at the cost of the Naming Sponsor, any signage developed by the Naming Sponsor pursuant to this Agreement.
- d. **Replacement.** The Naming Sponsor should bear all costs of replacement or repair of the signage.

**Payment of the Sponsor Fee**

In return for the rights granted above, the Naming Sponsor will pay to the City of Pompano Beach:

- (i) a fee in the amount of [x] Thousand/million Dollars (\$[x]) being due within fourteen (14) days after execution of this agreement; and
- (ii) [x] annual fee payments of [x] Thousand/Million Dollars (\$[x]) due and owing by [date] in each consecutive year, collectively, the "The Sponsor Fee." The total sum of The Sponsor Fees is [x] Thousand/Million Dollars (\$[x]) over the course of the Initial Term, which is defined below.

(Superlative recommends inclusion of "Step Up" clauses which would be invoked if / when subsequent expansion phases are completed at facilities resulting in a significant increase in facility space and attendance.)

**Term**

The Term of this Agreement shall be for [x] years commencing on [date] and ending on [date] ("Term"). The City of Pompano Beach agrees that the Naming Sponsor shall have the sole and exclusive option to renew this Agreement, under terms acceptable to the City, at the end of the Term. The Initial Term and any subsequent renewals are collectively referred to as the "Term."

**Termination****Termination for Breach**

The Agreement will state the initial term and timescales to exercise the option to extend under the same conditions as the original agreement. Termination would be invoked under the following examples:

- i. Breach of a material term or condition of the Contract (30 day notification period);
- ii. The City ceases to operate the Departments/Facilities for any reason;
- iii. If any governmental agency enacts or adopts any law, ordinance regulation or rule restricting or prohibiting the use of sponsor logos on City property;
- iv. Other – as agreed with City of Pompano Beach.

If the contract is terminated by the City in accordance with (i) – (iv) above, City of Pompano Beach may have to reimburse the Contractor for the pro rata received Contract Amount for the term.

The notice of material breach or default should set out the act or omission giving rise to a breach of the Agreement and should specify in detail what is reasonably expected of the breaching party in order to cure the breach. If an alleged breach is a matter of dispute, the parties would attempt to resolve it under the terms of the Dispute Resolution Process Identified below.

**Effect of Termination**

Upon termination or expiration of the Agreement:

- i. All rights to use the signage cease and City of Pompano Beach should remove all signage from advertisements and other instances where the City had been using signage prior to the termination; and
- ii. All licenses granted in the Agreement would terminate.

**Dispute Resolution Process**

- a. The Parties acknowledge that the establishment and operation of the affiliation would require an ongoing commitment by all parties to cooperate and make best efforts. Accordingly, the parties seek to resolve any disputes regarding the Agreement or any other terms of the Agreement. Any party may at any time issue a notice that a dispute exists if such Party believes that another Party has caused a material breach of the Agreement, or a situation or circumstance exists which frustrates, in a material manner, the achievement of the objectives of the Agreement. Such notice would start a process of Progressive Dispute Resolution which would involve a good faith attempt to resolve the dispute for a period not to exceed one hundred twenty (120) days.
- b. The agreement of the Parties to these Progressive Dispute Resolution procedures is for the benefit of the Parties and is not intended to create any legal, equitable, or beneficial interest in any third party or to vest in any third party any interest with respect to the enforcement of performance of these procedures.
- c. The provisions of this clause would survive any termination, amendment or expiration of this Agreement unless all the parties hereto otherwise expressly agree in writing.

The agreement would also include provisions in relation to the following points:

- Warranties;
- Indemnities;
- Insurance coverage;
- Severability; and
- Governing Law.

The specific terms of the agreement would be drafted and negotiated with the sponsorship partner as part of the City of Pompano Beach sponsorship sales program.



## 8 Conclusions & Next Steps

### 8.1 Introduction

This report has examined the principal municipal marketing opportunities available to the City of Pompano Beach. Naming Rights and Category Partnerships and other sponsorship opportunities can provide additional revenue and in-kind support for the City, and in return each partner company receives greater brand recognition and enhanced advertising value.

This report outlines the opportunities that should be considered and prioritized by the City. Please note that the sponsorships included in this study may be dependent on available inventory, quality of impressions and category exclusivity, pursuant to the recommendations provided in Section 6.

### 8.2 Proposed Values

Superlative proposes value ranges for the sale of Naming Rights to various City of Pompano Beach assets. Based on the above Valuations, sales of all of these assets could provide the City with between \$325,000 and \$570,000 per annum if all priority and secondary properties are sold. Subject to approval from the City, Superlative would open negotiations with target entities at the top of each value range, over a proposed minimum term of 10 years. Assuming inclusion of a CPI escalator of 2.9%, these opportunities could generate between \$3.7 million and \$6.6 million for the City.

Due to timing constraints of the sale process and marketing budget constraints of potential targets, it is likely that assets would be prioritized in order of their potential to deliver revenue.

Superlative projects that Category Partnerships could generate additional cash or in-kind revenue valued between \$50,000 and \$500,000 per annum. Over a proposed minimum 10-year term, each opportunity could garner between \$500,000 and \$5.0 million (Naming Rights opportunities included as part of an agreement may have longer terms).

### 8.3 Revenue Projection

The following charts outline the projected annual revenue for the rollout of a Naming Rights and Sponsorship sales program. For Naming Rights agreements, contract terms of a minimum of 10 years could be expected, while terms of 5 years could be expected for each category. In order to develop a conservative projection of revenue, The Superlative Group took the overall average of each Naming Rights value range found in Tables 5.3.1 through 5.3.6. For Category partnerships, we assumed the average value of each District-wide partnership would be approximately \$100,000.

Table 8.3.1: Revenue Projections<sup>4</sup>:

		Years												
Number of New Naming Rights Partnerships Per Year		1	2	3	4	5	6	7	8	9	10	11	12	13
	1 - 2	\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew		
	1 - 2		\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew	
	1 - 2			\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318	Renew
	1 - 2				\$ 43,542	\$ 44,804	\$ 46,104	\$ 47,441	\$ 48,816	\$ 50,232	\$ 51,689	\$ 53,188	\$ 54,730	\$ 56,318
<b>TOTAL Revenue</b>		<b>\$ 43,542</b>	<b>\$ 88,346</b>	<b>\$ 134,450</b>	<b>\$ 181,890</b>	<b>\$ 187,165</b>	<b>\$ 192,593</b>	<b>\$ 198,178</b>	<b>\$ 203,925</b>	<b>\$ 209,839</b>	<b>\$ 215,925</b>	<b>\$ 164,236</b>	<b>\$ 111,048</b>	<b>\$ 56,318</b>
<b>If 2 Per Year:</b>		<b>\$ 87,083</b>	<b>\$ 176,692</b>	<b>\$ 268,899</b>	<b>\$ 363,781</b>	<b>\$ 374,331</b>	<b>\$ 385,186</b>	<b>\$ 396,357</b>	<b>\$ 407,851</b>	<b>\$ 419,679</b>	<b>\$ 431,849</b>	<b>\$ 328,471</b>	<b>\$ 222,096</b>	<b>\$ 112,635</b>

		Years						
Number of New Category Partnerships Per		1	2	3	4	5	6	7
	1 - 2	\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114	Renew	
	1 - 2		\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114	Renew
	1 - 2			\$ 100,000	\$ 102,900	\$ 105,884	\$ 108,955	\$ 112,114
	<b>TOTAL Revenue</b>	<b>\$ 100,000</b>	<b>\$ 202,900</b>	<b>\$ 308,784</b>	<b>\$ 317,739</b>	<b>\$ 326,953</b>	<b>\$ 221,069</b>	<b>\$ 112,114</b>
<b>If 2 Per Year</b>		<b>\$ 200,000</b>	<b>\$ 405,800</b>	<b>\$ 617,568</b>	<b>\$ 635,478</b>	<b>\$ 653,907</b>	<b>\$ 442,138</b>	<b>\$ 224,229</b>

These projections are based on conservative expectations; The Superlative Group would project that each year, 1-2 Naming Rights partnerships and 1-2 Category Sponsorships could be sold. For example, within two years of implementing the program, The Superlative Group expects the FVPD to generate between \$285,000 and \$585,000 in revenue if it reaches agreements with four total partners.

<sup>4</sup> Average based on an Average Low range of \$32,083 and an Average High of \$55,000 from tables 1.5.1 and 1.5.2, with total average of \$43,542. Actual fees paid in year one may be higher because high-priority assets would be sold first.

## 8.4 Proposed Strategy

The Superlative Sales strategy is always to approach the marketplace with the most valuable and/or marketable assets first. When the valuations contained in this report have been discussed, finalized and agreed with the City, Superlative proposes to move forward with a phased sales process as identified below:

### Priority Opportunities:

- i. Single Source Pouring Rights / Vending Rights agreements;
- ii. Pompano Beach Fishing Pier / Garage;
- iii. Small Cell Partnership;
- iv. Category Sponsorships: (e.g. Health, Energy, etc.).

### Second Tier Opportunities:

- v. Community Park (& components);
- vi. Pompano Beach Cultural Center;
- vii. Ali Arts Center Outdoor Performance Area;

### Contact and Evaluate Potential Marketing Partners

Superlative utilizes a systematic approach for contacting potential sponsorship partners during the Sponsorship Program Implementation. This is done in five distinct steps to ensure comprehensive coverage:

- i. Exhaust contact database of Superlative's thousands of regional, national and international corporate contacts, which is continually updated.
- ii. Identify and research prospective corporations through various subscribed databases to match the marketing needs of corporations with the logical and most valuable assets.
- iii. Collaborate closely with the City and maintain communication on any recommendations and / or existing relationships.
  - o Superlative will meet with key stakeholders in order to outline and explain the implementation of any sponsorship programs and train key departmental staff for future partnership fulfillment needs.
  - o Superlative will work directly with City administration – including legal, purchasing, operations, etc. – who would be involved in any sponsorship programs to implement partnerships and mitigate any possible issues.
- iv. Promote revenue-generating campaigns with a description of City assets and initiatives.
- v. Create Presentation Material – Such material will provide specific information for potential corporate partnerships with the City, including:
  - o Market / demographic data
  - o Measured media value
  - o Value justification for unmeasured media
  - o Sponsorship benefits and options
  - o Options for renewal
  - o Financial investment

### Negotiate and Complete Agreements

Superlative's executives will be the upfront negotiator and advise affected City departments or administration.

### Present to the Media

Superlative is well versed in the appropriate procedures for announcements to local and national media outlets. Superlative will work with the City to effectively present negotiated corporate partnerships to the appropriate City executives and media. It is important that partnerships be communicated accurately, both financially and politically, while being cognizant of objections and concerns.

**Manage Contract Fulfillment**

Superlative will work with the City to develop a system that accurately tracks the status of newly developed corporate partnerships. The company's experience shows that contract fulfillment requires participation from sales, legal and accounting functions to ensure high quality partner relationships.

**Manage and Audit Ongoing Rights/Royalties**

Superlative establishes post-contract review mechanisms to ensure that all benefits owed to the City are captured, and that the project is meeting its obligations under these contracts. Superlative is a strong advocate of audits, especially where payments are royalty-based.

**Activation and Audit (Terms of Agreement)**

After delivery of a campaign agreement, Superlative will support the City in the activation and compliance of each aspect of that agreement. Specifically, Superlative shall:

- Finalize agreement terms and conditions;
- Assist the City with activation of the Sponsorships;
- Assist in the development of payment schedules and compliance issues;
- Assist the City's advertising consultants with signage placement and design;
- Provide other services as requested by the City.

## A References

Ali Cultural Arts Center Floor plans

Ali Cultural Arts Center Development Plan

Ali Cultural Arts Center Renderings

Pompano Beach Cultural Center Site Plans

Pompano Beach Cultural Center Renderings

Pompano Beach Parks and Recreation Statistics 2016

Pompano Beach Community Park Usage Statistics

Pompano Beach Fishing Pier Development Plan

Pompano Beach Fishing Pier Renderings

Pompano Beach Website Statistics

- Ali Cultural Arts Center
- City website
- Fishing Pier
- Parks & Recreation

U.S. Census Bureau

Florida Department of Transportation