

STRATEGIC PLAN

2024-2027



RBC PLACE
LONDON

RBC PLACE LONDON

LAND ACKNOWLEDGEMENT

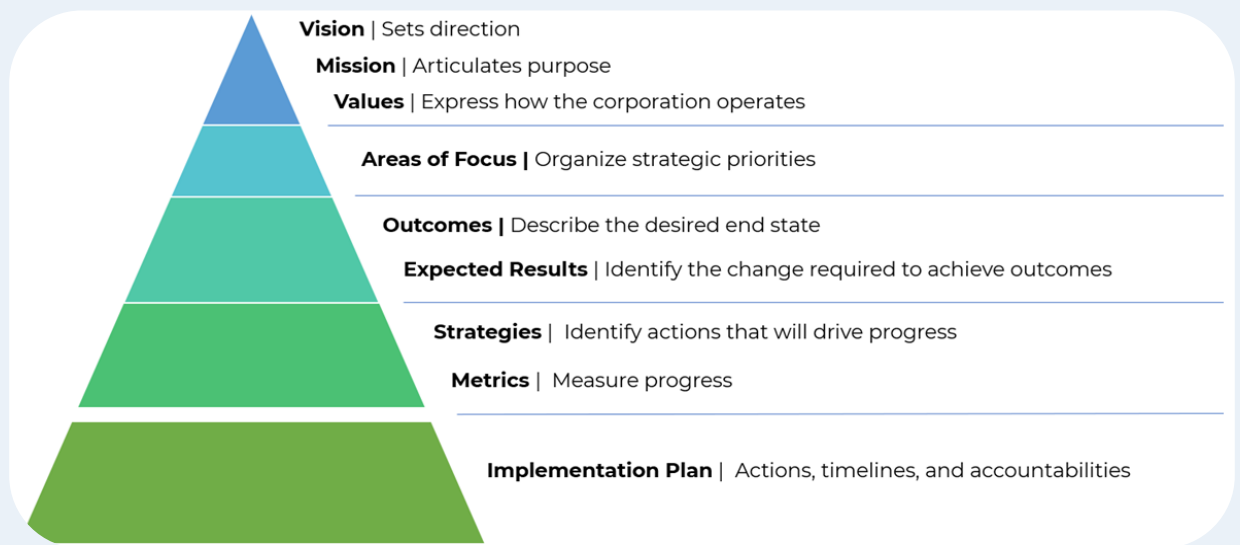
RBC Place London is located on the traditional territory of the Anishinaabek, Haudenosaunee, Huron-Wendat, Attawandaron and Lenape Indigenous peoples. This territory is covered by the Upper Canada Treaties, including Treaty 6, the London Township Treaty.



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RBC PLACE LONDON STRATEGIC PLAN 2024-2027

The RBC Place London Strategic Plan follows the structure adopted by the City of London with the same timeline that aligns with the City of London multi-year budget. The graphic below outlines and defines crucial steps in the plan.



RBC PLACE
LONDON

OUR VISION

RBC Place London is nationally recognized as a community connector, adding vibrancy to London's downtown, and supporting the City of London as an economic driver.

OUR MISSION

RBC Place London attracts and hosts meaningful experiences, which connects communities, adds vibrancy, and generates an economic benefit for London in a fiscally responsible and sustainable way.



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OUR VALUES

Above and Beyond: At RBC Place London we recognize team members who go above and beyond for their guests and their fellow team members. At RBCPL we strive to go above and beyond for every event organizer, their attendees, and our community.

Collaboration: It takes the entire community to host a great convention. RBC Place London collaborates with many industry partners and community organizations to host multi-day events which drive the highest economic impact for the community.

Excellence: The entire organization strives for excellence. From the moment our RBC Place London team connects with potential event organizers, to the day the guests walk in the door, our service, culinary and facility teams strive for excellence to ensure a memorable experience.

Experience: Whether gathering for professional or personal reasons, it's all about the experience. The dining experience, the networking experience, the arrival experience -people attend events for the experience.



**RBC PLACE
LONDON**



OUR GUIDING PRINCIPLES

Leadership



Prosperity



Inclusion



Innovation



Teamwork



Communication



Sustainability



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OUR GUIDING PRINCIPLES

Leadership



RBC Place London is a community leader, attracting and hosting the world in London. Team members are encouraged to demonstrate leadership with their peers, clients, suppliers, partners, and community.

Teamwork



RBC Place London is in the people business, and it takes numerous teams including our Board team, leadership team and departmental teams to provide experiences that delight.

Inclusion



Diversity and inclusion benefit RBC Place London with a stronger team. Respectful and equal treatment of every team member and guest is critical to the success of RBCPL. The RBCPL team understands and accepts responsibility to work towards a better understanding and reconciliation with Indigenous peoples who were caretakers of the land we now occupy.



**RBC PLACE
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OUR GUIDING PRINCIPLES

Sustainability



All decisions and actions consider the betterment or safe-guarding both physically and emotionally of our team, facility, community, and environment.

Communication



Transparent, honest, respectful, and collaborative communication is essential to success. Active listening is the key to understanding and ensuring effective communication. Collaboration is required to host events.

Prosperity



RBC Place London contributes to the economic prosperity of London and the region by attracting and hosting events. RBCPL strives to ensure a fair wage for all associates to ensure prosperity for all.

Innovation



RBC Place London strives to support and inspire creativity and personal growth. Each interaction, and every event hosted will reflect a bespoke experience. Team members are encouraged and supported to grow, take educated risks, and share ideas. Lifelong learning is highly valued, encouraged and financially supported.



**RBC PLACE
LONDON**



OPERATING WITH EXCELLENCE

Building on a solid foundation and reputation for exceptional event hosting, RBCPL will strengthen our very capable team, with more diverse professionals across departments, on our continuous improvement journey becoming London's hospitality employer of choice.

OPERATING WITH EXCELLENCE

Outcome 1: RBCPL is the employer of choice in London's hospitality and tourism industry, with demonstrated operational excellence across departments

Expected Results:

- a) Equity, diversity and inclusion policies and practices imbedded and evident across the organization e.g., review and updating of language used in job descriptions and team communication
- b) Continuous culture improvement lead by cross departmental team task force improving on areas identified in annual team surveys.
- c) Ensure sustainability policies and practices are imbedded and evident in all department plans and actions

Strategies to drive progress with metrics:

1. *Building on current successes and strong foundational platform, implement enhancements to recruitment and retention plans (educational opportunities, flexible scheduling, cross training, technology supports and other benefits)*
2. *Continue to monitor and recruit from diverse communities across the City and region for Board members and team*
3. *Relaunched cross-department team task force to guide associate experience improvement plan*
4. *Educate leadership and seek input from teams on how RBCPL can support the recommendations from the Truth and Reconciliation Commission report.*
5. *All departments executing at industry highest standards.*

Metrics: employee turnover; length of service, guest, and team surveys; labour & training costs; Board and team composition



GROWING ECONOMIC IMPACT FOR LONDON

Executing a leveraged marketing plan and relationship building through direct sales with new partnerships, securing more booked events.

GROWING ECONOMIC IMPACT FOR LONDON

Outcome 2: Growing economic impact from RBCPL hosted events supporting London's strategic direction

Expected Results:

- a) Increased number of local ambassadors and event hosting partners supporting convention bids
- b) RBCPL to host increasingly exceptional and financially viable events
- c) RBC Place London to partner with more businesses to elevate marketing and event experiences
- d) RBCPL supports the growth of local artists connecting artists to event organizers

Strategies to drive progress with measurements:

1. Become better story tellers and incorporate into the execution of direct sales and marketing plans achieving goals and objectives
2. Building on the strong foundation, all departments to execute plans establishing new partnerships with local and regional businesses, to elevate event experiences (bundling community experiences/top 10 restaurants/new food & beverage experiences/agency partners/high quality venue finishes and fixtures/technology supports)
3. Identify opportunities to partner with non-traditional (artistic organizations) and/or new/emerging organizations/sectors for events (Hard Rock Hotel), referrals and sponsorships/signage (rapid transit)

Metrics: monthly P&L; booking pace; # of art installations; new sponsorship/signage revenue; total economic impact; # of local ambassadors with convention bid commitments



CONTRIBUTING TO LONDON'S PROFILE AS A DESTINATION OF CHOICE

Hosting exceptional events that attract community participation and drive positive word of mouth messaging about the appeal of downtown London hosted events, raising community willingness to become event ambassadors.

CONTRIBUTING TO LONDON'S PROFILE AS A DESTINATION OF CHOICE

Outcome 3: RBCPL contributes to London's profile as an attractive, event hosting destination of choice adding to London's downtown experience for residents and visitors through the hosting of public events

Expected Results:

- a) RBCPL continues to build partnerships for more community groups resulting in more hosted cultural events (workshops, festivals, and performances highlighting London's artistic community)
- b) Successfully launch a sponsored summer outdoor concert series on the new King Street Patio supporting London's music focus
- c) Support improved evaluation of downtown London as a safe and attractive event destination with focus on surrounding block and exterior of building

Strategies to drive progress with measurements:

1. Define and establish guidelines and programming details to successfully sell and host annual summer concert series internally and/or externally
2. Develop, promote, and establish a calendar for arts activation opportunities during events, longer-term rotating shows, permanent opportunities e.g., mural in lobby, east wall painting opportunity
3. Ensure each hosted event provides a bespoke experience for the planner and attendees incorporating local flavours and cultural offerings of the community

Metrics: # of new cultural events booked/hosted and \$ generated; survey results of community perception of downtown London as safe and attractive; sponsorship \$ generated



ADDING VALUE TO LONDON

Operate with the highest level of integrity and fiscal responsibility with a focus on increasing the asset value through effective, proactive capital improvements and advocacy for funding support.

ADDING VALUE TO LONDON

Outcome 4: RBCPL Board and team continue to add value to this City-owned asset, as stewards and venue managers

Expected Results:

- a) Fiscal integrity, with risk appropriate, operationally sustainable events
- b) Competitive venue with improved energy efficiency of 30% as of 2027 by investing in high-quality, sustainable new and life-cycle capital improvements aligned with the City's asset management plan
- c) Long-term Council reviewed vision and funding plan for London's future convention centre

Strategies to drive progress with metrics:

1. Continue to identify and secure asset owner's support to fund capital for life-cycle asset replacements and proactive, capital enhancements to remain competitive
2. Establish an ongoing higher level of government advocacy strategy and plan, working with City of London government relations office, to secure additional funding support for longer term growth
3. Engage Council and the community to establish a supported, long-term vision plan for the convention centre

Metrics: energy reduction; City's annual capital investment in RBCPL; Council supported future vision plan