

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MAY 28, 2013</b>
<b>FROM:</b>	<b>JOHN WINSTON, GENERAL MANAGER, TOURISM LONDON JOHN LUCAS, DIRECTOR OF WATER, WASTEWATER AND TREATMENT</b>
<b>SUBJECT:</b>	<b>2013 WORLD FIGURE SKATING CHAMPIONSHIPS CITY OF LONDON CAPITAL PROJECTS AND OPERATIONAL SUPPORT REVIEW</b>

### RECOMMENDATION

That, on the recommendation of the General Manager, Tourism London and the Director of Water, Wastewater and Treatment, this report **BE RECEIVED** for information.

### PREVIOUS REPORTS PERTINENT TO THIS MATTER

November 2, 2011 – 2013 World figure Skating Championship – Finance and Administration Committee

September 13, 2011 – 2013 World figure Skating Championship – Community and Neighbourhoods Committee

### BACKGROUND

#### **Purpose:**

This report summarizes Capital Projects (PART A of this report) and Operational Effort (PART B of this report) undertaken in support of the 2013 World Figure Skating Championships.

#### **EXECUTIVE SUMMARY**

##### Capital Project Performance

Notwithstanding that the capital projects undertaken over exceeded expectation, the associated costs were under budget.

The legacy projects produced their intended effect: Downtown Lighting Enhancements in support of the Light Up London theme were embraced by a number of private property owners, who undertook to install decorative LED lights on their buildings; the theme was also carried into other projects; Downtown, and most notably Dundas Street, was visually different at night with lighting and planters; the Forks of the Thames is now a highlight at night; more trees line Downtown streets, with even more to come; Market Lane has been completely transformed; Victoria Park now reflects the Light Up London theme and can host park events with improved A/V capabilities; the Wellington gateway (at CN overpass) has a vibrantly coloured and illuminated “London” sign; Dundas Street has smoother and safer driving and walking surfaces; and, anyone in a large area of downtown is “free” to use the Wi-Fi system. Further from Downtown: the Airport gateway is enhanced with LED lighting and banners; and, custom wayfinding signage leads travelers to Downtown.

The non-legacy projects included: the Tree of Light sound and light show, which was a very artistic presentation of the history of London and figure skating -- attendance at the show, run at least twice each night during the event, has been estimated at more than 25,000; and, an opening gala for the International Skating Union, Skate Canada, VIPs and key sponsors that featured the Southern First Nations.

## Financial Capital Performance

The total budget for capital projects related to the 2013 World Figure Skating Championships was \$3.8 million (see **Appendix A** for details). Of the \$3.8 million, \$3.1 million was dedicated to “Legacy Projects”, those that provided permanent features, while \$700,000 was budgeted for non-legacy projects, those that did not produce permanent features. Funding for both project types was allocated from:

- existing capital projects (\$1.5 million)
- 2011 year end surplus (capital levy) (\$2.1 million)
- public/private sector contributions (\$0.2 million)

A number of projects finished below budget. In total, the 14 planned capital projects were approximately \$600,000 below budget. An additional \$430,000 of public/private sector contributions was also received after the budget was established, primarily for the Sound and Light Show, resulting in the contribution from the City being approximately \$990,000 less than budgeted.

Because of the different sources of funding, approximately \$370,000 can be returned to the original capital projects and approximately \$620,000 can be returned to capital levy. This recommendation will be included with the Second Quarter Capital Status report as per Administration’s standard procedure for closing capital projects.

Note that Roadside Operations incurred \$108,000 of operational expenses during the week that was not included in its 2013 budget. Administration will monitor this area’s budget at year end and if it remains above budget due to these unplanned expenses, then a transfer from the surplus capital levy will be considered.

## Operating Summary

### Parking

In contrast with other major events (Memorial Cup, Brier) a strategy was developed to address past concerns about parking availability and pricing. The approach also recognized the type of event attendees and the distance traveled to the event. To provide for certainty of parking in coordination with ticket sales, a municipal lot was leased to Skate Canada for their use and operated by them. Holders of monthly parking permits were given a reduction in fees for the inconvenience of their displacement and were offered free parking in other City lots.

Another smaller, private lot was also purchased by Skate Canada for nearby accessible parking. A number of street meters were bagged to allow for drop-off zones and the Park-and-Ride system that utilizes Dundas Street East municipal parking and LTC was promoted.

Staff was confident going into the event that parking would not be a problem for three reasons: 1. reduced capacity of Budweiser Gardens for public admissions at this event; 2. parking made available with ticket sales; and, 3. an expected high percentage of attendees arriving by tour buses. Notwithstanding positive communications relayed by staff to the media before the event that parking would not be a problem, media reporting was to the contrary which resulted in less than optimum parking utilization. During the event, parking lots near Budweiser Gardens were observed to have vacancies, and pricing was accordingly adjusted.

### Cleaning

With the event occurring as the final snow of winter was melting, the streets and sidewalks Downtown showed significant sand and litter; as more snow melted, more sand and litter was being left behind. The response to this was a nightly service of sweeping Downtown, and sweeping of major corridors leading Downtown. A minor painting campaign was undertaken on visible amenities and exposed surfaces were power washed (sidewalks, poles, garbage receptacles, etc.) The goal of presenting a Downtown that was as clean as possible was met.

### Security

Worldwide attention on London meant that security would be a significant success factor for the event. Different types of resources were applied to manage the safety of all, both inside and

outside the event venue, and in coordination with Skate Canada. The presence of uniformed officers in the Downtown area established a noticeable atmosphere of safety and security.

## ITS

Knowing the IT service in Nice France at the 2012 World's was less than satisfactory, London ITS staff provided both advanced planning and on-site helpdesk services during the event. The success of these was such that the methods and approaches are being documented in a "technology plan" for presentation to Skate Canada and Budweiser Gardens in support of future events.

## Lessons Learned

### Visitor / Event Difference Recognition

Through their support for various types of events over the last few years, staff is now able to characterize visitor types and determine their matching expectations when in London. An example is in the different transportation needs of international and other visitors as compared to local visitors. This event required more drop-off zones for taxis and buses, as opposed to assumed high demands for car parking. Notwithstanding good pre-planning, a flexibility and a willingness to make things happen pro-actively, were the key ingredients in establishing visitor credibility. The event only had a few areas of friction between the event managers and the City, some resulting from a lack of engagement in forward planning and others from what event managers expressing as rigid and abrasive approaches.

### Staff Teams

For this event, two comprehensive teams were assembled: one to deliver the Capital Program and another to plan and execute an Operating Plan in coordination with event planners. As noted above, the teams exhibited a culture of customer service while still ensuring technical, policy and regulatory requirements were met. Should the City consider supporting other major events, a team approach that expands the capabilities of Tourism London should be considered again.

### City Involvement

The 2013 World Figure Skating Championships provided an opportunity for London to be made visible on the international scene. Leading edge technologies combined with fundamental customer service are seen as the hallmark of London's role in the event. Skate Canada will be providing the Municipal Council with a report on the financial and other success factors of the event. This staff report on the City Administration's perspective has been scheduled such that a wholesome view of the event is available to the Municipal Council.

## **Discussion:**

### **PART A CAPITAL PROJECTS**

In late 2011, the Municipal Council approved a number of capital projects within two categories:

- Legacy projects that provided permanent features; and
- Non-Legacy projects that did not produce permanent features.

The goal of the construction program was to create a "festival-like" experience in the City and particularly in the downtown core area where the event was staged. A "Light Up London" theme was adopted to significantly enhance the visitor experience and leave an illumination legacy to be enjoyed by Londoners for years to come.

The proposed works were intended to convey a welcoming and memorable experience for the visitors and media and help position London as a sophisticated and progressive community that exhibits confidence on the world stage.

A Capital Team of Project Managers was assembled, supported by Finance and the City Manager's Office. The team met regularly to coordinate project schedules (an important role given that all the work was Downtown) and to monitor costs.

Each of the projects is summarized below by their respective Project Managers.

## Legacy Projects

### Downtown Lighting Enhancements (Project Manager: Jim Klingenberger)

London Hydro and the Downtown Business Association proposed to install hundreds of LED (both white & multi-coloured) lights to augment existing street and pedestrian lighting in conformance with the Light Up London theme. This legacy project has already been used to highlight two campaigns to date:

- National Organ & Tissue Donation Awareness
- Autism Awareness

80 new LED lights were added to 40 existing light standards in and around the downtown area. Special thanks are

extended to London Hydro for performing the fixture installation with their crews. New LED lighting was added to highlight public buildings and structures as well:

- JA Taylor,
- London Public Library,
- Museum London,
- Covent Garden Market,
- the Kensington Bridge, and
- Jubilee Park at Budweiser Gardens
- Airport Gateway



Comments received included: "the lights dressed up the downtown", and they make "the buildings pop with colour and texture". Staff is not aware of any negative comments.

The work was completed with \$351,000 of the \$450,000 budget. Project savings are due to the labour support provided by London Hydro.

### Fan Celebration at Victoria Park (Project Manager: Jim Klingenberger)

This project provided an upgrade to the sound and lighting systems in the Victoria Park Bandshell. The new A/V system includes a video projector, speakers, amplifier and a cable TV box. A movie screen was installed with suitable equipment to project movies and TV broadcasting.

New LED lighting following the Light Up London Theme was added to key entrance points to the park: at two corners of the park



and at the War Memorial Monument. 10 new Nemo Column LED lights now flank the skating ice surface. The theme was carried across the street to City Hall, which now has accent LED lights.

Themed metal cut outs of skating caricatures were prepared and installed in Victoria Park as well.

Positive comments have been received on the results of the work, including City Hall “looks great”.

This legacy project was completed for \$174,000. The budget was \$150,000. Surplus from the other two infrastructure projects (Flags of the World and Way-Finding Signage) will cover the overage.

#### Flags of the World (Project Manager: Jim Klingenberger)

Visitors from around the world arriving at London International Airport were welcomed with 60 pole mounted national flags. Each includes an individual pole, arm and banner. These line both sides of Oxford Street between Crumlin Side Road and Veterans Memorial Parkway. The flags can be replaced with different themes for other events. The flag display was kept simple but functional

High winds frayed some of the flags, necessitating their replacement. Other than this, staff have received positive comments on the interesting display.

This legacy project was completed with \$30,000 of the \$40,000 budget.

#### Way-Finding Signage (Project Manager: Jim Klingenberger)

This project provided over 100 custom directional signs to Downtown, Western Fair, airport and other key locations/attractions. They line important corridors starting at strategic points of entry used by visitors arriving by car. Also, several directional signs were added to highlight the East London Tree Carving displays on Hamilton Road.

The signs were designed with replaceable logos; the Downtown London logo is being installed to replace the World Figure Skating logo. Other logos could be fabricated and installed for future events.

The budget for this project was \$100,000 of which \$47,000 was spent. A concept for local Downtown directional signage for pedestrians was not pursued. This is better coordinated with future streetscape projects.



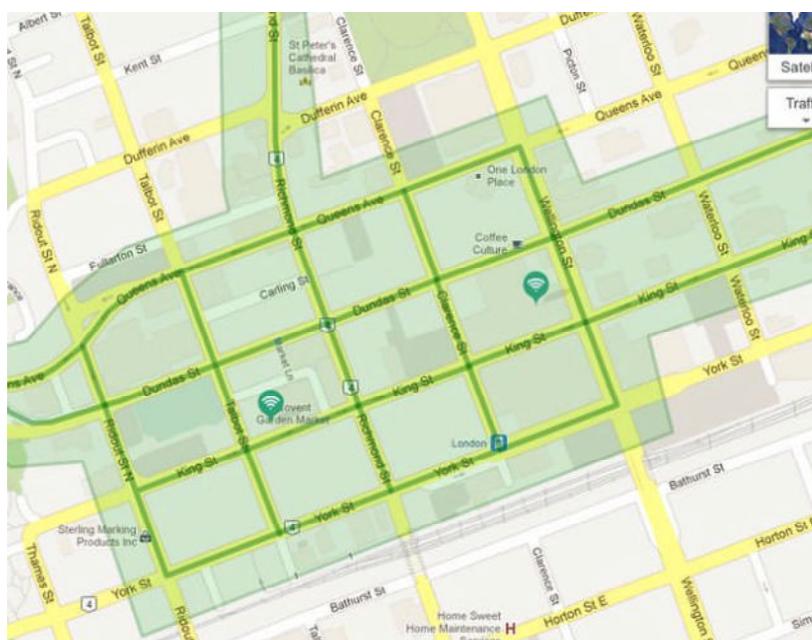
#### Wi-Fi (Project Manager: Joseph Edward)

Free downtown Wi-Fi was the goal of this project. It was to enhance the visitor experience and leave a legacy for the City of London, and particularly for downtown revitalization. The downtown Wi-Fi network was extended and provided coverage for a wider area. During the week of the event, close to 4000 unique visitors accessed the network.

The project was implemented using a partnership model that included the Downtown Business Association, LARG\*Net, London Hydro, private entities such as START NET, Nerds-on-Site and Information Technology Services. Instead of reinventing the wheel, the team worked with these partners and extended the network. The ongoing operational cost will be covered by LDBA.

The project received great media coverage, including: “Collaborative effort on free Wi-Fi shows London has what it takes to be a World-Class City” (*March 1, 2013 London Free Press*). Staff have been asked if the service area will be extended to other parts of London.

The original budget for this project was \$150,000 and \$105,000 was spent. A subsequent \$5,000 contribution from London Hydro and another \$5,000 contribution from London Public Library, created a net surplus of \$55,000 that will be returned to capital levy.



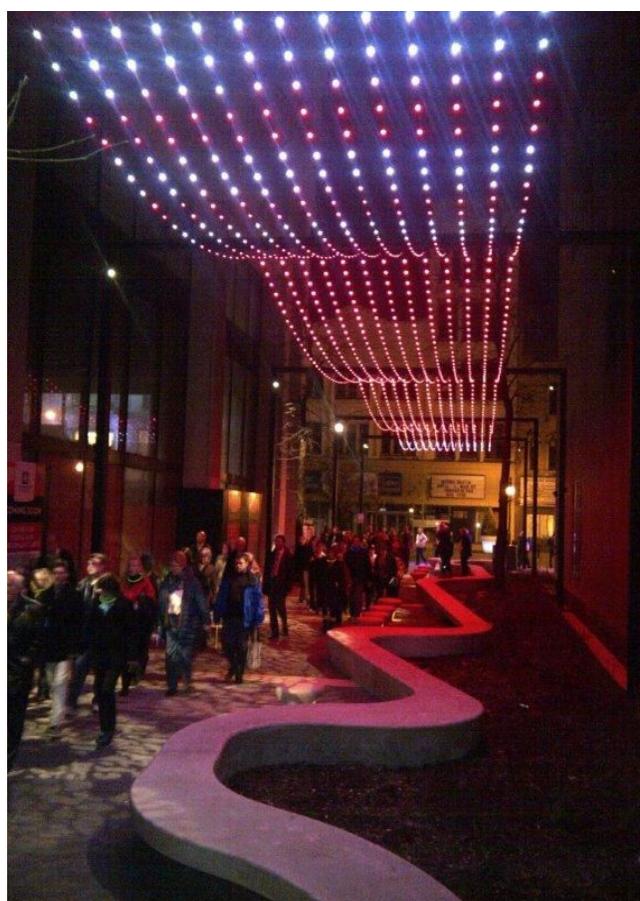
Area covered by London Area Wireless Network

### Market Lane (Project Manager: Andrew Macpherson)

Reconstruction and improvements to Market Lane were designed to make a vibrant, attractive public space downtown. The project was completed close to budget and on time for the Worlds and was unveiled on Friday March 8 for the event. Due to construction of the new Fanshawe College building, the Lane will remain closed weekdays until the end of June.

The “light canopy” will enhance the space and make it a place to go out of your way to see, rather than avoid. The canopy has over 1400 LED lights that are currently set with 20 programs to highlight the seasons and special days of the year. Once the new Fanshawe Centre for Digital and Performance Arts opens, the students will have the opportunity to program the canopy and potentially add music to their creations.

Staff are currently working with Fanshawe on security and maintenance arrangements for the Lane and to establish arts/dance/events programming for the Lane. A minor increase in operational costs is included in the operating budget for Parks Operations.



The budget for this project was \$650,000. The final cost should be approximately \$655,000.

### Street Furniture (Project Manager: Jim Yanchula)

This legacy project was supervised by the Urban Design section of the Planning Division. It was a one-time purchase of additional “street furniture” to more attractively present the main downtown pedestrian routes. Taking this aim into account, along with the relatively modest budget available, the need to choose elements that can be repositioned to adapt to various circumstances, and the desire to remain stylistically compatible with present furniture, staff proceeded with the acquisition of thirty large moveable planters. A local contractor sourced these units from a U.S. manufacturer. Winter seasonal plant materials, sourced in Canada, filled the planters through the December holiday period until the Championships concluded. They will



be repotted seasonally thereafter. The planters are constructed of a translucent white plastic-composite material and manufactured with a solar cell component to store energy so that the planters glow after dark.

The thirty planters are of a material that may benefit from regular maintenance of no more than semi-annual washing. This minimized incremental operating cost is expected to be absorbed within general allocations made available for streetscape maintenance. Additional operating budget allocations may be periodically needed to

cover the costs of repositioning and refastening planters to the pavement, when alternate locations for them are desired. Operations will relocate the 2012 winter seasonal plant materials [spruce trees] for future replanting in the city parks system. Thereafter, seasonal replanting of the planters will be undertaken by the Downtown London BIA, using funds the organization will allocate in its budget and supplemented with sponsorships it may pursue. Unanticipated operating expenditures may result as a consequence of addressing the underperforming solar cell component of each planter. The supplier has suggested that the ambient lighting in the downtown is brighter than lighting output that can be generated by the solar cell component in the low-daylight-hours of winter in a downtown setting where taller buildings cast long shadows. It may be that the low solar cell absorption, or the size of the solar cell component the manufacturer provided relative to the planter size, or both, are causes making it appear that the planters are not glowing after dark as intended. During the event, the local contractor temporarily remedied this situation by providing battery-operated LED lighting in each planter. Pending satisfactory resolution of this situation, staff has not released the hold-back payment applicable to the planters purchase order.

Staff has received few direct responses of any nature on the project. The large majority of responses that staff has received, through emails, media reports, commentary and personal contacts, were very positive. The negative concerns centered on the decoration and final disposition of the spruce trees in the planters and the planters’ low illumination. Staff also received reports of planters being pushed over by vandals (despite being anchored to the sidewalk pavers]. Operations crews have righted the planters and are working to develop a remedy to the anchoring issue.

The \$150,000 budgeted for the street furniture allowed for the purchase of enough elements to meet that project’s intent with \$1,000 surplus.

### Fountain Area Plaza – Forks of the Thames (Project Manager: Andrew Macpherson)

Completion of the plaza feature associated with the Blackburn Fountain was completed in November 2012. This was a planned project using existing capital funding and includes a small seating area, shade canopy, realignment of the river-side pathway, new trees and garden beds and heritage plaques.

The project was modified to coordinate with the “Light Up London” theme to include coloured lights for the fountain. Minor operational costs for the planting beds are included in the operating budget for Parks.

Responses from visitors attending the World Skating event were very positive regarding this enhancement to the river front at the Forks.

The plaza feature associated with the Blackburn Fountain was completed within the capital budget of \$425,000.



### Trees (Project Manager: Ivan Listar)



The area around the Covent Garden Market has been identified through the Downtown Master Plan, staff and other public input as a key area for improving the streetscape, which includes maintaining existing trees, removing unhealthy ones and planting more trees. This area was planned for replacement and new tree plantings for 2012, which coincided with projects in support of the World Figure Skating Championships.

Installations used new technology, called SilvaCell, along Talbot Street and King Street to ensure that this hub of activity related to the Worlds reflected our brand as “*The Forest City*”. The original area to be planted was Talbot Street from York to Dundas and King Street between Richmond and Talbot. However, because of the need for a staging area along Talbot Street between King and Dundas, the project scope was reduced.

12 trees were installed on Talbot Street between York and King and 6 on the north side of King Street in front of the Covent Garden Market. SilvaCells could not be installed along Dundas Street due to an existing gas main under the sidewalk. To compensate, extra-large planting pits were installed to ensure adequate rooting space for the trees. This resulted in considerable cost savings for the project.

The property owners along Talbot Street were very supportive of the project as they had lost all the trees along that block two years earlier. The area in front of the Covent Garden Market was a major speaker and field stop during the Canadian Urban Forest Conference which the City hosted in October of 2012. The project was specifically timed to demonstrate the new SilvaCell technology being used at the Conference. We had over a 50 people from across Canada and the United States view the construction site and we received many kudos from the attendees. Business owners from the Covent Garden Market expressed their thanks and a job well done

The only unanticipated issue was the removal of three small trees along Covent Market Lane that were required for the equipment associated with the sound and light show. These will be replanted in 2013.



*Canadian Urban Forest Conference field tour*

Rick Postma, Urban Forestry Technologist managed the project for the City and should be commended for a job well done. Overall the project was well organized and implemented on schedule and under budget. It has been well received by residents, businesses and tourists.

\$400,000 from the Urban Forestry capital budget for downtown tree planting was approved by Council and allocated for planting trees. The total cost was approximately \$203,000. The unspent funding of \$197,000 will be returned to its original capital funding source and will be used to complete the planting in 2013 as originally planned.

#### Dundas Street Paving (Project Manager: Karl Grabowski)

After the condition of Dundas Street was noted as being in need of resurfacing, the Transportation Planning & Design Division began to review options for rehabilitation. The review included discussions with other utilities to define their needs, Planning to understand what the Downtown Master Plan would be recommending, meeting with Special Events to confirm any scheduling concerns and finally with Main Street London to share our plans for improvements. Overall, the project went forward with some minor watermain improvements and localized concrete repairs to the curb and sidewalk followed by a resurfacing program for the asphalt. The goal was to produce a smoother riding surface and remove tripping hazards.

To coordinate with other event projects, the work needed to be completed by June 1<sup>st</sup>, 2012. This date also accommodated activities in the Downtown, including Car Free days along Dundas Street. Construction was initiated in mid-April with a closure of Dundas Street – Wellington to the Thames River. The closure was staged to reduce impacts to local businesses.

While some construction impact concerns were received, overall the project was well received as it was completed in a timely manner before the summer season. The longer term view of Dundas Street (provided by the Downtown Master Plan) as a more pedestrian friendly street and destination will be the subject of a pending report: Dundas Street Scoping Study.

The budget for this project was \$500,000 but it was completed for \$332,000. The surplus will be returned to its original capital funding source and will be used to complete additional road rehabilitation in 2013.

#### Streetscape Enhancement (Project Manager: Jim Yanchula)

This legacy project is the Wellington Street Gateway Feature which is sited in the traffic median on Wellington Street just north of York Street in close proximity to the London Convention Centre and readily recognizable by those travelling into the heart of the city on the main road off the 401 interchange. The “interactive” design consists of nine metal pillars, across which the six letters in “London” are revealed as one moves past them. Vibrantly coloured and illuminated



after dark, the feature is intended as a non-standard decorative streetscape “enhancement” announcing the city by name at a significant city intersection. This feature was entirely designed and fabricated locally.

Ongoing operation of the Gateway Feature is expected to be relatively inexpensive due to the nature of its “clean” vandal-resistant design and its construction mainly of durable painted metal

with minor amounts of Plexiglas finishes and reflective decals. Its low-energy LED illumination is tied in with the existing pedestrian street lighting, switched on and off using photo-timers.

Staff have received few direct responses of any nature on the project. Anecdotal responses that staff have received, through emails and personal contacts, have been positive.

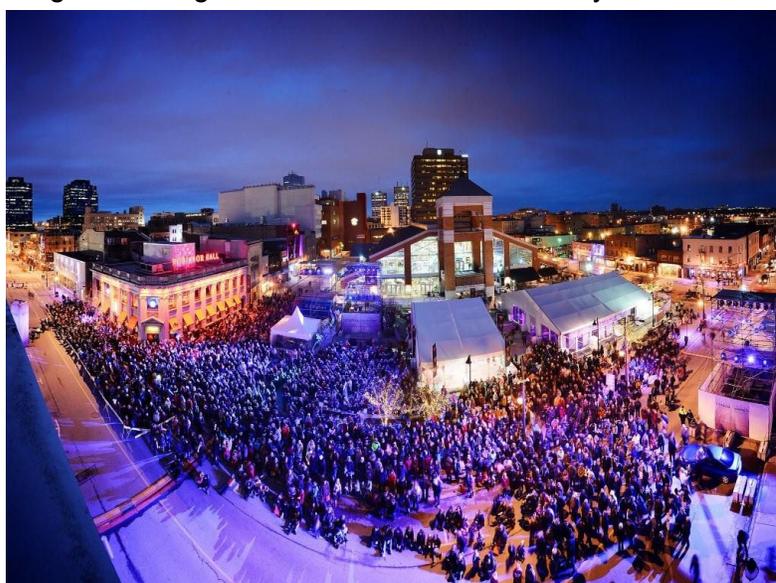
A sum of \$100,000 was allocated for the Streetscape Enhancement project (Gateway Feature). Spending came in \$1,000 under budget.

## **Non-Legacy Projects**

### Sound and Light Show (Project Manager: John Winston)

Moment Factory, a world renowned producer of light and sound shows, created the **Tree of Light**, a 10 minute sound and light show which was presented at least twice every evening from March 10-16 during the World's on the eastern exterior façade of the Budweiser Gardens. **Tree of Light** led the audience through the journey and movements of a figure skater, celebrating the City of London as well as the sport of figure skating. A team of 20 Moment factory media artists created this projection show, integrating archive pictures, rot scoping techniques, 2D and 3D animation.

This multimedia extravaganza is conservatively estimated to have attracted over 25,000 spectators. The spectator and media responses were extremely complimentary and the production quality exemplary.



The budget for this project was \$600,000. Tourism London initially pledged \$150,000, committing the City to a maximum of \$450,000, but Tourism London committed to find additional corporate sponsors. Total cost was \$608,000. Tourism London secured an additional \$270,000 from public and private sector sources for a total of \$420,000 (see **Appendix A** for details). This reduced the City's direct contribution to this project to \$188,000 (\$608,000 cost less \$420,000 contribution).

### Reception (Project Manager: John Winston)

As part of the bid commitment, the City agreed to host an opening gala to recognize and welcome various ISU, Skate Canada, VIP and key sponsor attendees to the Worlds. Additionally, the Southern First Nations were engaged to execute a ceremonial blessing of the event as well as an official welcome to the world for visiting their ancestral homeland. Approximately 500 people attended the reception and the City spent \$30,000 of the \$50,000 budget.

### Fireworks (Project Manager: John Winston) GG1312-14

This project did not go forward. \$50,000 was budgeted from a private contribution for this project, which was not received, so there was no impact on the overall surplus/deficit.

### Contingency (Project Manager: John Winston)

On January 15, 2013, Municipal Council authorized the City Treasurer to expend up to \$50,000 for unforeseen and ancillary expenditures which directly enhance the event and community

experience, recognizing that there may be extraordinary circumstances where time pressures may require the Civic Administration to make certain administrative/operational decisions which might otherwise have been vetted through the Municipal Council.

None of this contingency funding was required during the event.

## **PART B OPERATIONAL EFFORT**

Previously, the Civic Administration had reported that there may be a premium for overtime or special services that could affect City operating budgets. At the outset, Skate Canada had suggested that there could be a number of Downtown events planned, the location and duration of which would influence the amount of City effort.

An Operating Team was assembled to respond to the needs of the event as they developed. Monthly meetings changed to weekly meetings in the month preceding, and then daily during the event. Staff monitored planned events for maintenance and operation needs, and considered whether existing resources would be sufficient and appropriate. The following is a summary of technical and operational / maintenance support provided to the event as reported by various Lead Staff.

### Transportation Planning Support (Lead: John Lucas)

Actions Taken: Prepared base maps with desired information, from City-wide to Budweiser site scales.

Purpose/Goals of Actions: Parking lots and hotel locations were needed for Skate Canada to plan shuttle bus, tour bus, car and pedestrian routes in coordination with road closures.

Outcomes: Skate Canada expressed their gratitude for the quality of information produced by staff using our GIS capabilities.

Cost Implications: No overtime was required to prepare the needed information.

Lessons Learned for Future Major Events: Notwithstanding advanced planning, there were still last minute considerations and changes “on the fly” to suite traffic and parking needs. The team expected this and was ready to respond.

### Site Planning Support (Lead: John Lucas)

Actions Taken: Provided scaled, custom site plans of Budweiser Gardens and the Festival area.

Purpose/Goals of Actions: The information allowed Skate Canada to plan temporary structure locations, emergency access, security and drop off zones.

Outcomes: Skate Canada expressed their gratitude for the quality of information produced by staff using our GIS capabilities.

Cost Implications: No overtime was required to prepare the needed information.

Lessons Learned for Future Major Events: London as significant mapping information available to support large event planning.

### Parking (Lead: Annette Drost)

Actions Taken:

In an effort to ensure ample parking in close proximity to the event the City leased the PUC parking lot at the corner of Ridout and Horton Street to Skate Canada for ten days during the event. Skate Canada sold weekly parking passes and managed the lot. The lot was well used

and the initiative was well received by the spectators. The City owned lot at Budweiser Gardens was also leased to Skate Canada for two weeks to allow equipment vehicles and tents to be erected.

The monthly parking lot holders in both lots were given a reduction in fees for the inconvenience of the displacement and were offered free parking in one of three City lots at Adelaide and Dundas Street.

The Park 'n Ride was option was heavily promoted. During the event spectators could park in one of three City owned lots for \$60/week (normally monthly) and receive a park 'n ride pass to ride the LTC buses downtown. Note: Only one transit pass is to be provided with purchase of a park 'n ride and to accommodate visitors in most cases two LTC passes were provided. The City was obligated to pay LTC for the transit portion (reduced rate of \$15) for each additional pass provided.

Parking Enforcement also assisted in coordinating a map of available downtown parking as a service to the spectators. It included private parking lots and parking rates. The map indicated those lots which were not available to the public during the event to assist in motorists planning their trip.

Parking Enforcement management actively engaged the media to convey a positive message that adequate parking would be available. In addition to inventory parking spaces available in the downtown, the spectators had plenty of access to shuttles, tour buses, cabs and limos which further reduced the requirement for parking.

The Parking Enforcement office adjusted their hours of operation to allow customers to purchase their park 'n ride passes early in the morning by opening at 7:30 am during the event.

Licensing Enforcement Staff patrolled the downtown to monitor hawkers and pedlars and during this particular event no violations were found. Staff also worked pro-actively with the taxi/cab industry regarding the staging location of the vehicles.

#### Cost Implications:

The financial implications for parking enforcement were virtually neutral. The revenue received from Skate Canada for leasing the two lots more than offset the lost revenue from monthly permits, daily parking and tickets. The meter bagging fees mostly offset the lost meter revenue. There were some minor costs for signage, staff overtime and fees paid to the LTC for additional bus passes.

The overall experience from a parking enforcement perspective is that the nature of this event along with the expectations of the spectators was significantly different than past sporting events. The majority of the spectators utilized other methods of transportation to attend the event. Those who chose to drive were able to locate short and long term parking.

#### ITS Services (Lead: Joseph Edward)

##### Actions Taken:

Tourism London initiated the creation of an Information Technology Committee consisting of public sector and commercial stakeholders in the London community. This committee was comprised of representatives from City of London, London Hydro, County of Middlesex, Downtown London, Cisco Systems, Bell Canada and Protek that met regularly for five months up to and during the event. ITS personnel took on the role of Vice-Chair. ITS personnel were part of the IT 'Helpdesk' which was present in the media tent, providing coverage from 8:00 AM until closing, which was usually between 10 PM and midnight, for the seven days of the event. It should be noted that Cisci Systems, Bell Canada and Protek provided significant technological gifts in kind that ensured network connectivity, wifi and business continuity.

##### Purpose / Goal of Actions:

The previous Worlds event was in Nice, France and they had significant technology and Internet connectivity issues. Mr. Winston and Skate Canada identified this as a major area of concern

and wanted to ensure that this did not happen in London.

#### Outcomes:

Expected outcomes were not only met, but were probably exceeded. The Committee ensured that redundancy was put in place where appropriate, and that all necessary resources were either on site or on call throughout the event. The media stated on a number of occasions that the technology was very good. The helpdesk assisted the international and local media and others with diverse items from connecting Russian iPhones to the network to organizing international voltage adaptors. There were no major technology incidents recorded.

#### Cost Implications:

The activities described above had no hard costs to the Corporation. Some normal hours were used to help staff the Helpdesk, but these were for the most part recovered by doing normal work after hours (no cost attached to this either). Some costs were incurred by the Budweiser Gardens as they required upgraded and redundant equipment for the building. This was subsidized by Cisco systems and some of the equipment will remain as legacy and will be used for future events.

#### Lessons Learned for Future Major Events:

We are currently producing a 'technology plan' which includes our governance, support requirements, incidents managed and lessons learned. This 'technology plan' will be presented to Skate Canada and Budweiser Gardens as London's legacy contribution for application in future event development. Budweiser Gardens will also receive a copy to be used for future events at the facility.

#### Other:

ITS personnel were both proud and delighted to participate in, and contribute to such a well-managed event. It was a very enjoyable and worthwhile experience that showed the world just what the City of London is capable of delivering.

#### Street / Sidewalk Cleaning and Garbage Pickup (Lead: Don Purchase)

##### Purpose/Goals of Actions:

A comprehensive program was prepared to ensure visitors to the Downtown found it clean, tidy and the whole Downtown was presented in a positive image. Staff recognized the importance of providing an enhanced level of service and completed tasks typically not associated with our normal service delivery. The specifics of these are listed below:

##### Actions Taken:

- Detailed litter and cigarette pick up -- all infrastructure maintenance ceased and our focus was only on those tasks which were aesthetically pleasing.
- Downtown crews worked an extra hour every day and an afternoon shift was implemented -- staff provided coverage for 18 hours a day, 5am to 11pm. Crews worked 13 days straight and accumulated overtime as a result.
- Weather permitted our sidewalk sweeper to be utilized 18 hours daily. This unit makes a huge difference with the collection of cigarette butts.
- The four corners of Dundas and Richmond as well as other sections of stained, gum filled and filthy sidewalks were power washed.
- Two contracted street sweepers cleaned the downtown every night -- 14 nights were scheduled. Each night they also worked outwards from the core once it was swept. They did Wellington - downtown to Exeter, Dundas - downtown to Crumlin, and Oxford - Richmond to the airport.
- All garbage cans, salt boxes, mailboxes, light posts, newsstands and street furniture were power washed.
- All poster boards were cleaned and new postings were removed daily.

- All black light poles and street furniture was painted with a new coat of paint
- Any graffiti from City property was painted over immediately. Staff also painted over all other structures that were not the City's such as Canada Post mailboxes, Hydro boxes, and other utility cabinets etc.
- The Wellington and Richmond underpasses were painted along the wall adjacent to the sidewalks.
- New purple lights were purchased and installed with white lights on the Wellington Rd median from the Thames River to Queens Ave as well as Dundas in front of the Court House. Major work was required to get the electrical system working properly.
- 12 new steel garbage cans were purchased and moved to replace existing dilapidated cans around Budweiser Gardens.
- Pole mounted stainless steel ashtrays were repaired due to vandalism and then remounted.
- The two hydro meter "silos" had a skating themed wrap placed around them.
- Sanitation implemented an afternoon collection in the core which helped greatly. Roadside staff also collected any garbage bags/items placed beside the cans for collection the next day. Normally we do not do this but it was necessary to keep the streets clean.
- Two trees were removed and the tree pits restored for the video display.

#### Cost Implications:

Roadside Operations incurred a total cost of \$108,000. This was in addition to normal activities and was not included in their 2013 budget. Administration will monitor this area's budget at year end and if it remains above budget due to these unplanned expenses, then a transfer from the surplus capital levy will be considered.

#### Outcome:

Staff delivered a Downtown that was as clean as possible. Many social media, citizens, visitors and staff all commented on the great job our staff did.

#### Lessons Learned for Future Events:

Staff need to be involved from the start. Our services, though minor compared to others, and hard work was the "icing on the cake". Without a clean and tidy Downtown, the image of London and pride associated with such an event may not have been realized.

#### Partners:

In addition to City crews, Clean Works (a Division of Pathways Skill Development & Placement Centre) kept sidewalk surfaces "polished" during the day with litter pickup and snow shoveling. Their support for a clean and tidy Downtown during the event is appreciated.

#### Communications (Lead: Elaine Gamble)

**Actions Taken:** Prepared media and internal communications to inform people about parking issues as well as the activities happening around the City.

**Purpose Goal of Actions:** Our goal was to ensure that the public and City staff were informed about the events happening during the week and ways that they could get involved.

**Outcomes:** Some members of the public and staff were aware of the activities in the park, the Top of the Hall being opened and other events happening in the City, however it was felt that earlier notice and a more coordinated approach to communications would have succeeded in getting the word out more effectively.

**Cost Implications:** The only cost associated with this work was staff time.

**Lessons Learned for Future Major Events:** Communications should be involved much earlier in the process to ensure that a comprehensive and strategic communications plan is developed

well ahead of time. This will ensure that key messages are drafted for all staff to use and that there is enough time to communicate effectively.

#### Security (Lead: Dave O'Brien)

The World Figure Skating event was the largest international event the City of London has hosted. It was recognized that the championship would attract worldwide attention to London with both athletes and fans from around the world attending the event. Given the prestige for the event it was recognized that security plays an important role to ensure the championships were successful. Security was a coordinated effort involving City of London Security and Emergency Management, London Police Service, Skate Canada volunteer security, contracted security, Westervelt College students and Budweiser Gardens staff.

Skate Canada utilized volunteer security for inside the main venues with support from all the supporting areas mentioned above. Contracted security was used for the festival area outside Budweiser Gardens and Victoria Park. Security students from Westervelt College assisted with controlling traffic around the Budweiser Gardens. No significant issues were identified within the venues during the event.

London Police Service provided security for areas outside the venues. During project Skate Guard, March 11<sup>th</sup>, through March 16<sup>th</sup>, 2013, the London Police Service strategically deployed significant numbers of uniformed officers in the Downtown area to establish an atmosphere of safety and security and ensure public safety and security during this event.

During the course of project Skate Guard, LPS members made 20 criminal arrests, 14 provincial arrests, issued 37 Provincial Offence Notices, and resolved several nuisance and disorderly conduct issues such as aggressive pan handlers, and event ticket scalpers.

During the event several positive comments were received from members of the public in regards to the professionalism of the LPS members and safe, secure environment created around the event venue and downtown core area.

#### London Hydro "in kind" Support (Lead: Ken Walsh)

As noted in the Downtown Lighting Enhancement project, London Hydro staff installed the LED lights on poles downtown. This required approximately 2 weeks (over several months) for one shift truck.

Staff also installed the LED lights at the Airport Gateway Feature on Oxford Street. This required a two man team for a week, including ESA permitting and inspection.

Engineering staff assisted with the power supplies for the Sound and Light Show at the Budweiser Centre. This required a one man-week worth of work using several engineers.

This is no budget implication for the City associated with the provision for these services. The ongoing roles in support of the event by London Hydro staff is acknowledged and appreciated.

#### **Conclusions:**

For the 2013 World Figure Skating Championships:

- Legacy and non-legacy projects generally over delivered on their objectives while being under budget;
- Extraneous operating costs resulted from the Downtown cleaning program, which had to also deal with melting snow and the resulting poor conditions that typically prevail at this time of year -- these costs are to be covered by Capital Program surplus, if required, at year end;

- A new approach to manage parking during a major event was used to create parking vacancies and influence pricing;
- Security for this international event was coordinated with Skate Canada for both inside and outside the venue;
- IT services recognized and resolved problems with the previous year championship event in Nice, France;
- The capacity of Tourism London to assist Skate Canada with the event was enhanced with a team of staff from service areas critical to success.

### **Acknowledgements:**

This report was prepared with the assistance of Capital Program project managers and Operating Team lead members. The on-going efforts over the past 18 months by these staff is acknowledged and appreciated: Jim Klingenberger, Joseph Edward, Jim Yanchula, Andrew MacPherson, Ivan Listar, Karl Grabowski, Shane Maguire, Annette Drost, Don Purchase, Bill Coxhead, Scott Stafford, Krista Kearns, Dave O'Brien, Elaine Gamble, Alan Dunbar, Marian Hughes and Cheryl Finn, and Ken Walsh of London Hydro.

<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>JOHN WINSTON GENERAL MANAGER, TOURISM LONDON</b>	<b>JOHN LUCAS, P. ENG. DIRECTOR, WATER AND WASTEWATER</b>

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May 17, 2013

Attach: Appendix A – Capital Financing Summary

**APPENDIX A**  
**2013 WORLD FIGURE SKATING CHAMPIONSHIP - CAPITAL FINANCING SUMMARY**

<b>EXPENDITURES</b>	<b>Approved Budget</b>	<b>Total Actuals &amp; Commitments</b>	<b>Estimated (Over)/Under</b>
GG1312-01 Market Lane Upgrade (A. Macpherson)	650,000	655,077	(5,077)
GG1312-02 Street Furniture (J. Yanchula)	150,000	148,744	1,256
GG1312-03 Fountain Area Plaza (A. Macpherson)	425,000	425,000	0
GG1312-04 Tree Purchase and Installation (I. Listar)	400,000	202,893	197,108
GG1312-05 Dundas Street Paving (K. Grabowski)	500,000	331,645	168,355
GG1312-06 Streetscape Enhancement (J. Yanchula)	100,000	98,868	1,132
GG1312-07 Downtown Lighting Enhancement (J. Klingenberger)	450,000	350,816	99,184
GG1312-08 Fan Celebration at Victoria Park (J. Klingenberger)	150,000	173,761	(23,761)
GG1312-09 Flags of the World (J. Klingenberger)	40,000	29,749	10,251
GG1312-10 Way-Finding Signage (J. Klingenberger)	100,000	47,259	52,741
GG1312-11 WiFi Downtown Area (J. Edward)	150,000	104,727	45,273
GG1312-12 Light and Video Display (J. Winston)	600,000	607,507	(7,507)
GG1312-13 Reception (J. Winston)	50,000	28,581	21,419
GG1312-14 Fireworks (J. Winston)	50,000	0	50,000
<b>TOTAL EXPENSES</b>	<b>3,815,000</b>	<b>3,204,625</b>	<b>610,375</b>

<b>SOURCE OF FINANCING</b>	<b>Approved Budget</b>	<b>Total Actuals &amp; Commitments</b>	<b>Estimated (Over)/Under</b>
Capital Levy/Debenture - Funded from Existing Capital Budgets	1,485,000	1,117,149	367,851
Capital Levy - Legacy Projects (2011 Capital Levy)	2,130,000	1,507,477	622,523
<b>Total City Contribution</b>	<b>3,615,000</b>	<b>2,624,625</b>	<b>990,375</b>
Cancel project GG1312-14 - Fireworks project did not go forward	50,000	0	50,000
Other Contributions - London Hydro for Downtown Lighting	150,000	150,000	0
Corporate Sponsors for Light & Video Display	0	420,000	(420,000)
Other Contributions for WiFi Downtown	0	10,000	(10,000)
<b>Total Other Contributions</b>	<b>200,000</b>	<b>580,000</b>	<b>(380,000)</b>
<b>TOTAL SOURCE OF FINANCING</b>	<b>3,815,000</b>	<b>3,204,625</b>	<b>610,375</b>

**Notes:**

- 1) Approximately \$367,851 will be returned to the appropriate existing capital budgets through the Second Quarter Capital Status report.
- 2) Approximately \$622,523 will be returned to Capital Receipts through the Second Quarter Capital Status report.
- 3) A private company was to fund this project but the project did not proceed. The donation was not received.
- 4) Net cost to the City is \$188,000 due to contributions from:
  - Tourism London \$200,000
  - Ministry of Tourism \$100,000
  - Labatt \$50,000
  - OLG \$50,000
  - OTMPC \$20,000 (Ontario Tourism Marketing Partnership Corporation)
- 5) Net cost to the City is \$95,000 due to contributions from:
  - London Public Library \$5,000
  - London Hydro \$5,000