

ANNUAL REPORT 2022



RBC PLACE
LONDON



WE ACKNOWLEDGE...

We gather on the traditional lands of the Anishinaabek (Uh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lunaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous peoples (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. We hold all that is in the natural world in our highest esteem and give honor to the wonderment of all things within Creation. We bring our minds together as one to share good words, thoughts, feelings and sincerely send them out to each other and to all parts of creation. We are grateful for the natural gifts in our world, and we encourage everyone to be faithful to the natural laws of Creation.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures and customs.

This Land Acknowledgement is a first step towards reconciliation. It is the work of all citizens to step towards decolonizing practices and bringing our awareness into action. We encourage everyone to be informed about the traditional lands, Treaties, history, and cultures of the Indigenous people local to their region.

CONTENTS

Message from our CEO and Board Chair	3
2022 Board of Directors	4
Strategic Priorities 2022, Vision and Mission	5
Our Team: Rebuild and Celebrate	6
Who We Are: Equity, Diversity & Inclusion	6
Certified Culture Leader	7
Certified Chef de Cuisine	7
2022 Events Spotlight	8
Back to (In-Person) Business	9
KPIs: How Did We Do in 2022?	9
FedDev Investment Projects	10
Partners in Community Support	11
Working Towards Sustainability	12
Looking Forward to 2023	13

“Seeing that severe challenges can be met and overcome was an experience I will never forget.”

- Steve Lehman
Outgoing Board Member

MESSAGE FROM OUR CEO AND BOARD CHAIR

Dear Community,

2022 was the start of our industry recovery. RBC Place London reopened in March 2022 with our reduced team in full recovery mode! We hosted a total of 126 events in 2022, just under 50% of a pre-covid year. September to December was hopping with conferences, business events, galas, and festive parties, all back in full swing.

With 126 events, RBC Place London achieved 72% of 2019's total revenue and generated \$11.2 million in economic recovery. RBC Place London experienced a reduced operational loss from the previous two years, with significant positive growth in future events booked, glowing reviews on the food quality and service experiences from event organizers and high marks from our team on their RBC Place London team experience.

RBC Place London was very fortunate and appreciative to receive two federal grants; one under the Tourism Relief Recovery program, and the other from the Canada Community Revitalization Fund. The first grant supported technology enhancements including enhanced WIFI6 throughout, new digital sign on York Street, upgraded building automation system, and 3D event design software. The second is currently supporting the redevelopment of the King Street parkette on the north side of RBC Place London scheduled to be completed in June 2023.



RBC Place London was busy hosting events, driving economic recovery, and adding vibrancy to downtown London. RBC Place London was busy improving our team's ability to communicate with event organizers and our community, and enhancing the on-site guest experience.

Our organization has many to thank for supporting our recovery. Most importantly thank you to Council and the City of London administrative team for recognizing the importance of business events for London. Thank you to our Board of Directors, for their commitment of time, sharing of wisdom, and setting a strategic direction supporting recovery and growth. Thank you to our partners and clients, who trusted us once again. And finally thank you to our community for your ongoing trust and excitement about gathering again! RBC Place London looks forward to hosting your next event whether for business or leisure, our goal is to be your venue of choice!

- Lori Da Silva, General Manager & CEO



Reflecting on 2022 at RBC Place London is both a joy and an honour. The resiliency the team demonstrated throughout the pandemic was tremendous and served as a strong launch pad for recovery both imagined and delivered throughout 2022. I am most proud of how the team continued to stay focused on the impact to the London community through both economic impact and community partnerships that serve an even broader community.

One of my personal favourite events this year was the Service Awards for the staff at RBCPL. It was a great honour to celebrate employees 5, 10, 15, and 25 years of employment at RBCPL, which in itself is a significant accomplishment. RBCPL is clearly a great place to work for many Londoners, the pride the team takes in their work translates directly into incredible experiences for guests and delegates at RBCPL. As we look ahead, the future is bright and the team is ready. As I close my final year as Board Chair, I am feeling proud and confident. It has been my great honour to serve the community alongside this great team.

- Jenny Diplock, Board Chair

2022 BOARD OF DIRECTORS

Jennifer Diplock, Chair
Nora Fisher, Past- Chair
Susan Judd
Dr. Christopher Schlachta
David Smith
Tony Soares
Murphy Pettypiece
Garrett Vanderwyst

Mayor Ed Holder
Councillor Stephen Turner
Councillor Steve Lehman
City Manager Lynne Livingstone

CORPORATE OFFICERS

Lori Da Silva, CEO & General Manager
Darrin Pollard, Director, Business Development
Shannon Moxey, Director, Corporate Services and Sustainability

"This was our best party to date! The room was set up perfectly, and the décor was exactly what I hoped for. Everyone said it was beautiful. The food was AMAZING and we all thoroughly enjoyed it!

I also wanted to give a shout out to the staff... they were just so easy to work with and ensured everything was perfect. Honestly, I can't say enough about the entire event. 10/10 would recommend!"

*-Leah Mero
Norlon Builders Retirement Party*



Photo Credit: Niagara Wedding Photographer



STRATEGIC PRIORITIES 2022

ESTABLISH A PLATFORM FOR STABILITY...

...recognizing financial constraints and the need for City funding; rebuilding the team with the lens of Equity, Diversity and Inclusion and planning for recovery growth in 2023, partnering with new organizations to drive revenue while travel continues to be constricted.

ADDING COMMUNITY VALUE...

...through new partnerships, hosting multi-day events and supporting local events, while enhancing the guest and associate experience through technology and outdoor event space.

RECOVERY GROWTH...

...with new events created and hosted, effective implementation of marketing plan building on consumer confidence, driving events to return with ongoing prudent cash manage to establish future financial sustainability.

VISION

To be the venue of choice in Southwestern Ontario for knowledge transfer and social engagements.

MISSION

To delight guests in every interaction with a smile and timely service solution.

OUR TEAM: REBUILD AND CELEBRATE

Our dedicated team of event professionals are passionate about the experiences they create for our clients. We often hear that our team is what makes the experience at our facility truly top-notch!

RBC Place London strives to foster a workplace in which all individuals maximize their potential, regardless of differences. We are committed to attracting, engaging, developing and celebrating exceptional people in the hospitality industry who are representative of our community.

WHO ARE WE? EQUITY, DIVERSITY AND INCLUSION

44 PERCENT
IDENTIFY AS FEMALE

21 PERCENT
ARE A VISIBLE MINORITY

6 PERCENT
ARE INDIGENOUS

18 LANGUAGES
SPOKEN BY OUR TEAM

55 NEW ASSOCIATES
HIRED IN 2022

23 PERCENT
EMPLOYED FOR 10+ YEARS



LONG-AWAITED SERVICE AWARD CEREMONY

For the first time in 3 years, RBC Place London was able to host our annual Long Service Awards ceremony in 2022 and take the opportunity to formally recognize 31 team members who reached milestones of 5, 10, 15 and 25 years in 2020, 2021, or 2022!

We congratulate the recipients and thank you for your hard work, commitment and many years of service!

CERTIFIED CULTURE LEADER

We are proud to be a certified Canadian Workplace Culture Leader!

RBC Place London has been certified for exceptional organizational culture by The Canadian Workplace Culture Index.

Our organization exceeded the national benchmark for exceptional workplace culture based on anonymous employees' feedback.

We are proud that our people-first values are recognized and lived by our team and excited to build on and further develop our exceptional workplace culture with our people, customers, partners, and community.



CERTIFIED CHEF DE CUISINE (CCC)

The CCC designation is the highest professional culinary recognition and accreditation in Canada. There are fewer than one thousand chefs with this designation.

It represents the culmination of the highest standards of managerial and administrative responsibilities, culinary skills and dedication to the cooking profession.

In 2022, we doubled the number of Certified Chef de Cuisine on our culinary team as both our Executive Chef David Van Eldik and Executive Sous-Chef Kent Phillips are a designated Certified Chef de Cuisine.





2022 EVENTS SPOTLIGHT

In March 2022, restrictions on capacity for convention centres were removed by the province and by June, all COVID-19 related restrictions were eliminated. From March to December we hosted 126 events.

**TRUDELL MEDICAL
100TH ANNIVERSARY CELEBRATION
VANIER CUP AWARDS BANQUET**

LONDON COMIC CON

**THE AMERICAN ASTRONOMICAL
SOCIETY'S 54TH MEETING OF THE
DIVISION FOR PLANETARY SCIENCES**

**LONDON CHAMBER OF COMMERCE
BUSINESS ACHIEVEMENT AWARDS**

**MUNICIPAL INFORMATION SYSTEMS
ASSOCIATION CONFERENCE**

FIGHT TO END HOMELESSNESS

**ONTARIO SCREEN CREATORS
CONFERENCE**

**HABITAT FOR HUMANITY CANADA
CONFERENCE**

**LIBRO CREDIT UNION
PROSPERITY DAY**

**THE BEST DEFENCE CONFERENCE
2022 ANNUAL REPORT**

CANADIAN COPTIC CENTRE CONFERENCE

**GRAIN FARMERS OF ONTARIO
MARCH CLASSIC CONFERENCE**

**HOLY ROLLER MEMORIAL
PROJECT GALA**

**2GETHER: ONTARIO PROFESSIONAL
PLANNERS INSTITUTE AND ONTARIO
ASSOCIATION OF LANDSCAPE
ARCHITECTS JOINT CONFERENCE**

**LONDON HEALTH SCIENCES FOUNDATION
COUNTRY CLASSIC AUCTION**

"Highest praise for RBC Place London and their incredible staff! The parking attendant, the loading bay crew, the porters who helped ferry our inventory to and from our booths, all these wonderful people were helpful, friendly, and knowledgeable.

They really gave 100% and I want everyone to know it. Their efforts were greatly appreciated by me and all the other vendors that I spoke to."

*-Exhibitor
2022 London Comic Con*

BACK TO (IN-PERSON) BUSINESS:

Although Virtual and Hybrid events proved to be a popular way for our clients to safely and confidently host events during the pandemic, in 2022 we were happy to see many of our favourite annual events return live and in-person.

MERRYMOUNT FAMILY SUPPORT & CRISIS CENTRE MERRYGRAS GALA

CHILDREN'S HEALTH FOUNDATION'S MAGICAL WINTER BALL

CHRISTMAS AT OUR PLACE

HOW DID WE DO IN 2022?

\$11.2 MILLION

DIRECT ECONOMIC IMPACT

40 PERCENT

BUILDING UTILIZATION RATE

58,463

DELEGATE DAYS

30.4 PERCENT

SPACE UTILIZATION RATE

7,790

HOTEL ROOM NIGHTS FROM CONVENTIONS

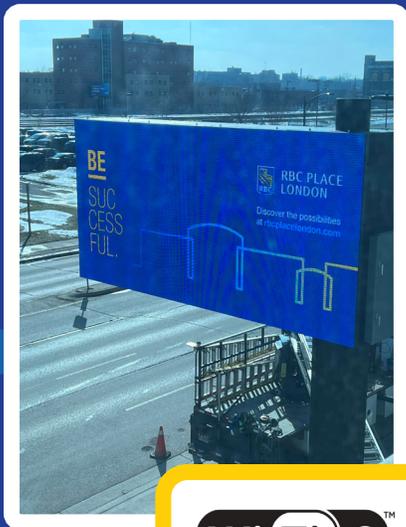


FEDDEV INVESTMENT PROJECTS

In Fall 2022, RBC Place London began renovating and revitalizing our King Street Parkette. It will be completed and ready to host events, or simply add to the downtown enjoyment for all whether staying, playing or living in the core by Summer 2023.

The new space will be fully-equipped with electrical, audio, and WIFI connections, customizable and coloured LED lighting to support our events.

The King Street Parkette Revitalization project is funded in part by the Government of Canada through the Federal Economic Development Agency for Southern Ontario and is one of 10 community infrastructure and tourism projects across London that received funding under the Canada Community Revitalization Fund (CCRF) and Tourism Relief Fund (TRF).



PROGRESS REPORT

Funding from FedDev Ontario's Tourism Relief Fund and the Government of Canada also allowed us to:

- Replace marquee digital sign with LED sign and cloud-based programming
- Upgrade guest WIFI system to most current WIFI6 standard with next generation firewall updated core switching
- Introduce 3D Floorplan program for improved client planning experience

Funded by:
Federal Economic Development
Agency for Southern Ontario



PARTNERS IN COMMUNITY SUPPORT

RBC Place London is committed to strengthening the health of the local community by partnering with local groups and non-profit organizations.

During the pandemic we partnered with the London Food Bank and 519Pursuit to prepare meals which were delivered to those most vulnerable in our community. In 2022, RBC Place London produced 37,629 lunches for homeless and under-housed citizens of London.



FROM OUR PARTNER: 519PURSUIT

Meet the Chefs!

We recently had an opportunity to catch all the amazing chefs in one place so we had to get a photo to share a bit about who our heroes are! These chefs have been working hard for nearly two years straight since the start of the pandemic, and with the growth of our partnership, these amazing folks have kept hundreds of our friends hearts and bellies full.

There's something so special about working with the London Food Bank and the Chefs at RBC Place London. It's more than a hot lunch to give - it's something like a large family who understands a need. These Chefs have families and children and put great focus on the need to get vitamins and nutritious lunches to our friends each day. The way that they see our friends as families shows in the extra care they give each meal, the treats they add to each lunch and the smiles on their faces in doing so.

We get so much positive feedback and gratitude for this support system directly from our friends. We're simply the ones who are getting the meals into the hands of those who need it but what's not to be missed is where the food comes from each day. We've even heard friends say "it's the best meal they've ever had".

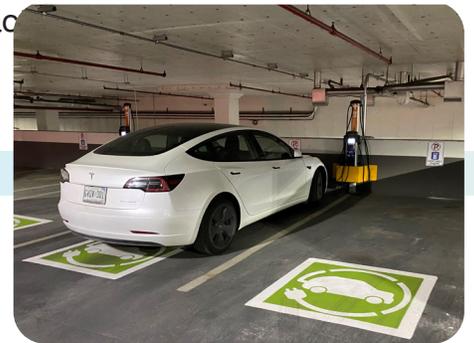
The gratitude that's in the community is reflected in the reactions that come when our outreach volunteers are showing up for friends. Being the giver we often get to hear the gratitude and pass along the message but rarely do we get the opportunity to share their smiling faces!

Without YOU there is no 519Pursuit!
#Togetherisbetter

WORKING TOWARDS SUSTAINABILITY

RBC Place London is committed to protecting our environment and is continuously looking to improve our waste management and energy programs. Our team is aiming to reduce and divert waste and identify other eco-friendly opportunities. We work towards sustainability by:

- Measuring our carbon footprint and finding opportunities to reduce our emissions year-over-year; RBC Place London has a goal to reduce energy usage by 30%, which began with a retrofit of the HVAC system, installing demand control ventilation units on 8 air handlers and resulting in a 10.7% energy savings
- Developing an improved sustainable purchasing policy
- Engaging our guests in a sustainable experience by offering:
 - Menus featuring Gluten-Free, and plant-based options
 - Take-out containers and utensils made of recyclable and compostable eco-friendly materials
 - Support to local responsible vendors and local/organic farms
 - To donate leftover meals to local charities
 - To divert food scraps from the regular waste stream to compost
 - Serving over 50% of individual portions in reusable containers
 - A fully functional recycling program which includes plastics, glass, aluminum, tin, paper and cardboard
 - Motion sensors on taps and toilets in public washrooms
 - Charging stations for electric vehicles in the underground parking lot
 - Underground secured bicycle racks for green transportation alternatives
 - A No-Idle zone in the front of the building
- Being a responsible and inclusive destination for our associates/guests by:
 - Encouraging ideas to expand our growth in all initiatives
 - Coordination of green or community service team-building activities
- An operational commitment to:
 - Maintain an effective kitchen grease recycling program
 - Complete lighting retrofit throughout the building to LED
 - Continue to reduce chemicals, purchasing eco-friendly housekeeping products



RBC PLACE LONDON GIVES BACK

In 2022, our team members collected over 400 lbs of canned goods, \$500 dollars in cash donations and almost 100 pairs of socks for the Business Cares Food Drive and 519Pledge for Socks. Our team also participated in London's Clean & Green 20-minute makeover and picked up garbage from all around our building.



LOOKING FORWARD TO 2023

FOUNDATIONAL EXCELLENCE... BUILD ON THE MOMENTUM

RBC Place London has a solid foundation based on high quality meeting and event space, solid technology, and excellence in food preparation, presentation and service delivery - build on this

Industry recovery is being challenged by limited human resources and increasing costs to operate - it's all about the team

REFINED SPACES AND PROGRAMS... MOMENTS MATTER

People need to gather to make new connections and build on new relationships

Event programming support is needed

Enhancing technology to support hybrid meetings and provide best in class on-site connections

Tell the new story

NEW AND ENHANCED EXPERIENCES... PHYSICAL AND SUSTAINABLE

Create new outdoor gathering space

Enhance current space with sustainable products and features

Create visual programming utilizing on-site signage and lighting features

CONNECTING LONDON... UNESCO CITY OF MUSIC

Connect the whole of London featuring vibrant arts and culture at business events

Showcase London's entertainment district with featured events indoors and outdoors showcasing London's music scene

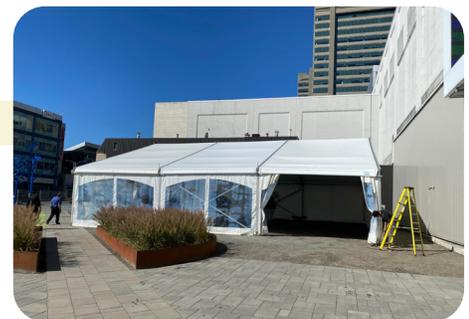
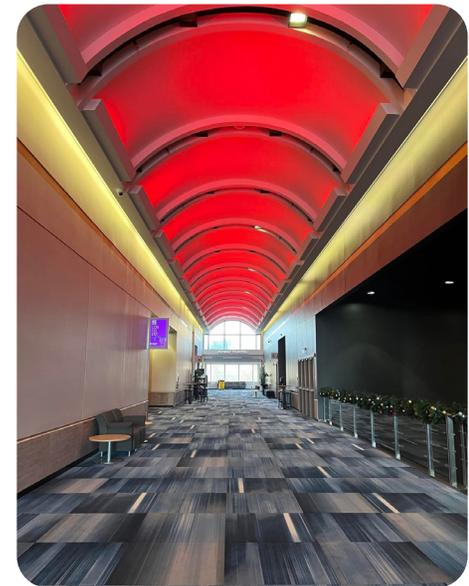
Showcase London's diverse cultural, sustainable, urban landscape

ADVOCACY AND INVESTMENT... CONVENTION HOSTING PARTNERS

RBC Place London is owned by the City of London

Convention destination appeal is the combination of accessibility, hotels, attractions, meeting venue capability and service levels, location, and sense of place

It will take all partners, and all levels of government to sustain economic impact growth of conventions





RBC PLACE
LONDON



RBC PLACE
LONDON