

ANNUAL REPORT 2021



RBC PLACE
LONDON

MESSAGE FROM THE CEO

Dear Community,

Another pandemic year has come and gone. We thought 2020 was tough on the live events industry, however, 2021 saw RBC Place London closed from January 2021 through to and including August.

In September 2021, we were able to welcome team members back to RBC Place London, and we re-opened with a bang, hosting the Chamber of Commerce Business Achievement Awards. Our first event was a gala dinner with hundreds in attendance! It was also the first event requiring all attendees to be fully vaccinated. It poured rain, but everyone was processed in record time! We were all so excited to be back and fully focused on the recovery road ahead! In the fall of 2021, we hosted 36 events - galas and festive parties, conferences and one-day meetings.

In 2021, our Board and senior leadership team focused on how our organization could be more diversified, equitable and inclusive. We took time as a group to learn and we challenged ourselves to better understand ourselves and our community. We continued to invest in the physical building, systems, and equipment.

We also continued to support the Food Bank with meals that were delivered by 519 Pursuit, a foundation built on meeting community members facing poverty and homelessness right where they are.

A NOTE FROM OUR BOARD CHAIR

To the London Community,

As I reflect on my two-year term as Board Chair, I can report that we as a Board did not accomplish any of our strategic goals. At the start of 2020, we had a well-developed strategic plan with options to expand into outdoor space; the block study had been completed and we were ready to partner when an economic opportunity presented itself; and we understood the scope of the BRT and its impact on King Street and had an effective mitigation plan. We had invested to modernize and freshen up the 2nd floor, and addressed some unexpected facility repairs. We were poised to deliver our best financial year in the buildings' history, relying on and leveraging the experienced and highly qualified leadership team and staff. We were ready to deliver the best possible guest experiences for our clients.

Our strategic goals were put on hold in 2020 and again in 2021 as we rode the pandemic waves. However, looking back we are proud to say we have accomplished a great deal.

We articulated the value proposition of RBC Place London with City Council and received significant support from the Mayor, Council and City Administration. Relationships with provincial and federal politicians deepened, and we knew that our partners were supporting us and the industry. The management team pursued every opportunity to source federal and provincial funding opportunities, to lessen the burden on city support. Lori and the management team encouraged non-traditional partnerships to be created, including with the Food Bank and 519 Pursuit, and through this we played a part in supporting some of our most at-risk community members.

The team stretched their muscles and pursued all types of atypical clients and uses for the Centre, seeking every opportunity to secure revenue. Financial updates and revised forecast were tracked daily and shared bi-weekly with the Executive Committee of the Board, and the Board and management flexibly navigated the ever-changing circumstances. Throughout the past two years, the management team consistently communicated with positivity and a future orientation.

Thank you to all Board members who have contributed your insights through this period and in difficult circumstances. Thank you to the community and clients for your ongoing support of RBC Place London. Although the venue was required to be closed more than open in 2020 and 2021, we are stronger, more adaptable, and ready to host your next event. - Nora Fisher. Board Chair 2020-2021



Our entire team is thankful to be hosting events once again. We thank the City of London, and City Council for the ongoing support and confidence in the future of the live events industry.

We thank the guidance and thoughtfulness of our Board of Directors who continuously reflect on the contribution of the events industry for London. We thank our partners, clients, and community for remaining steadfast that RBC Place London is an anchor in the recovery of the live events industry for London. RBC Place London is ready to host your next event! - Lori Da Silva

A handwritten signature in black ink, appearing to read 'Lori Da Silva'.

LAND ACKNOWLEDGEMENT

RBC Place London is located on the traditional territory of the Anishinaabek, Haudenosaunee, Huron-Wendt, Attawandaron and Lenape indigenous peoples. This territory is covered by the Upper Canada Treaties, including Treaty 6, the London Township Treaty.

2021 BOARD OF DIRECTORS

Nora Fisher, Chair

Jennifer Diplock, Vice Chair

Dr. Christopher Schlachta

David Smith

Tony Soares

Murphy Pettypiece

Susan Judd

Garrett Vanderwyst

Councillor Stephen Turner

Councillor Steve Lehman

Mayor Ed Holder

City Manager Lynne Livingstone

CORPORATE OFFICERS

Lori Da Silva, CEO & General Manager

Darrin Pollard, Director, Business Development

Shannon Moxey, Director, Corporate Services
& Sustainability





STRATEGIC DIRECTION

DURING COVID IMPACT YEARS

PLATFORM FOR STABILITY

Model scenarios based on changing restrictions and market demand stabilizing in 2023.

Rebuild team with lens of diversity, equity, and inclusion.

Continue to explore alternative uses generating additional revenue.

Launch aligned marketing and communications recovery plan with Tourism London.

ADDING COMMUNITY VALUE

Strategic alignment and key partnerships with TL, LEDC, Downtown London, Fanshawe College and City of London for industry recovery.

Drive growth of direct economic impact through contracted multi-day events building booked business by 50% by 2023.

Enhance associate policies with EDI lens with measured goals.

Innovate with technology & sustainable interior and exterior enhancements to add greater experiential value.

GROWTH IN THE NEW NORMAL

Establish board and senior leadership succession plan with EDI lens.

Cultivate new and engage existing clients, with enhanced experience propositions.

Develop and launch 3 new RBC Place London events or event partnership in 2023.

Ensure financial sustainability in 2023 through event hosting growth.



Photo courtesy of Canadian Country Music Association

LIVE EVENTS

Despite the many challenges our industry faced, RBC Place London hosted some memorable events while aligning ourselves with public health regulations and guidelines.

In 2021, we hosted:

CANADIAN COUNTRY MUSIC ASSOCIATION CONFERENCE AND AWARDS

WESTERN MUSTANGS SPORTS HALL OF FAME DINNER

LONDON FRANCHISE EXPO

LONDON CHAMBER OF COMMERCE BUSINESS ACHIEVEMENT AWARDS

ELECTIONS CANADA

WATER ENVIRONMENT ASSOCIATION OF ONTARIO ANNUAL CONFERENCE

ONTARIO ASSOCIATION OF CEMETERY & FUNERAL PROFESSIONALS EDUCATIONAL CONFERENCE AND TRADE SHOW

ONTARIO SCREEN CREATORS CONFERENCE

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VIRTUAL & HYBRID EVENTS

Virtual and Hybrid (a combination of virtual and in-person) events proved to be a popular way for associations and community organizations to safely and confidently host an event for their delegates. In 2021, we had the following virtual events at RBC Place London, hosted on the Encore Presentation Stage.

**MERRYMOUNT'S MERRY GRAS
15TH ANNUAL BREAKFAST FOR YOU
GLOBAL MEETINGS INDUSTRY DAY
GLOBAL STUDENT LEADERSHIP DAY
ST. JOSEPH'S HEALTHCARE LONDON'S
BREAKFAST OF CHAMPIONS**





KEY PERFORMANCE METRICS

COMMUNITY IMPACT

Partnership with Food Bank continued with the culinary team preparing 37,629 meals in 2021.

FISCAL IMPACT

Economic impact from 36 hosted events/10,096 delegate days between September to December of \$1.79 million.

ENVIRONMENTAL IMPACT

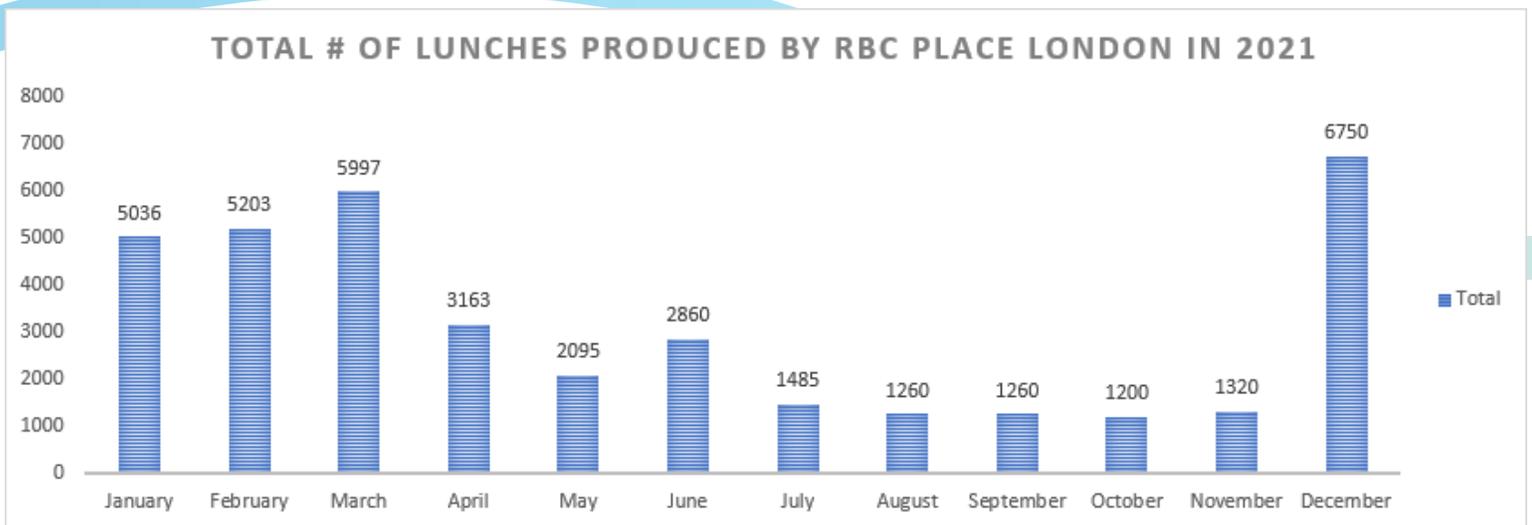
Participated in a Savings by Design program sponsored by Enbridge with resulted in a comprehensive report from Sustainable Buildings Canada.

Invested in new building automation system software and finalized plans for improving the heating and ventilation system in early 2022.

Partnered with a local company to provide an app for purchasing beverage tickets.



LONDON FOOD BANK PARTNERSHIP



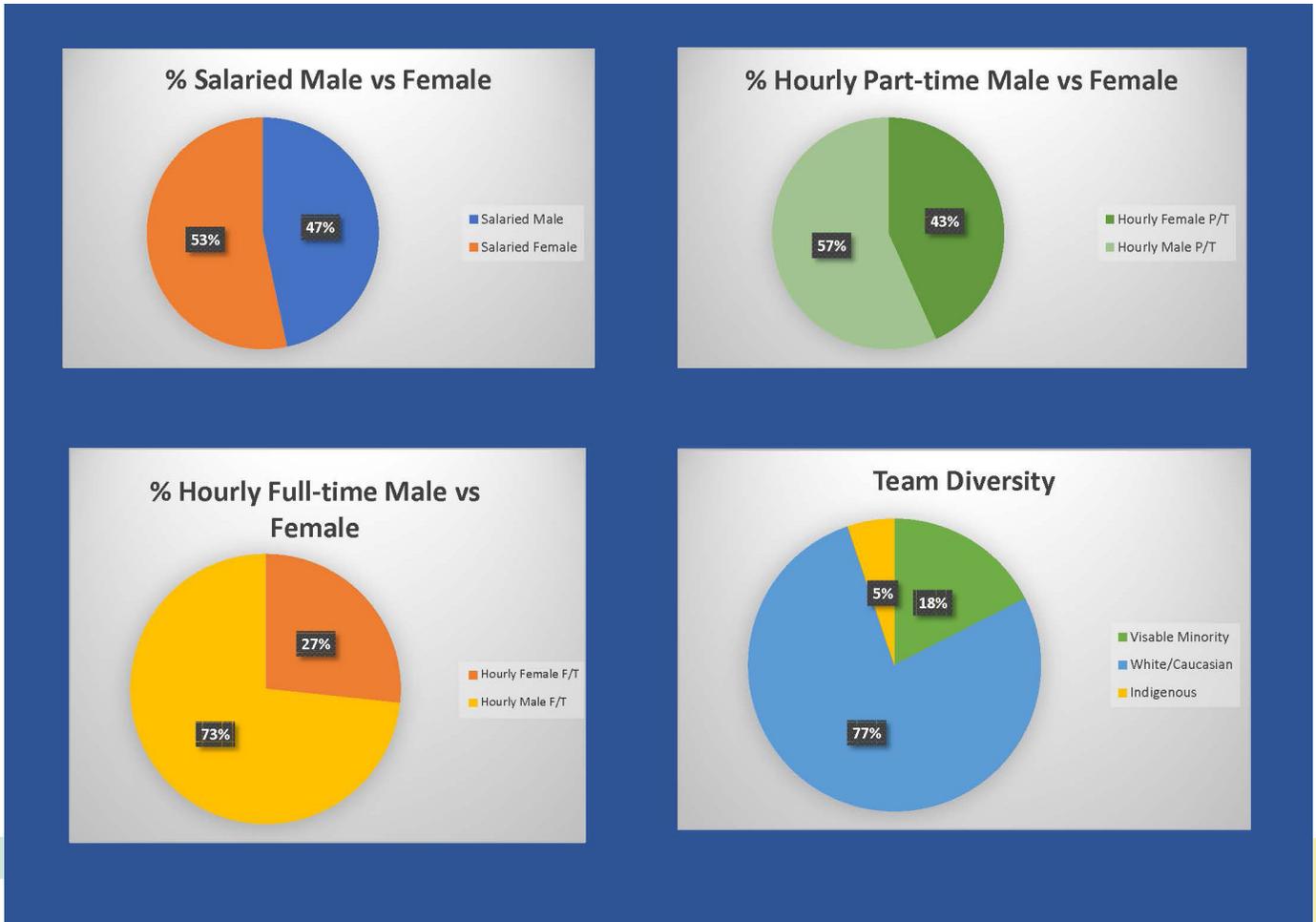
RBC Place London is committed to strengthening the health of the local community by partnering with local groups and non-profit organizations. In 2021 we partnered with the London Food Bank to prepare lunches which were delivered to those most vulnerable in our community.

In 2021, RBC Place London produced 37,629 lunches for the food bank.

EQUITY, DIVERSITY & INCLUSION

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.

In 2021, RBC Place London took part in Equity Diversity and Inclusion training initiated with the full Board and Senior Leadership team.



LANGUAGES SPOKEN BY OUR TEAM:

Cambodian
Dutch
English
French
German

Greek
Hindi
Italian
Korean
Mandarin

Portuguese
Punjabi
Romanian
Spanish
Tagalog

ASSOCIATE SUCCESSES

SARAH SIM



Senior Event Planning Manager

Sarah has been with RBC Place London for more than 10 years, and was recently promoted to Senior Event Planning Manager. She has recently started teaching the Weddings & Special Occasions course as part of the Special Events Program through Fanshawe College.

Event Planning Manager

Krupali started working at RBC Place London in 2019 as a Guest Services Coordinator. We are happy to announce that she has been promoted to Event Planning Manager in 2021.

KRUPALI BAROT



NICHOLAS SCRIVENS



Accounts Payable Coordinator

Nick joined our team in 2016 as a co-op student in the Corporate Services department. He's also worked with us as a Guest Services Coordinator and a Server, and now joins our team as a full-time Accounts Payable Coordinator.