

# EXPLORING AN EDMONTON BID TO HOST A WORLD EXPO

A Conceptual Report







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## INTRODUCTION





## INTRODUCTION

### “THE GLOBAL EMBRACE” EDMONTON’S BID TO HOST EXPO 2017

BY CURTIS GILLESPIE – CITIZEN COMMITTEE MEMBER

What distinguishes Edmonton? Who lives here, and why? And what is it that we might contribute to one another, and to the world? These are vital inquiries for a city on the threshold of broader global stature, and it is through such reflection that a city advances. But how best can a city pose and respond to these questions?

One of the simplest and most effective ways do so, while simultaneously reaching out to the larger world, is to secure a global platform for exploration, innovation, connection, and interaction. There are very few opportunities for a truly global exchange available to cities; in fact, there are primarily two – the Olympic Games and hosting an EXPO, or “world’s fair”.

The recently concluded Beijing Olympic Games amply demonstrated that for all our diversity, we still share common bonds. EXPOs are designed precisely to embrace that combination of diversity and commonality, and Edmonton, a famously welcoming and participatory city, has arrived at a point in its history when it is ideally suited to host an EXPO.

2017 presents a unique opportunity for our city and our country. That year will be Canada’s 150th birthday celebration – and a point at which our city can show the world we are an economically prosperous city, an environmental leader and a recognized cultural centre with a rich heritage and multi-cultural texture.

Hosting an EXPO provides a unique platform for the exchange of knowledge and growing understanding. More importantly, it’s a chance to align our community around a shared mission. The theme for Edmonton’s EXPO 2017 bid has not yet been decided. It will be of great importance to choose an idea with global resonance and ongoing relevance, and one in which every country of the world has a stake. Once our city’s theme is chosen, Edmonton’s EXPO will act as a synaptic link allowing Edmonton to touch and spark and create with the rest of the world.

An EXPO bid. It’s a monumental undertaking, and we need to be sure the hard work will be worth the benefits. The broader goals of having an EXPO are to foster relationships between nations and to have the EXPO act as a cultural, technological and diplomatic tool for society’s benefit, but EXPOs can also draw millions of visitors to the host city.

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If successful in its bid, Edmonton will quickly become a centre for innovation and development in our theme area. Conferences in advance of EXPO 2017 will be held, attracting the world's best and brightest to Edmonton. The post-EXPO legacy can build on that recognition and attraction of ideas and talent through the establishment of permanent facilities and centres focusing on the theme area. In short, EXPO 2017 will make Edmonton a recognized world centre for work and thought on our theme subject.

The International Exhibition Bureau (BIE) encourages cities seeking an EXPO to use it as a development tool. Hosting EXPO 2017 will allow Edmonton to support initiatives that will benefit the city not just intellectually, but physically. Past EXPO cities have seen transformations in their civic landscapes, and enduring revitalization and regeneration. There will be many opportunities for Edmonton to use EXPO 2017 as a stimulus to consider how we want our city to function as a physical space. Centres for Study, housing, public transportation, public spaces - all of these and more can become an infrastructure legacy.

Hosting an EXPO will also benefit Edmonton in another very important way.

We can broaden ourselves by welcoming the world to our city. Through EXPO 2017 we can bring a message to the world. We can say: *We have a vision for the world that is generous and bold, and so we welcome the world to our city to share and grow knowledge, and while the world is here, to learn about us.*

Edmonton is a city of the future, a prosperous, confident, friendly, innovative place, and that's worth sharing.

In so doing, we can share with the world what it means to have all these things we cherish together in the same place, this city called Edmonton. Hosting EXPO 2017 is the perfect vehicle to advance our aims.

EXECUTIVE SUMMARY





## EXECUTIVE SUMMARY

Edmonton is a confident, growing and ambitious city. It has become a leading centre of higher education and research; of arts and culture; and of health, wellness and sport. As Alberta's capital city, it serves as the natural focal point for showcasing our province and people to a world that is hungry for new energy, innovation and ideas.

It is against that backdrop that work has been undertaken to assess the viability of an Edmonton bid for EXPO. As a Special Initiative of City Council, the World EXPO project has involved high-level research and analysis by a Project Committee made up of City officials, and a Citizen's Committee comprised of community and business leaders across Edmonton. These Committees have examined the basic elements of EXPOs and the requirements associated with hosting an EXPO; assessed the capacity of Edmonton to meet these requirements; and provided initial ideas and thoughts concerning the key elements and processes for an official EXPO bid.

Also known as the World Exposition or World's Fair, the EXPO is one of three major international events, including the Olympic Games and the World Cup (soccer). Regulated and awarded by the International Exhibitions Bureau (BIE), EXPOs are intended to share knowledge, information, ideas and innovation around a theme of future significance to the global community. Initially conceived as an international exhibition of new inventions from around the world – such as the telephone, the electric light and the typewriter – the EXPO has evolved into a broader event aimed at addressing the opportunities and challenges facing the planet. Modern EXPOs are centered on themes such as water and sustainable development, world food supply, urbanization, and oceanic and coastal preservation.

Hosting an EXPO is a major undertaking – one that requires countless hours of planning, thousands of volunteers, and significant financial commitment. The planning aspect of an EXPO is perhaps the most important. Well-planned EXPOs permanently improve a host city's urban areas and quality of life, leaving lasting legacies such as improved transportation corridors, new parks and recreation areas, unique architecture, increased housing, augmented community spirit and enhanced international recognition. Poorly planned EXPOs, by contrast, often result in vacated buildings, deteriorated sites, and financial drains on government budgets and taxpayers.

Fortunately, Edmonton has a strong record of successfully and competently hosting major international events, including the 2005 World Masters Games, the 2001 World Championships in Athletics, the 1998 World Volunteer Conference, the 1983 World University Games (Universiade), and the 1978 Commonwealth Games. Edmonton also routinely hosts a wide array of regional, national and international conferences and sporting events, including the Canadian Finals Rodeo and Edmonton Indy (formerly Grand Prix). Over time the City has developed world-class facilities and institutions suitable for major international gatherings. Most importantly, Edmonton benefits from a citizenry that actively volunteers and participates in such events, resulting in a huge pool of experienced, committed and energetic community members.

A strong argument in favour of an Edmonton EXPO is the large number of ways the event would advance the objectives of the City, the province and the country.

All of the major goals articulated in the City's vision would be served, including: building Edmonton as an international destination; supporting arts and culture; integrating sustainable and smart urban design; contributing to diversity; and inspiring energy and community spirit. The Alberta government's five key priorities would be advanced. EXPO would also be consistent with the mandate and goals of Canadian Heritage, which is the federal department responsible for Canada's participation in the BIE and EXPOs.

Key findings from the Conceptual Study report include the following:

- Edmonton has the capacity to host a recognized EXPO in 2017. EXPOs come in two classes: recognized and registered. Edmonton's size and location would not accommodate hosting a large registered EXPO in 2020, but Edmonton could pursue a recognized EXPO in 2017. The recognized EXPO would also offer better programming and cultural opportunities, since it would fall in the year of Canada's 150th anniversary.
- A recognized EXPO 2017 in Edmonton would have an estimated target attendance of 4.7 million visits and would welcome 1.2 million visitors to the city. Edmonton would have sufficient capacity to accommodate these levels.
- EXPO 2017 in Edmonton will require a strong and memorable theme; a suitable site no more than 25 hectares in size; support areas for transportation, storage, and accommodation; a solid post-EXPO legacy plan; an entertaining and eventful arts and cultural program; and a strong communications plan. Many options exist, and detailed work in Phase 2 of the EXPO initiative will identify these key elements.

- A number of financial elements have been identified for EXPO 2017 in Edmonton, including: bidding and planning costs; capital and operating costs associated with developing and running EXPO 2017; and capital investments in related municipal infrastructure. Although costs of EXPOs vary widely, preliminary assessment suggests that an EXPO 2017 in Edmonton would lie in the same financial range as EXPOs hosted by Vancouver and Zaragoza – around \$1.6 billion to \$3 billion (in 2008 dollars). Rigorous financial analysis of EXPO 2017 costs, potential revenue streams, and economic impacts will need to be undertaken in Phase 2 of the EXPO initiative.
- The bid process for an EXPO will involve a number of key steps and a high degree of competitiveness. Edmonton will need to compete with other Canadian cities to become the official Canadian bid city. It will then need to compete internationally under the BIE's official bid process, which involves an enquiry mission, two major symposiums on the proposed EXPO theme, and major presentations to the BIE's General Assembly. At every step of the process, the support of international organizations, partners, governments, and BIE members will need to be secured.

The findings from this Conceptual Study present a compelling case to proceed with Phase 2 work on a Detailed Business Case for EXPO 2017 in Edmonton. Led by an appropriate and creative organizational and governance structure, Edmonton is well-positioned to advance a competitive and memorable application to host the world in 2017.



SECTION 1: OVERVIEW





# OVERVIEW

## INTRODUCTION TO EXPOSITIONS

Take world-class thinking. New and exciting discoveries. Exhibits of novel ideas, wondrous feats and challenging endeavours. Add impressive architecture, sustainable buildings and hectares of renewed urban space. Combine with healthy elements of Edmonton's major arts and cultural festivals. Throw in a hundred countries and visitors from around the world. Crown with a theme that tackles an issue of importance to the global community. That's an EXPO.

**EXPO** is short for a **World Exposition** – or as it's also known, the World's Fair. EXPOs have been organized for nearly 160 years, with the first held in London, England in 1851. Originally developed with a strong focus on trade, the EXPO was made famous for showcasing new inventions and scientific discoveries from around the world.

Today EXPOs join the Olympic Games and World Cup (soccer) as one of the three major world events. EXPOs take place every few years, in different cities around the globe, varying in size and length. Each has a unique theme, offers unique experiences, and generates new information and perspectives for the global community.

Although EXPOs have undergone an evolution over the decades, its original purpose to sharing knowledge by showcasing the extraordinary, the innovative, and the new, continues.

### AN EXHIBITION OF KNOWLEDGE FOR OUR GLOBAL COMMUNITY.

As the name implies, an EXPO offers exhibits from across the globe – scientific, social, cultural, and more. Like the Olympics, it involves participating countries from around the world, and attracts millions of visitors. While the Olympic Games are a showcase of international sport, an EXPO is a showcase of international knowledge.

What you'll see, do, and experience at an EXPO largely depends on where it's held and what it's about. Each one is unique. But there are some typical elements common to all EXPOs:

**Theme** – An EXPO always has a theme. Today, it's usually a contemporary topic that has special importance for humanity. The theme of the 2008 EXPO in Zaragoza, Spain is "Water and Sustainable Development." Nearly everything about an EXPO is based on its theme – from exhibits to expert discussions to the buildings and site design.

**Exhibits and Pavilions** – Countries will set up exhibits, structures, displays and entertainment based on the EXPO theme. Since the purpose of an EXPO is to share knowledge, visitors typically see new technologies and advances, learn new facts and information about their world, discover other countries, and connect with diverse international cultures and perspectives.

**Architectural Legacies** – A hallmark of an EXPO is the incredible architectural legacy it leaves behind. Some of the world’s memorable buildings, structures and parks have been built for EXPOs. At the completion of an EXPO, some of the infrastructure built for the event remains continuing to contribute to the fabric of the host city. EXPOs occur on sites that are many hectares in size. Depending on the scale and creativity of its development, an EXPO can have a transformational impact on a city’s urban areas. Some of the legacies of EXPOs include:

- The Eiffel Tower in Paris, France
- Balboa Park in San Diego, California
- The Space Needle in Seattle, Washington
- The Skytrain in Vancouver, British Columbia

Descriptions of previous and upcoming EXPOs, including their themes, features and attendance, are contained in Appendix 1.

## TYPES OF EXPOS

Today there are two categories of EXPO: registered and recognized.

**Registered** – A registered EXPO is the larger category of EXPOs. Two registered EXPOs are held every decade, on the years ending in “0” and “5”. The next registered EXPOs will be in Shanghai, China in 2010 and Milan, Italy in 2015. A registered EXPO runs for up to 6 months, can be of unlimited size, and expects between 29 and 70 million visitors.

**Recognized** – While still a significant undertaking, a recognized EXPO is a scaled-down version. A recognized EXPO is up to 3 months in length, has a maximum site size limit of 25 hectares, and is designed to welcome between 4 and 20 million visitors. Recognized EXPOs are held in the years between registered ones. Zaragoza, Spain hosted the first recognized EXPO under these new regulations in 2008. The next recognized EXPO will be hosted by Yeosu, South Korea in 2012.

Canada has been an active participant in EXPOs, and has hosted two: Montreal in 1967, and Vancouver in 1986. The categories of EXPO have changed over the years, but by today’s standards both previous EXPOs in Canada were the larger “registered” EXPOs.

## THE BID PROCESS

The International Exhibitions Bureau (BIE) is the official international body that regulates the frequency and quality of all EXPOs. The BIE manages the bid process to determine which country and city will have the honour of hosting an official registered or recognized EXPO.

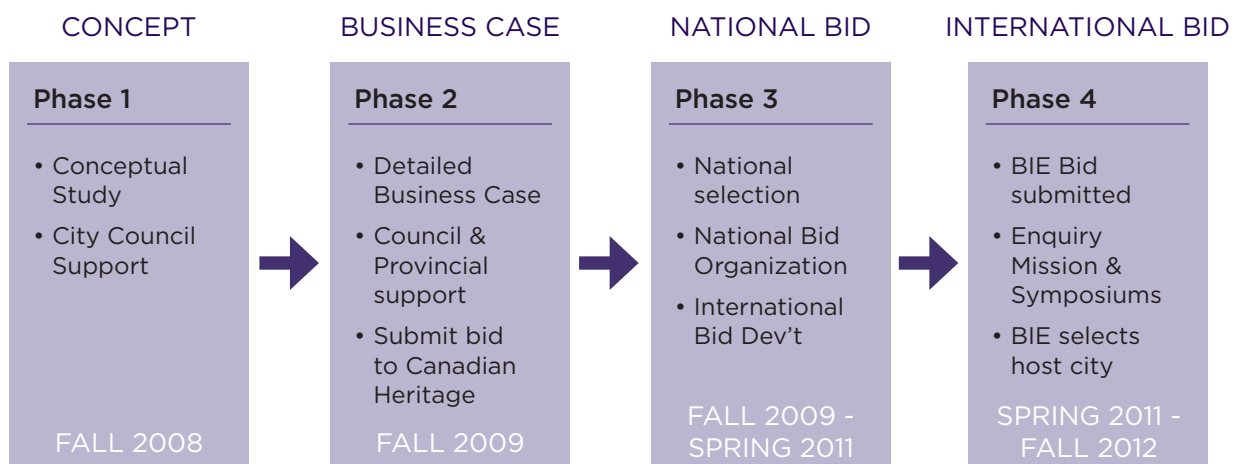
The bid process is lengthy. Countries wishing to host an EXPO conduct a national selection process to determine the candidate city for their country. The country then submits an initial bid application to the BIE. Receipt of the first national bid by the BIE, starts the clock – a 6-month deadline is then set for applications from other countries for that EXPO. At the close of applications, the BIE will organize a series of visits and “enquiry missions” to determine the feasibility of each bid.

As part of the process, each candidate location is expected to host 2 symposiums on the theme of its proposed EXPO. International experts and BIE delegates attend these symposiums, which provide each candidate the chance to promote their city, people, culture, facilities, and organizational ability.

The General Assembly of the BIE holds an official Candidate Vote to award the EXPO for a given year. Candidate countries make presentations to the 154 member countries represented in the General Assembly. Each country gets one vote, with official delegates casting their vote by secret electronic ballot.

Bidding for and hosting an EXPO requires enormous effort and shared commitment from governments, the private sector and, most importantly, the residents of a candidate city. It takes thousands of community leaders, volunteers, experts, and others to host a successful EXPO.

### EDMONTON'S BID TIMELINE



## AN EDMONTON EXPO

In 2007, the City of Edmonton began to explore the viability of a bid to host a recognized EXPO in 2017 or a registered EXPO in 2020. Given the ambitious nature of such an undertaking, the first phase of work has focused on a high-level review and study of whether Edmonton has sufficient hosting capability.

A Project Committee and a Citizen Committee were appointed to guide the initiative. The Project Committee, made up of elected city officials and staff, were responsible for making high-level decisions and providing guidance to the conceptual study. A project coordinator and the Office of the City Manager, with support from civic services and consultants completed the work.

The Citizen Committee was comprised of Edmonton community leaders. Their expertise, advice and feedback have helped inform key elements that need to be considered if Edmonton were to submit an EXPO bid. These include proposed themes for an EXPO, site considerations for where an EXPO could be held, proposed legacies, and tools for networking and community input. Contributors to the process are listed in the front of the report.

Phase 1 of the Committees' work has involved a high-level, conceptual study of the possibility of advancing an EXPO bid, and whether Edmonton could viably host an EXPO in 2017 or 2020. This report sets out the Committees' findings and recommendations.

If City Council approves, further work in Phase 2 will involve the development of a Detailed Business Case for an EXPO bid; securing the support of the Alberta government and the community; and submitting a bid to Canadian Heritage to be selected as Canada's candidate city for an official EXPO bid.

## BENEFITS AND RISKS OF HOSTING

Hosting an EXPO is a monumental undertaking that requires significant investments of time, money, and community commitment. There are impressive benefits that can be realized from this hard work. However, there are also inherent risks in hosting an event of the nature and scope of an EXPO.

Welcoming the world through an EXPO has significant benefits including:

**Renewing the city** – The legacy created by an EXPO can transform a city, by renewing urban areas and integrating new and innovative structures that improve a host city’s vibrancy and quality of life. Infrastructure built to host EXPO exhibits and house EXPO workers can find new life as urban housing, parks, museums, libraries, aquariums, and other public and private spaces. Transportation investments made to support an EXPO, such as public transit and road systems, also provide sustained value for the host city for decades.

**Increasing tourism** – Hosting an EXPO attracts hundreds of thousands of tourists. But an EXPO also results in direct and indirect attendance increases to other sites in the host city, province and country. Visitors to an EXPO will usually explore places of note in the area, and will even use the EXPO city as a launch point to see the host country. Since an EXPO is held over several months, other tourism-related locations and events during an EXPO period enjoy higher attendance rates. A successful EXPO can also create a lasting tourism legacy, turning happy visitors into repeat guests.

**Supporting arts and culture** – One of the key ingredients of an EXPO is a healthy dose of arts, culture and entertainment. EXPOs can include live music, street performers, symphony performances, art walks, theatre and more. As a festival city, Edmonton has a rich tradition of showcasing arts and culture, and many elements of Edmonton’s festivals lend themselves well to an EXPO. Visitors to EXPOs will also take the opportunity to enjoy arts and culture facilities and performances in the host city. The result is strong support for a host city’s arts and cultural community.

**Building international recognition** – EXPO welcomes visitors, diplomats and delegations from all over the world, raising the international profile of the host city, province and country. An EXPO puts a host city on the international map, enabling it to boost its identity and showcase itself to the world. Edmonton is a city whose confidence and ambitions are advancing with its continued growth. Hosting an EXPO would give Edmonton the opportunity to shine as Alberta’s capital city and generate international recognition of the opportunities our city has to offer.

**Fostering new ideas** – EXPO involves the building and sharing of world knowledge. Ideas and innovations are hallmarks of the EXPO experience. Hosting an EXPO exposes a host city to a vast array of possibilities, best practices and new frontiers of scientific, cultural and social understanding. A legacy of EXPO is often the permanent impact its exhibitions and symposiums have on a city’s thinking. This can lead to municipal and provincial creativity and leadership in areas such as energy, urban planning, environmental stewardship, or other important aspects of society.

**Generating trade and commerce** – EXPO offers the opportunity to promote investment, trade and business opportunities. The pavilions set up by countries are often designed as both exhibitions of knowledge and exhibitions of “nation-branding”, intended to promote new business linkages. Hosting an EXPO would serve as a catalyst for creating new economic opportunities for Edmonton, Alberta, and Canada as a whole.

**Boosting community pride** – Hosting an EXPO also creates the opportunity to contribute to international progress and development. An EXPO is about sharing discoveries, ideas, and innovations that address prominent issues facing the global community. Through an EXPO, a city, province and country can contribute to improved human knowledge and understanding in lasting, meaningful ways. It’s also about having fun – sharing and enjoying sights and sounds from around the world and providing hours of entertainment to citizens and visitors. An EXPO makes a host city come alive, spinning off additional events and adding excitement to cultural and entertainment venues. Hosting an EXPO touches off the assistance, energy and enthusiasm of thousands of volunteers, citizens and businesses. Communities unite proudly behind the opportunity to welcome the world

#### BENEFITS COME WITH RISKS

Although there are great benefits to hosting an EXPO, there are also some risks that need to be considered and managed:

**Infrastructure requirements** – The infrastructure required for an EXPO is considerable. A 25 hectares or more site must be developed or redeveloped, demanding the construction of buildings and facilities to host exhibits and events. Investments in transportation infrastructure are also required to move visitors and workers. Cost estimates and financial planning would need to address the experience and potential for infrastructure cost escalations.

**Availability of resources and expertise** – Numerous resources, especially labour, are required to successfully organize, build and host an EXPO. Alberta is expected to continue to face chronic labour shortages in the foreseeable future. Finding ways to secure and optimize resources and expertise would be necessary, as there is a risk that a dearth of human resources could undermine an EXPO’s success.

**Financial costs** – An EXPO comes with significant cost. Although costs can be offset by financial sponsors and gate admission revenues, the upfront expense of an EXPO requires shared commitment from the municipal, provincial and federal governments. Many EXPOs have faced escalating costs and a negative bottom line.

**Community and government support** – The scope of an EXPO demands strong support from all levels of government and members of the local community. Failure to secure either can scuttle a bid and compromise success. A proposed bid by Toronto for the 2015 EXPO was abandoned when a funding agreement amongst government partners could not be secured.

**International reputation** – EXPO involves welcoming tourists from around the world. A top-notch international reputation is essential for a successful EXPO.

**Time** – Relatively speaking, the time between the start of the bid process and the opening date of a proposed EXPO is short. An EXPO implementation plan must be efficient and effective. Managing the risk associated with construction and other delays must to be considered in site and facility planning.

**Post-EXPO plans** – There are risks in regards to post-EXPO sites and facilities. Although most EXPO sites are given new life, there are instances where cities have failed to take advantage of EXPO legacies. In the worst cases, sites have been completely abandoned, fallen into disrepair, and torn down. Solid planning for post-EXPO use is essential.

**Experience** – Although Edmonton has hosted many international events, it has never bid on an event of this magnitude. Lessons in planning, promoting and securing events of this scope could be learned from Calgary, Vancouver and Montreal.

As work proceeds on an Edmonton EXPO bid, both the benefits and relative risks of hosting an EXPO will be continually assessed.



## SECTION 2: FEASIBILITY OF 2017 OR 2020 EXPO





## FEASIBILITY OF 2017 OR 2020 EXPO

As part of Phase 1 work, a feasibility study was undertaken to assess whether Edmonton should consider pursuing a registered EXPO in 2020, or a recognized EXPO in 2017. Each category of EXPO has different requirements, bringing issues of capacity and practicality into play.

### EXPO CATEGORIES

The main criteria that distinguish registered and recognized EXPOs are size, duration, and attendance targets.

**Registered** (larger) EXPOs can be up to 6 months long, can be of unlimited size, and expect between 29 and 70 million visits.

**Recognized** (smaller) EXPOs run for up to 3 months, have a site size limit of 25 hectares (62 acres), and expect between 4 and 20 million visits.

While registered EXPOs tend to select broad and comprehensive themes, recognized EXPO themes tend to be more targeted and specific.

The halls and facilities for exhibits also differ between EXPO categories. Countries, non-government organizations and corporations are invited to participate in all EXPOs. In the case of registered EXPOs, participants often design, construct and build their own exhibit pavilions. In recognized EXPOs, the host organization is responsible for constructing halls and other exhibit facilities.

### ATTENDANCE ESTIMATES

North American visit estimates for an EXPO are calculated based on the population base available within a 10-hour drive radius of the host city. Registered EXPOs are typically held in major world cities with high populations. Recognized EXPOs are usually held in smaller cities with populations of around 1 million.

The size of the population in the immediate area has a strong bearing on how many visits an EXPO can realistically expect. Shanghai, for instance, has a population of over 16 million people, with 400 million people residing in the surrounding Yangtze River Delta area. The attendance target of 70 million for Shanghai's 2010 EXPO can easily be reached if only a fraction of domestic residents attend.

Attendance estimates for an Edmonton EXPO in 2017 or 2020 assumes that current regional population projections hold, the fair site is well designed, implemented and operated, and the price of fuel continues to rise affecting the cost of all modes of transportation. Estimates also assume that a 6-month-long registered EXPO would be held between May and November 2020; and a 3-month-long recognized EXPO would be held between June and September 2017.

	2017 Recognized EXPO (90 days)		2020 Registered EXPO (180 days)	
	Total Attendance (visits)	Average Daily Attendance	Total Attendance (visits)	Average Daily Attendance
Target Attendance	4.7 million	52,222	5.9 million	32,785

As the above chart indicates, a registered EXPO in 2020 could expect approximately 1.2 million more visits than a recognized EXPO in 2017, even though the duration of the event is twice as long.

In terms of average daily attendance rates, a recognized EXPO would expect a higher number of visits per day. For comparison purposes, the average daily attendance over Edmonton's 10-day Capital EX in 2007 was 77,000 visits per day. Other visitor-related factors need to be considered in selecting a category of EXPO:

- Visits fluctuate over the lifetime of an EXPO, with larger attendance typically occurring during the initial and final weeks. Not surprisingly, visits tend to peak on weekends and drop off during the early days of the week.
- The length of an EXPO can impact attendance, especially when climatic conditions are considered. A 3-month recognized EXPO in Edmonton could start and finish during the summer months, when tourism is normally at its peak. A 6-month registered EXPO, on the other hand, would encompass the "shoulder months" of May, September and October.
- Failing to meet attendance expectations can negatively impact an EXPO in its early weeks, resulting in poor publicity and lower attendance in later weeks.

Given visitor projections and other considerations, holding a recognized 3-month EXPO in Edmonton would be more advantageous for attendance than a larger 6-month registered EXPO.

## ACCOMMODATING VISITORS

The larger, registered EXPOs, generally require greater capacity to move and accommodate attendees.

The recognized 2012 EXPO in Yeosu, South Korea, is anticipating 8 million visits. Organizers of South Korea's EXPO have said that 27,877 guestrooms and 1,800 rooms for participant staff will be required.

According to Edmonton Economic Development Corporation, 12,173 guestrooms (i.e. hotel rooms) are available in the Edmonton area. Typically about 75 to 80 per cent of these guestrooms are already occupied throughout the year. While additional facilities, such as campgrounds, hostels, bed & breakfasts and dormitory rooms are available, these alternatives bring Edmonton's capacity to 16,610 spaces.

A significant portion of the 80 per cent occupancy level is a result of Edmonton's unique geographic location as the largest urban centre for Northwestern Canada. It is reasonable to assume that large portions of EXPO visitors will be recurring visitors whose accommodation needs are already included in the current occupancy levels.

The city could further expect a substitution and displacement affect in other regular travelers who are not interested in the EXPO. These visitors (business and leisure) who traditionally visit the city will defer their travel arrangements away from the EXPO timeframe, thereby creating additional space for EXPO visitors. Even with the substitution and displacement of traditional visitors, a number of additional spaces would need to be created to successfully accommodate the expected attendees to a recognized EXPO 2017.

It should be noted that Edmonton has recently been receiving a significant increase of interest from several global hotel chains. If an EXPO bid were to be successful, it would be reasonable to assume that some of this interest would be translated into new facilities prior to the EXPO. A number of options might be considered to enhance accommodation capacity, including a home stay program, similar to the one created by Calgary for the 1988 Olympic Winter Games; the erection of temporary facilities; rentals of apartment buildings, houses, and condominiums; and the use of luxury trailers. Another strategic option could include the construction of a permanent urban village, which could be converted into affordable housing following the completion of the EXPO creating accommodation capacity and potentially addressing ongoing housing needs in Edmonton.

Regardless of what options are employed, the accommodation needs of a recognized EXPO 2017 would be considerable, with the requirements of a registered EXPO 2020 even more challenging. Although the longer duration of a registered EXPO spreads requirements out over a greater number of months, some space options (such as dormitory rooms) would become unavailable during certain periods.

## INFRASTRUCTURE

### TRANSPORTATION

The transportation needs of either a recognized or registered EXPO will be considerable. Upgrading and adjustment of key roads, routes, and transit facilities would be necessary. Details would depend on the site selected to host the EXPO.

Edmonton's location offers superior transportation links to domestic, trans-border and international destinations. Most major highways into Edmonton are divided, four-lane highways and the development of the Anthony Henday has augmented the Capital Region's highway system.

The Edmonton International Airport (EIA) is Canada's 6th largest air service market, has 24-hour customs service, and offers state-of-the-art facilities for international cargo and equipment movement. EIA is undertaking a \$1 billion expansion project which will add additional gates, parking, and passenger services over the next several years.

The City of Edmonton also offers a well-developed public transit system that could efficiently transport attendees. The City's light rail transit (LRT) already connects major destination points, including the downtown, the University of Alberta, and major sports facilities, and is currently expanding south. The City's bus network offers an intricate array of routes to points across the city.

From a transportation perspective, Edmonton has the capacity to handle either a recognized or registered EXPO.

### LAND USE

The land requirements for either category of EXPO would be considerable. The average registered EXPO site is 190 hectares (472 acres), with an additional support area of 60 to 100 hectares. A recognized EXPO site is limited to 25 hectares (62 acres), but an additional support area of between 50 to 75 hectares would be required. Edmonton has site options that could accommodate both types of EXPO, although the smaller requirements of a recognized EXPO offer more options.

## REALIZING THE ECONOMIC IMPACT

The estimated economic impact of an EXPO is more thoroughly examined later in this report, but initial numbers suggest that a recognized EXPO would offer better “bang for the buck”. The spending realized from a 6-month registered EXPO would be about \$200 million more than a 3-month recognized EXPO. In per-day terms, the economic impact of a recognized EXPO is significantly larger. A registered EXPO, on the other hand, would be twice as long and consequently involve higher operating costs.

## STRATEGIC CONSIDERATIONS

In addition to the physical requirements of an EXPO, strategic factors about the event must be considered.

One of these is human resources. Both the recognized and registered EXPO would require a large number of workers and volunteers. Up to 40,000 volunteers and 1,000 staff are typically required, regardless of an EXPO’s size. But the key difference is the length of time the resources are required.

A 3-month recognized EXPO could be held from June to September, when most post-secondary, high school and junior high students are out of classes and could be available. These populations could provide a major employee and volunteer source. By contrast, a 6-month registered EXPO would run into months of the academic year, significantly reducing the potential available workforce.

Another factor to consider is the ‘strategic fit’ of the event. Any EXPO will require significant financial assistance from federal, provincial and municipal governments. The Alberta government is supportive of Edmonton’s exploration of an EXPO bid. The federal government’s support of the event is crucial, since representation to the BIE’s General Assembly occurs at a national level.

The federal Department of Canadian Heritage is responsible for selecting and advancing Canadian bids for EXPOs. Before submitting a bid under the BIE’s official process, the City of Edmonton would need to secure the federal government’s support for an Edmonton 2017 or 2020 EXPO bid.

From a federal perspective, the year 2017 has advantages over 2020. A bid for a recognized EXPO would entail less risk to partner governments and 2017 is significant as it will be the 150th anniversary of Canada’s Confederation. A recognized EXPO in 2017 would offer excellent opportunities for celebrating Canada’s people, potential and pride. Canadian Heritage will look favourably on a 2017 bid as it is responsible for planning celebrations related to Canada’s birthday.

## EDMONTON SHOULD PURSUE A RECOGNIZED EXPO IN 2017

If Edmonton is to submit a bid for EXPO, the considerations strongly favour pursuing a recognized EXPO in 2017. Accordingly, Phase 1 study has focused on this option.

- The population in Edmonton and surrounding area cannot support the high number of expected visits that a large registered EXPO would require.
- The Edmonton region is of comparable size to other cities that have successfully hosted recognized EXPOs.
- The duration of a recognized EXPO is more favourable in terms of climate, peak tourism periods, and workforce availability.
- A recognized EXPO would realize higher per-day visitor spending than a registered EXPO, while enjoying lower operating costs.
- A recognized EXPO in 2017 could incorporate celebrations of Canada's 150th birthday, offering better strategic alignment with the federal government's objectives and interests.

## SECTION 3: THE PLANNING CONTEXT





## THE PLANNING CONTEXT

Before undertaking the large volume of work required to make a successful bid for EXPO 2017, it is worthwhile examining whether an EXPO would advance the interests and objectives of our city, province and country.

### EDMONTON'S EXPERIENCE

The City of Edmonton has a proud history of hosting large international events ranging from sport to arts and culture to the social sciences. Achievements in international sport include the 1978 Commonwealth Games, the 1983 Summer Universiade, the 2001 World Championships in Athletics, and the 2005 World Masters Games. The city has been home to the Canadian Finals Rodeo every year since 1974 and new events continue to be attracted to our city, including Edmonton Indy (formerly Grand Prix). Other festivals include the Fringe Festival, Heritage Festival, Edmonton International Street Fest and Folk Music Festival. In addition, Edmonton has a number of internationally-recognized venues and programs including The Citadel Theatre, the Francis Winspear Centre for Music and the widely recognized Arts program at the University of Alberta. A more complete list of Edmonton's hosting record can be found in Appendix 2.

The region is home to a strong network of international-level facilities, services and infrastructure, and has a record of holding events on budget and on time. During the June, July and August time frame, Edmonton's weather is generally ideal for major international events, boasting plenty of sunshine and a moderate climate.

Most importantly, Edmonton enjoys an enviable level of community involvement and volunteerism that makes every event a success. Volunteers in Edmonton are experienced, skilled, organized, committed and enthusiastic. The business community is a strong and stable financial supporter of events. And the city's festival atmosphere during the summer months brings Edmontonians out by the hundreds of thousands.

Edmonton has demonstrated that it is competent, consistent, and committed when it comes to welcoming the world and holding international events. Edmontonians take great pride in these achievements, and relish the opportunity to take on bigger challenges. A preliminary survey of 300 residents from Edmonton and the surrounding region is illustrative of this great spirit:

- 92% of respondents say they have heard of EXPOs
- 89% of respondents agree that Edmonton has a history of success when it comes to hosting large scale events
- 85% of respondents indicate they somewhat or strongly support the City of Edmonton putting forward a bid to host EXPO 2017

- 87% of respondents agree that the level of volunteer support for EXPO 2017 would be strong if Edmonton were to host the event

As a city, we are ready to take on a bold new challenge like EXPO. And from our record of past achievements, we know we have the experience and expertise to make it a success.

## ALIGNMENT WITH EDMONTON'S OBJECTIVES

Hosting EXPO 2017 will significantly advance the strategic objectives and aspirations we hold for Edmonton. It supports our position as a provincial capital and will help us achieve our city vision.

In May 2008, City Council unveiled **envision Edmonton** – a vision designed with input from Edmontonians, which articulates goals for our city and describes how we want Edmonton to look by 2040. The city vision was designed to guide decision-makers as the city grows and encounters new challenges and opportunities.

EXPO 2017 would help achieve many of the goals and elements in envision Edmonton.

**An energy city** – EXPO would contribute incredible human energy and vitality to Edmonton, stimulating a high level of involvement, spirit and community pride. Thousands of volunteers would come together to welcome the world. Edmonton could also showcase its environmental stewardship by using new and alternative energy sources to power its EXPO. This could serve as a lasting legacy for the city and the nucleus of a new sector of economic development.

**A city of design** – The innovative and inspiring design and architectural possibilities offered by an EXPO could transform Edmonton. Elements of sustainable development, contemporary urban planning, smart building, and universal accessibility could be incorporated into facilities and pavilions that would be designed with post-EXPO purposes in mind.

**An international destination** – Welcoming the world to EXPO 2017 would boost the city's international recognition and offer the chance to showcase our incredible universities and colleges, our world-class health and research facilities, and the business opportunities we offer. New linkages with other continents would be formed.

**A recreation and arts city** – Edmonton's arts and culture community would be supported by an EXPO, and its recreational areas would be enjoyed by domestic and international visitors alike. Facilities built for EXPO could be given new life as museums, galleries, theatres, and public parks.

**A city of diversity** – With visitors and participants from around the world converging on Edmonton for EXPO 2017, cultures would connect, education and knowledge would flourish, and political, social and economic ideas and perspectives would be shared. Edmonton would serve as a crossroads for big thinking – a great city on a river that carves out a new space of public debate about the challenges facing the global community and the opportunities on its horizon.

Hosting EXPO 2017 would also provide Edmonton with the opportunity to advance the objectives of several related plans and priorities, including:

**Planning** – As the City crafts a new **Municipal Development Plan** to anticipate the next 30 years of growth, it will need to consider how to integrate residential areas, commercial services, transportation, infrastructure and the environment. The site of an EXPO 2017 would offer a large range of possibilities for the city's future growth. Strategically planning the EXPO site so that it is seamlessly integrated into the new City Plan would advance the city's planning goals and foster urban renewal.

**Transportation** – The City's **Transportation Master Plan** seeks to efficiently move people while expanding mass transit and ensuring integration with Edmonton's land use planning. Hosting EXPO 2017 would facilitate investment in Edmonton's transportation systems, including the LRT, and advance the City's long-term goals of transit-oriented development, high-quality urban design and transit-centered growth.

**Environment** – The City's **Environmental Strategic Plan** maintains the healthy climate and high-quality land, air, and water resources important to Edmontonians. Edmonton has shown leadership in pursuing environmentally-friendly building design and boasts state-of-the-art waste management facilities. Edmonton's River Valley stands as a testament to the City's commitment to responsible growth and environmental protection. EXPO 2017 could further augment the City's efforts, employing leading-edge building techniques and operational approaches that minimize the environmental footprint and demonstrate green leadership.

**Arts and Culture** – Edmonton's cultural plan **The Art of Living** makes us a great creative city. Edmonton has a commitment to a unified vision for the city where arts and heritage are valued, celebrated as an integral part of life and connected to the community. This is expressed through the enthusiastic participation of all citizens, the centrality of arts and heritage to education, and support for arts and heritage by business and government. The international influences inherent in EXPO 2017 could support and nurture the many different aspects of culture that are reflected in Edmonton, Alberta, and Canada.

The objectives and opportunities associated with EXPO would also advance many of the exciting developments taking place in Edmonton. The sharing of information and innovation that comes with EXPO would converge with the amazing knowledge frontiers being explored in our city, including:

- Major expansions of the University of Alberta and the Northern Alberta Institute of Technology, in both teaching and research excellence
- Continued growth of the Edmonton Research Park featuring leading research and development in a host of high technology areas
- Ongoing leadership in biotechnology, with over half of Alberta's biotech companies calling Edmonton home
- Investments in new initiatives such as Enterprise Square, aimed at leveraging new discoveries into commercial products and services
- Leading achievements and investments in the Health Science – such as the Edmonton Protocol for the treatment of diabetes, and the Mazankowski Alberta Heart Institute – contributing to Edmonton's growing reputation as a centre of international excellence in health care and research

## ALIGNMENT WITH ALBERTA'S OBJECTIVES

An EXPO in 2017 would also help advance several aspects of the Alberta government's five key priorities.

*Ensure Alberta's energy resources are developed in an environmentally sustainable way.*

The knowledge, discoveries and innovations showcased through an EXPO bring new bodies of knowledge and best practices to light. EXPO also offers hosting governments the opportunity to demonstrate areas of leadership and reinforce their image on the international scene. Alberta will remain an energy powerhouse for the foreseeable future. As the province advances in developing its natural resources in responsible and sustainable ways, achievements in environmental stewardship, carbon capture and storage technology, and other innovative areas can be promoted to international audiences.

*Increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.*

A key aspect of increased access to health care is building the health workforce. EXPO could be strategically leveraged to attract a greater number of health professionals to Alberta. Thousands of visitors from outside Alberta would come to the EXPO. This exposure could be used to promote Alberta's world-class, state-of-the-art health research and treatment facilities, including the Mazankowski Alberta Heart Institute, the Stollery Children's Hospital, and the Edmonton Clinic.

*Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

A variety of mandates under this priority would be served by EXPO 2017, including those relating to culture, affordable housing, and building safe, vibrant communities.

An EXPO can serve as a catalyst for community spirit, increased volunteerism, and cultural renewal in Alberta, reflecting the goals of The Spirit of Alberta cultural policy. An EXPO involves not only the sharing of knowledge and perspectives, but a sharing of heritage, artistry, history, and language. Hosting an EXPO would enable Alberta and all of Canada the chance to showcase cultures and customs. It would offer participants, visitors, and all Albertans access to a wide range of experiences and opportunities. It would encourage excellence in Alberta's artistic and cultural professionals. And it would foster long-term growth in Alberta's arts and culture sector, bringing visitor spending and new investment.

EXPO 2017 could also be used to further the Alberta government's goals relating to housing. A considerable number of spaces would need to be created to accommodate EXPO participants and visitors. With proper planning, these could be converted into affordable housing (across a range of income groups) for Albertans once the EXPO is complete.

Finally, hosting EXPO 2017 would build a more vibrant Capital City for Alberta. Albertans deserve a capital that stands as a symbol of the progress and potential of this great province. The architectural, cultural and civic legacies created by an EXPO would strengthen the entire Capital Region and bring lasting benefits to all Albertans.

*Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

Hosting EXPO 2017 can foster new business linkages between Alberta and international markets. Visitors from around the globe would experience Alberta's infectious energy, robust economy and high quality of life. Taking full advantage of EXPO could help Alberta attract greater investment in value-added resource opportunities and new technologies from its research parks. It could also encourage increased migration and immigration to Alberta, resulting in an expansion of Alberta's skilled

labour force. The knowledge and innovation shared at an EXPO would also generate new ideas and practices, potentially leading to new businesses and industries.

*Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

The infrastructure and transportation requirements associated with an EXPO would be significant. With appropriate integrated planning and creativity, the infrastructure investments made in preparing for EXPO 2017 provide opportunities to pay long-term dividends in Alberta, especially in the Edmonton Region. The site and facilities developed for EXPO might become new parks and recreation spaces, cultural attractions, or public facilities.

## ALIGNMENT WITH CANADA'S OBJECTIVES

The Ministry of Canadian Heritage is responsible for Canada's participation in EXPO. In its work to promote arts, culture, multiculturalism and cultural heritage, Canadian Heritage pursues two strategic outcomes:

*Strategic Outcome 1: Canadians express and share their diverse cultural experiences with each other and the world*

*Strategic Outcome 2: Canada is an inclusive society built on intercultural understanding and citizen participation*

The cultural exchanges that are inherent in an EXPO, make it easy to see how hosting EXPO 2017 in Canada would clearly advance these outcomes.

Hosting EXPO 2017 in Canada would also advance the national objectives and priorities pursued by other federal government ministries. These include:

- Promoting greater economic growth and international trade
- Increasing tourism and small business development
- Encouraging ongoing improvement of the environment
- Fostering cultural and diplomatic relations between nations
- Representing and building a positive international image for Canada
- Investing in infrastructure to build a stronger Canada
- Sharing knowledge, information, research and innovation

But most importantly, 2017 offers promise as the 150th anniversary of Canada. Montreal was the site of the 1967 EXPO and celebrated Canada's centennial to great acclaim. Fifty years later, an EXPO could again be hosted on Canadian soil, during yet another major year for our country.

EXPO 2017 would provide numerous opportunities to celebrate and promote Canada and Canadian heritage and culture. An appropriate theme could have special significance for Canada's past, present and future, its people, its heritage, its achievements, and its place in the world.

Artistic and cultural exhibits, pavilions, and entertainers could be given centre stage, reflecting the diverse and multicultural fabric of the country. Special sesquicentennial monuments and facilities could be constructed in Canada's honour. Dignitaries and royalty from around the world could be invited to partake in special events celebrating Canada's international contributions.

And, since an Edmonton EXPO would likely be held from June through September, Canada Day itself would undoubtedly involve spectacular celebrations and events befitting the landmark anniversary of the country.

Edmontonians and Albertans are proud Canadians. Welcoming the world to celebrate Canada's 150th birthday at a well-planned, well-executed, 21st century EXPO would be a distinct and memorable privilege. Having had recent experience with our own centennial celebrations, Edmonton and Alberta would be well positioned to throw a party that would do justice to the patriotic spirit of all Canadians.



SECTION 4: CONCEPTUAL PERSPECTIVES





## CONCEPTUAL PERSPECTIVES

As part of Phase 1 work, initial conceptual ideas have been generated reflecting the key elements that would need to be included in an official Edmonton bid for a recognized EXPO 2017.

The considerations included in this section illustrate some of the challenges and opportunities that each aspect of EXPO 2017 would entail.

A significant amount of further research, study and consultation on bid elements will be required as part of Phase 2 work.

## THEME SELECTION

### REQUIREMENTS

The theme chosen for an EXPO is a fundamental component, shaping nearly every aspect of the EXPO's organization and content. Typically, without being overly restricting, themes for recognized EXPOs are more specific in nature than those for registered EXPOs. Usually a main theme is chosen along with several sub-themes that help define and organize the structure of the EXPO.

A theme needs to be strong, meaningful, relevant and resonating. EXPO themes need to be:

- Relevant and important to the times and our diverse society
- Important and influential to people around the world, enhancing their quality of life and their environment
- Easy to understand, flexible, and world-wide in appeal
- Capable of showcasing scientific, technical, cultural and environmental achievements
- Memorable for participants and visitors

The themes selected by other EXPOs are illustrative.

The theme for the next recognized EXPO in 2012 in Yeosu, South Korea is “The Living Ocean and Coast: Diversity of Resources and Sustainable Activities”. The 2012 EXPO is aimed at exploring and educating participants about the value of oceans and coastal areas and the challenges they face.

Included in the EXPO 2012 are three sub-themes:

1. Coastal Development and Preservation – growing awareness about the value and role of the ocean and coast and the impacts of human behaviour.
2. New Resource Technology – exhibiting new technologies aimed at the sustainable use of marine resources.
3. Creative Maritime Activities – presenting positive global activities and initiatives that foster a better relationship between humanity and our oceans.

EXPOs have selected themes addressing a range of international celebrations, challenges and concerns, including:

- Future innovations, such as “Transportation & Communications: World in Motion – World in Touch” (Vancouver, 1986)
- Global issues, such as “Water Sustainability” (Zaragoza, 2008)
- New ideas in human development, such as “Better City, Better Life” (Shanghai, 2010) and “Feeding the Planet, Energy for Life” (Milan, 2015)

Over the decades, different “eras” of themes have arisen and concluded. Most EXPOs in the 20th century were dedicated to themes about technological progress in the post-industrial society. The 1992 EXPO in Seville, Spain is seen as having completed this trend with its capstone theme, “Era of Discoveries”.

Since Seville, EXPOs turned their attention to concerns and challenges facing humanity, especially those of an environmental nature. Themes largely focused on the sustainability of the planet and the protection of nature.

Registered EXPOs in Shanghai in 2010 and Milan in 2015 are poised to start a new era of theme relating to human development, with topics such as urban design and cities (Shanghai), and food security and health (Milan). Both of these EXPOs, not coincidentally, have themes which align with the United Nations’ Millennium Development Goals – which include eradicating worldwide poverty by 2015.

## OPTIONS

The Citizen Committee has given initial thought to possible themes that could be adopted as part of an EXPO 2017 bid. Some ideas include the following:

**The Human Footprint** – Issues relating to the environmental footprint created by human development continue to be prominent. Various aspects could be explored as part of this theme, including the “carbon footprint”, the impact of energy development, the footprints created by multi-cultural interaction, and the diversity of human kind.

**Movement** – Global connectivity and transportation are at all-time highs, shaping the way that we see ourselves, see other countries, learn about our planet and talk to each other. Movement encompasses every aspect of human life – ideas move forward, cultures rise and fall, and thinking advances, all as the world keeps spinning.

**The Arctic** – Arctic lands and resources, and the Arctic environment, have gained greater prominence worldwide. The Arctic will be an important consideration in humanity’s future, and for Canada it holds special significance. Northern challenges, communities, ways of life, and opportunities could be explored and highlighted.

**Global Migration** – Human migration has been incredible in the 20th century, and there’s every reason to expect it will be an even more compelling issue in the years to come. Migration could serve as a broad theme allowing for exploration of a range of issues including travel, human rights, population growth, the meaning of family, the flow of ideas and knowledge, and cross-cultural understanding.

## SUMMARY OF EXPOSITION THEMES

YEAR	CITY	THEMES/SUB THEMES
1986	Vancouver, Canada	Transportation & Communications: World in Motion – World in Touch
1988	Brisbane, Australia	Leisure in the Age of Technology
1992	Seville, Spain	Age of Discovery <ul style="list-style-type: none"> <li>• Navigation Pavilion</li> <li>• The Discoveries Pavilion</li> <li>• The Pavilion of the Future</li> </ul>
1993	Taejon, South Korea	The Challenge of a New Road to Development
1998	Lisbon, Portugal	Oceans – A Heritage for the Future
2000	Hannover, Germany	Humankind, Nature, Technology <ul style="list-style-type: none"> <li>• Environment and Development</li> <li>• Information and Communication</li> <li>• Leisure and Mobility</li> <li>• Education and Culture</li> <li>• Living and Working</li> <li>• Health and Nutrition</li> </ul>
2005	Aichi, Japan	Nature's Wisdom <ul style="list-style-type: none"> <li>• Nature's Matrix</li> <li>• Art of Life</li> <li>• Development for Eco-Communities</li> </ul>
2008	Zaragoza, Spain	Water and Sustainable Development <ul style="list-style-type: none"> <li>• Water, A Unique Resource</li> <li>• Water Life</li> <li>• Waterscapes</li> <li>• Shared Water</li> </ul>
2010	Shanghai, China	Better City, Better Life <ul style="list-style-type: none"> <li>• Blending of diverse cultures in the city</li> <li>• Economic prosperity in the city</li> <li>• Innovation of science and technology in the city</li> <li>• Remodelling of communities in the city</li> <li>• Rural-urban interactions</li> </ul>
2012	Yeosu, South Korea	The Living Ocean and Coast: Diversity of Resources and Sustainable Activities <ul style="list-style-type: none"> <li>• Coastal Development and Preservation</li> <li>• New Resources Technology</li> <li>• Creative Maritime Activities</li> </ul>
2015	Milan, Italy	Milano: Feeding the Planet, Energy for Life <ul style="list-style-type: none"> <li>• Science for food safety, security and quality</li> <li>• Innovation in the agro food supply chain</li> <li>• Technology for agriculture and biodiversity</li> <li>• Dietary education</li> <li>• Solidarity and co-operation on food</li> <li>• Food for better lifestyles</li> <li>• Food in the world's cultures and ethnic groups</li> </ul>

## PHASE 2 PROCESS

Phase 2 will involve further development of theme options and, ultimately, selection of a well-crafted, versatile theme. Strategies to develop a theme could include:

- Engaging theme development consultants and experts
  - Employing a panel of distinguished persons, emulating the approach used for Montreal's 1967 EXPO
  - Testing theme options through public consultations
  - Engaging futurists in examination of theme possibilities
  - Discussing theme options with Canadian Heritage, the BIE and member nations, and other partners
  - Utilizing an array of international thinkers, such as post-secondary students, planners, and others, to advance ideas in a competitive setting.
- For its theme development, Shanghai used a global design approach

The right theme will be essential. The theme must garner wide international support – not only from the BIE, but from other global organizations, such as the United Nations.

An additional consideration will be the approach required to fully explore and examine the chosen theme. To develop the theme the bidding organization holds a series of symposiums through which BIE members and international experts from various disciplines raise suggestions and contribute ideas supporting the planning process. This helps in theme evolution ensuring selected themes and sub-themes are attractive, inspiring and interesting to the international community.

## SITE SELECTION

### ON-SITE REQUIREMENTS

EXPO must be attractive, visible, accessible, well serviced and have a positive impact on the current and future surroundings. EXPO sites that are well situated and well designed help bring an EXPO's theme to life, serve as a place for all to congregate, celebrate, and add enduring value to the host city.

There are specific site requirements for a recognized EXPO:

**Site Dimensions** – The site for a recognized EXPO may not exceed 25 hectares (62 acres). For comparison purposes, the Edmonton City Centre Airport encompasses an area of 216 hectares (536 acres), Mill Woods Shopping Centre is 24.8 hectares (61.2 acres), and West Edmonton Mall is about 40 hectares (100 acres).

**Participant Spaces** – The area dedicated to a single participant pavilion cannot exceed 1000 square metres.

**Installations** – Sites and facilities must be constructed by the host nation and pavilion space made available to national and NGO participants free of charge.

The infrastructure required for an EXPO site is as follows:

1. Theme Pavilions and Plazas – A major attraction, prominently located at the centre of an EXPO, are the pavilions and plazas related to the selected theme.
2. Participant Pavilions and Plazas – Countries, non-governmental organizations and corporate participants are located on site with branded pavilions and plazas. In the case of the host country, a series of pavilions are usually established to represent the nation and its provinces, regions or states.
3. Cultural, Entertainment and Congress Venues – Buildings, forms, and plazas for cultural and entertainment events are also needed. Symposiums on the selected theme also occur during an EXPO, and appropriate facilities for these are required.
4. Park Areas – Open spaces, gardens, architectural plazas, and amusement areas are all typically part of an EXPO site, offering areas for participants and visitors to relax, congregate and enjoy.
5. Public Services – A variety of facilities are required, including food and beverage facilities (restaurants, cafés, snack bars) gift shops and stores and administration areas (offices, press centre, VIP reception areas, volunteer centre). Support facilities required include visitor services (such as washrooms, child care, postal services, bank machines, telephones, internet, animal kennels, etc.) and operational services (first aid, sanitation, fire fighting, lost property).
6. Internal Transportation – Given the vast area of an EXPO site, an internal transportation system is needed that supports easy movement and flow through the site. This includes pedestrian walkways, and access for emergency and service vehicles.

## OFF-SITE REQUIREMENTS

In addition to the formal site, many off-site infrastructure requirements are integral to an EXPO. The size and nature of off-site support can vary considerably, depending on the design of the EXPO site. For example, an EXPO site that is highly integrated with transit may require little in the way of parking support. Typical EXPOs have the following off-site requirements:

**Support Services** – This includes administrative offices for the EXPO organization, business centre facilities for participants, shops, and conference centre operations. It also includes off-site storage areas for participants, retailers and operators.

**Staff Accommodations** – The host organizer is required to provide accommodations and related services for EXPO staff, including staff working in participant pavilions. Typically an EXPO village is located in close proximity to the EXPO site, providing various housing options and services for between 2,000 to 6,000 people. A range of creative options can be explored to create the required number of accommodation spaces.

**Transportation** – Considerations such as parking lots, transit stations, and cycling and pedestrian pathways need to be factored into off-site requirements. These will vary depending on the nature of the EXPO site.

## CONSIDERATIONS

In selecting a site, a number of criteria need to be considered:

**Stakeholder Support** – There needs to be strong support for the selected site. This includes political support from partner governments and support from businesses, residents and institutions that neighbour the completed site.

**Land Ownership and Site Assembly** – It will be necessary to select an available area where land can be secured for site construction. Consideration should be given to the ease with which facilities on the site can be assembled. There is a relatively short period of time between the EXPO award and start date. A site that makes construction and assembly too difficult will cause timeline challenges.

**Compatibility with Plans** – The ideal site advances the objectives of existing municipal and provincial land use plans. In cases where temporary amendments to land use plans might be warranted for the duration of the EXPO, the longer-term objectives for the site should be compatible or consistent with long-term land use plans.

**Location and Site Features** – Ideally, the location should offer picturesque, attractive and complimentary views of the host city. It should be visible from surrounding routes and add aesthetic appeal to the urban area. The availability and proximity of green space, water features and other natural elements should be considered. The site should also be a space that has existing services or can be served with relative ease. The site should be conducive to a degree of compact development, considering the number of participants and visitors that can be expected. The degree of reclamation or alteration required must also be examined. The existence of fixed impediments or other construction barriers can have a bearing on the degree of creativity that can be employed in developing the site.

**Transportation and Access** – The site should be served by ample transit, road and pedestrian access. Other considerations include the location, use and number of gate entries; the need for parking; and the impact of the site on access and egress in relation to the surrounding areas.

**Synergies with Adjacent Use** – The location of the EXPO site should also facilitate participant and visitor access to other attractions, services and amenities in the surrounding area. These include recreational facilities, arts and culture facilities, hotels, hospitals, and shopping districts. The ability of the site to co-exist with adjacent neighbourhoods must be examined in the context of the event duration and post-EXPO site plans. An EXPO site also requires the proximity of a support area, which ideally would be an existing light industrial or warehousing area.

**Greenfield or Brownfield site** – Both greenfield and brownfield sites have advantages and disadvantages that should be considered. Greenfield sites have not previously been developed and include farmlands or fields that are typically on the outskirts of urban areas. Brownfields are typically abandoned, idled or underused industrial and commercial properties where expansion or redevelopment may be complicated by real or perceived environmental contamination.

**Legacy** – The value of the site, its future uses and any need for re-development post-EXPO need to be considered in site selection.

It should be remembered that no site will be free of all constraints. Any site will have challenges that need to be addressed, be they physical, political, or otherwise.

## PHASE 2 PROCESS

Phase 2 will involve the development of a more detailed list of Site Assessment and Evaluation Criteria. These criteria will be used in the critical analysis of possible EXPO sites. A short list of sites will be crafted, and a formal recommendation for an EXPO site will be made.

Site identification in Phase 2 will need to be linked with Phase 2 theme development and post-EXPO legacy. The highly related nature of these bid elements necessitates an iterative approach that will ensure that the theme, legacy and site are complementary, functional, and executable.

Phase 2 work will identify a workable site and related support area, a preliminary Site Plan, requirements to secure the necessary lands, and an examination of the advantages, challenges and strategies required for success.

## POST-EXPO LEGACY

### REQUIREMENTS

A necessary component of EXPO 2017 is a solid post-EXPO plan.

As part of an official bid, the BIE requires candidates to describe how their EXPO site and associated infrastructure will be reused. This is based on the expectation that an EXPO results in improvements to the quality of life of the community.

A post-EXPO plan also ensures that the investments made into the EXPO by governments, the community, volunteers, and citizens result in enduring physical and social legacies that benefit Edmonton, Alberta and Canada.

A core benefit of hosting an EXPO is the afterglow that remains when the EXPO is complete. The fate of a post-EXPO site can have an effect on international opinion, the goodwill of participants and visitors, and the pride of the host community. The effects of poor post-EXPO planning can tarnish memories of the event and undermine all of the time, energy, and dollars spent by the host city and country in promoting a positive image and reputation.

### LEGACIES AND POST-USE SITE PLAN CONSIDERATIONS

ELEMENTS	COMPONENTS
LEGACIES	<ul style="list-style-type: none"> <li>• Advancement of Current Plans</li> <li>• Compatibility with Future Municipal / Provincial Plans</li> <li>• Compatibility with Owner's plans and commitments</li> </ul>
POST-EXPO: DEVELOPMENT, LEGACIES AND RESIDUALS	<ul style="list-style-type: none"> <li>• Value of site remediation to future uses</li> <li>• Value of site servicing, landscape to future uses</li> <li>• Value of transportation improvements</li> <li>• Potential to advance objectives of current plans</li> <li>• Potential for permanent iconic structures (e.g. Museum)</li> </ul>

A number of factors need to be considered in post-EXPO planning:

**Land use plans** – The post-EXPO site should be, to the greatest extent possible, seamlessly integrated with the host city. Accordingly, the compatibility of the site's future uses with municipal and provincial land use plans needs to be considered. As the site may lend itself to multiple future uses, intra-compatibility should also be examined.

**Development** – Some site redevelopment or remediation may be necessary post-EXPO. The degree of remediation, and ways to reduce remediation through prior planning, should be assessed. The value of service, transportation and landscape improvements also need to be examined.

**Legacy structures** – The long-term sustainability of legacy structures is a key consideration. Permanent iconic structures and public art often remain after an EXPO. Some become tourist attractions (e.g. Seattle Space Needle); others find new life as museums, aquariums, theatres, or other public spaces. Ways in which legacy structures and art can benefit the community and advance current plans and objectives need to be identified.

**Centre of Excellence, foundations and cultural legacies** – The establishment of a centre of excellence and/or foundations that continue to advance the theme following the conclusion of the EXPO and other cultural legacies are becoming important legacy considerations in post-EXPO plans.

## OPTIONS

A wide range of legacies have resulted or will result from EXPOs:

Vancouver, Canada 1986 – An older, run-down industrial area and rail yard was re-developed for EXPO. Post-EXPO, a 15-year mixed-use development plan for BC Place went into effect. The main and secondary theme pavilions went on to become the TELUS World of Science and a museum and art gallery. The SkyTrain regional rapid transit system built for EXPO continues in operation today.

Lisbon, Portugal 1998 – Rundown industrial riverfront areas were redeveloped. Post-EXPO, theme pavilions became Europe's largest aquarium, a sports and entertainment complex, and a museum. Shops and services continue to be enjoyed by residents.

Aichi, Japan 2005 – An undeveloped forest and open space area was used for EXPO. Post-EXPO, the site was quickly transformed into a public park with substantial portions restored to its original state. Exhibition buildings and pavilions were dismantled, with the building materials recycled to projects elsewhere in Japan.

Yeosu, South Korea 2012 – Organizers plan to transform the EXPO site into a global marine city, designed to advance South Korea’s goal of becoming the fifth-largest sea power. The site will become an international marine leisure port, with resort, business and cultural facilities.

Possible post-EXPO site uses for Edmonton could include:

**Housing** – Accommodation villages or other structures could be converted into additional affordable and community housing, employing the latest practices in sustainability and urban design.

**Foundations or Centres of Excellence** – A centre of excellence in a theme-related research area could be established as a legacy of the EXPO.

**Park Development** – The EXPO site could become a permanent urban park integrated with museums, galleries, and other public facilities.

**Modular/Zero Impact** – The site could be designed using modular structures that could be easily dismantled and reused elsewhere. The site could then be redeveloped into parkland, returned to its original state, or readied for future development.

**Integrate with other plans** – Other development and redevelopment projects could be integrated somehow with post-EXPO site. The opportunities available would depend on the location of the EXPO site.

## PHASE 2 PROCESS

A theme and site will be selected as part of detailed Phase 2 work. Post-EXPO site uses and legacies need to be considered along with theme development and site selection. These three aspects are highly related and need to be strongly coordinated in an EXPO bid.

The Citizen Committee has established a set of principles that should help guide considerations of post-EXPO legacies:

- Self-sustainability – There should be no valueless drain on municipal resources caused by post-EXPO legacies. Legacies should add value to the city.
- Large world-view – Legacy plans should appeal to international audiences and relate to a spectrum of world views.
- Timely – Legacies need to be designed for the year 2017, and be innovative and leading-edge at the time of the EXPO.
- Tied to objectives – EXPO legacies should take advantage of development opportunities around the year 2017, and advance the objectives of the City.
- Balanced – The legacy generated by the EXPO should speak to the world while still focusing on local needs and benefits.

## EVENTS, ARTS AND CULTURAL PROGRAM

### REQUIREMENTS

During world expositions, host Cities are transformed into lively and diverse showcases for a wide variety of events, becoming a true “world stage”. Events, arts and culture are an integral part of an EXPO that provides opportunities to present the theme through various mediums and world cultures.

Expositions present events, arts and cultural programming that meet two key objectives:

1. To celebrate the EXPO through a number of powerful events that draw international prominence and media attention providing a broad platform for the goals of the BIE.
2. To ensure every visit to the EXPO becomes a positive and unforgettable experience for visitors. A series of pavilions are typically established to showcase the host country and its represented sub-national regions. The national, provincial and territorial pavilions at an Edmonton EXPO could provide ample opportunities to present diverse artistic and cultural aspects of Canada.

International participants – countries, non-governmental organizations, and corporate organizations also establish pavilions that offer a range of cultural and inter-cultural sights, sounds and experiences.

Entertainment and performances are part of an EXPO – theatre, dance, music, media arts, visual arts, public celebrations – all add essential richness to the event. Visitors should be exposed to a tapestry of social programming that complements the educational and philosophical components of the EXPO. As its name indicates, an EXPO should offer its attendees an exhibition of their world. The events, arts and cultural program provides a combination of international, national and local performers and artists.

As with other EXPO elements, the artistic and cultural program must link to the EXPO theme. A strong arts and cultural program should heavily incorporate elements that promote, celebrate and symbolize the host country.

### PHASE 2 PROCESS

As part of future phases an appropriate events, arts and cultural program for Edmonton EXPO 2017 will be designed. The arts and cultural community will be invited to connect to the theme with opportunities to participate and showcase its creativity, innovative energy and camaraderie. It will be important to make the most of the events that

would naturally occur during the EXPO timeframe including festivals, other shows and performances that will produce a city-wide celebration. Details in this regard will be shaped and informed by the EXPO theme, the selected site and facilities, the cultural programs from other EXPOs, and creative ingenuity and input from the community.

## CAPACITY TO HOST AND ATTENDANCE

### REQUIREMENTS

As mentioned earlier, the maximum allowable size of a recognized EXPO site is 25 hectares (62 acres), unlike a registered EXPO, whose size is unlimited.

A recognized EXPO is designed to welcome a smaller number of visitors. There are no strict attendance requirements for EXPOs. Attendance numbers vary between EXPO events, and mainly serve as a reflection of the difference in scale between recognized and registered EXPOs.

While there are no attendance limits or minimums with EXPOs, the host city must have sufficient capacity to accommodate the expected number of visitors to its proposed EXPO site. In this way, recognized EXPOs face more limitations than registered EXPOs; the upper size limit on a recognized EXPO site must be considered when assessing attendance.

### EDMONTON CAPACITY

A planning and urban design consultant was retained to provide and analyze Edmonton's capacity to host the expected number of visitors to a recognized EXPO 2017.

Using comparative data from previous EXPOs, the report examined a variety of factors in assessing attendance and capacity, including:

- Time-adjusted populations in past and future host cities of recognized EXPOs
- Forecast 2017 population levels in Edmonton, Alberta, and other Canadian provinces
- The likely influence of cross-border and international travel to an Edmonton EXPO
- Design standards for EXPO sites and facilities
- The likely level of attendance for the average "design day"
- The likely penetration rate that would be associated with a 2017 EXPO in Edmonton

Findings demonstrate that Edmonton would have sufficient capacity to host the probable number of visitors to a recognized EXPO 2017. Salient findings and conclusions from the report include the following:

**Edmonton estimate** – Based on data and modelling, a recognized EXPO 2017 in Edmonton could expect attendance between 4.4 million and 5 million visits, with a target attendance of 4.7 million visits made by 1.2 million visitors.

**Design day** – A “design day” is used to model attendance so that crowd densities are appropriately estimated in designing a site. The design day is equivalent to 1.37% of the overall attendance of the entire event (i.e. all 3 months). The design day approximates the “80th percentile day”. That is to say, only 20% of the total number of days during EXPO would see a higher attendance rate than the design day. On these days, the site would have more people on it, but would not necessarily be overcrowded.

**Edmonton site attendance** – Based on attendance models, an Edmonton EXPO site would need to be designed based on a design day of 64,600 persons.

**Crowd density** – Desirable crowd density at an event such as EXPO ranges between 1500 and 2000 persons per hectare (about 600 to 800 persons per acre). Crowd density at some locations on the site may be higher than this rate, since some exhibits and attractions are inevitably more popular than others.

**Crowd maximums** – The maximum crowd that could be expected on the site on a given day would be about 65% of that day’s total attendance. This reflects the fact that not all visitors will attend the EXPO at the same time and there would be a ‘peak period’ each day. In the case of Edmonton EXPO 2017 the maximum on-site crowd during a typical day would likely be 42,000 persons.

**Exhibit space** – For typical design standards, approximately 53,512 square meters (576,000 square feet) of exhibit space would be required. Historically only 40% of on-site visitors are in exhibit pavilions at any point in time; the remainder are in open spaces, resting, in line, or utilizing service and concession facilities. Standard space requirements in an exhibit are 3.3 square meters (36 square feet) per visitor.

**Visits versus visitors** – The number of visits is different from the number of visitors. Historically, each physical human visitor will make just over 2 visits to the EXPO. This distinction is important in considering accommodation and transportation needs.

**Market penetration** – The farther a population is located from an event, the smaller the percentage of people from that population will attend the event. Using models, a market penetration rate can be calculated and used in considering attendance. Market penetration data can be effectively used to estimate domestic visitors and those within a 10-hour drive; the lack of available data precludes modelling for foreign visitors outside the United States.

**Other effects** – Even though they may live the same distance away from the EXPO as their Canadian counterparts, a lower percentage of potential visitors who live in the United States areas will likely attend the EXPO; this is known as the “border effect”. Changes in gasoline and fuel prices will also affect attendance rates.

**Historic visitors** – EXPOs have historically drawn 70% of their attendance from the population living within a 10-hour drive radius of the EXPO.

#### PHASE 2 PROCESS

This phase of the conceptual study has determined that Edmonton would have sufficient capacity to host the expected attendees to a recognized EXPO 2017.

Based on the estimated target attendance and design day for an Edmonton EXPO, more detailed plans can be drafted concerning the layout of the EXPO site and associated support requirements (e.g. transportation, off-site support areas, etc.)

There is merit in expanding the estimated attendance target of 4.7 million to maximize the benefits of hosting an EXPO for the city, province and country. Strategies for increasing attendance could include:

- development of high-level, highly publicized EXPO theme-related conferences
- robust and innovative tourism promotional initiatives
- attraction of a larger number of events, business conferences, and other forums to Edmonton during the EXPO 2017 period
- cross-promotion with other major festivals and events in Alberta, British Columbia, Saskatchewan, and across Canada
- aggressive marketing at other world-class events, such as the Olympic Games, World Cups and upcoming EXPOs
- creation of significant legacy structures as part of Edmonton’s EXPO
- identification and incorporation of a defining and internationally-attracting signature component for the EXPO 2017

## FINANCIAL PROGRAM

### REQUIREMENTS

The financial program for an EXPO includes the development of cost estimates for a number of elements including:

1. bidding and planning
2. capital development and equipment for the EXPO site
3. the supporting required municipal infrastructure
4. operating costs during the EXPO
5. the identification of various revenue streams

In researching past EXPOs and available literature, it has become clear that the “economics of land assembly and long-term development and operations tend to vary radically from case to case...” The preliminary assessment of the financial program for Edmonton’s EXPO 2017 anticipates that the cost would be in the range of Vancouver’s and Zaragoza’s EXPOs at 1.6 to 3 billion in 2008 dollars. Similarly, economic impact assessments for EXPOs are tied to the total expenditures and thus vary widely. An initial assessment completed by Edmonton Economic Development Corporation identifies an estimated impact for Alberta (direct, indirect and induced) of between \$1.8 billion and \$2.6 billion.

EXPO	COST TO HOST (07/08 DOLLARS)	VISITS
EXPO 86 Vancouver, Canada	1.6 Billion	22 Million
EXPO 93 Taejon, South Korea	5.9 Billion	14 Million
EXPO 2000 Hannover, Germany	11 Billion	18 Million
EXPO 2008 Zaragoza, Spain	3.3 Billion (estimate)	5.65 Million

The capital expenses for EXPOs vary depending on a number of factors including land ownership, whether the site requires environmental remediation, the planned post-EXPO use, and how the capital assets will be used. Often, supporting infrastructure needs to be factored into capital expenses. Additionally, the development of capital costs requires the selection of a site.

The development of a sound business plan and effective management of the operating budget of an EXPO may result in a slight deficit or a break even position. Other considerations include the accuracy of attendance projections and estimations of revenue to be achieved through site admissions and sponsorship. Site admissions are the single largest source of revenue (60%), which makes accurate attendance projections critical in the development of the financial program.

The cost of hosting an EXPO is typically shared between orders of government and the private sector. The BIE requires that a nation submitting a bid financially guarantee the bid. In Canada, the federal government delegates this authority and responsibility to the respective Province for all major events.

#### PHASE 2 PROCESS

The integrity of cost estimates for such a large-scale investment of an event scheduled nine years into the future will require a great deal of rigour. This is a key aspect of the work required in Phase 2, the Detailed Business Case. The development of cost estimates will include the development of:

- accurate attendance projections
- a revenue model
- site costing that will identify capital costs for land acquisition, landscaping, construction of the on-site facilities and infrastructure, and construction of the supporting off-site municipal infrastructure
- operating and planning costs
- revenue streams, such as ticketing, food and beverage, merchandising, sponsorship and sale of assets/salvage

As part of this process, the initial economic impact assessment results will require amending due to the variable project costing. Additional third party economic impact assessments will be completed for comparison purposes.



## SECTION 5: RECOMMENDATIONS AND NEXT STEPS





## RECOMMENDATIONS AND NEXT STEPS

### RECOMMENDATIONS

The Committees' findings and recommendations from Phase 1 work are as follows:

- Edmonton has the capacity to host a recognized EXPO 2017. A registered EXPO 2020 would not be a realistic objective due to its substantially larger size and broader expectations. Furthermore, hosting an EXPO in 2017 would have significance for Canada since it will be the country's sesquicentennial.
- Edmonton has many options for a suitable EXPO site and associated support areas. Creative and strategic selection and use of an EXPO site would transform and improve the city's urban spaces and quality of life.
- Hosting an EXPO would significantly advance the objectives, goals, and vision of Edmonton, Alberta, and Canada. Increases in economic development, arts and culture development, international recognition, community spirit and volunteerism would result.
- Edmonton has substantial experience hosting large, international events. Although an EXPO would be the largest and most ambitious undertaking to date, organizers would have access to considerable pools of experienced knowledge. Other Canadian cities have previously hosted world-class events (i.e. EXPOs, Olympic Games).

Based on the above, there are sufficient and compelling reasons to justify proceeding with Phase 2 of the EXPO initiative.

### GOVERNANCE / ORGANIZATIONAL STRUCTURE IN PHASE 2

Proceeding into the next phase of the project will necessitate the establishment of a more formal governance structure; a Board is recommended. The governance structure should be sufficiently flexible to accomplish the following:

- Have representation from other partners, including the provincial government, the private sector, existing organizations and agencies and community leadership;
- Allow for evolution of the membership over time as the EXPO initiative proceeds through future phases;
- Utilize principles of good governance and accountability.

A suitable organizational entity is established to shepherd an EXPO bid through its preparatory stages and the formal bid process. Once an EXPO is awarded, a formal implementation organization is required by the BIE for the project.

Features of an organizational structure for Phase 2 should include:

- A Board Chair and Vice-Chair who have governance experience, will champion the project, and have sufficient credibility and time to ensure public confidence.
- Representation from the City of Edmonton and the Government of Alberta.
- Advisory committees that support the work of the detailed business case and bid elements, such as:
  - Theme
  - Site selection, plan, post-EXPO legacy
  - Community engagement and public relations
  - Expert panel of EXPO consultants and resource people with related experience
- Appropriate staff to support the work of the board
- A defined mandate and term, with clear responsibilities and expectations

The Board should be encouraged to engage younger residents of Edmonton in ways that allow for input, mentorship and involvement in the EXPO. There will also be a need for the Board to nurture global relationships by building and expanding on existing contact networks.

## NEXT STEPS

### DETAILED BUSINESS CASE

The major product of Phase 2 work will be a detailed and comprehensive Business Case consisting of several elements:

**Ensuring value for Edmontonians** – It's a big investment and a lot of work to secure and host an EXPO. It's important that it pays off for Edmonton and Edmontonians – socially, environmentally, and economically.

Determining how EXPO will provide lasting returns to our city and citizens is a central piece of Phase 2 work. Identifying revenue sources, developing detailed cost estimates and assessing EXPO's overall economic impact will be important work. Economic impact assessments will be impartial studies conducted by external consultants designed to estimate operating costs, capital costs, visitor spending and direct and indirect economic benefits. The estimated economic impact of hosting a recognized EXPO 2017 will ideally be determined through the use of several models. Edmonton will gain a better understanding of how EXPO can build our city and advance its objectives.

**Planning to host the world** – Phase 2 will need to determine the bricks and mortar that Edmonton will need to welcome hundreds of thousands of visitors. And how to do it in ways that advance our city's overall transportation goals and add enduring value for citizens. EXPO 2017 will also put together a high-level plan that defines the various logistical needs to host an EXPO – including plans for human resources, administrative and technological infrastructure, safety and security, environmental management, accommodations and materials management.

**Getting the government onside** – Edmonton can't do it alone. The city will need to work with other municipalities, the provincial government, and the federal government to bring life to our ideas and aspirations. EXPO 2017 will identify strategies to help secure an appropriate level of support from these key governmental partners.

**Sharing the risks** – Big rewards come with risks. The need to thoroughly understand those risks and how to account for them is required. A risk mitigation strategy for each risk will be developed, as well as an evaluation framework that identifies the outcomes and indicators for success as the project proceeds.

**Reaching out to Edmontonians** – The community plays a big part in helping achieve EXPO success. The ideas and the idealism that Edmontonians bring to the table are critical ingredients in crafting a bid that seizes the imagination and conveys promise and potential. EXPO 2017 will develop a process for engaging the public through communications, and consult with citizens and stakeholders about this bold project.

This will include sharing information with the community about the EXPO initiative, building excitement, and seeking input to inform key elements of an EXPO bid. This aspect of Phase 2 work will also assist in identifying opportunities and challenges relating to the general perceptions of EXPO, proposed theme and site ideas, and risks relating to the project. A Communication Strategy and Public Involvement Plan for Phase 2 has been developed to guide this work.

**Envisioning greatness** – Edmontonians like big ideas. They relish big challenges. And they take part in big events. To build a winning bid EXPO 2017 will need to fashion greatness, with an EXPO endowed by meaning, creativity and innovation. There is a need for a theme, a site and a plan to leverage EXPO from a three-month opportunity into a lasting legacy that permanently contributes to Alberta's capital city. This aspect of Phase 2 work will involve deeper exploration and identification of an EXPO theme, a suitable EXPO site master plan and associated support areas, and the creation of a post-EXPO legacy that incorporates forward thinking in urban design, architecture, sustainability and social betterment. This work could outline a plan to engage futurists, experts, those with experience in EXPO planning, and representatives from Canadian Heritage and the BIE. The work will be bound only by the limits of our imaginations.

## WORK PLAN

### PHASE 1: CONCEPT STUDY

The first phase of the EXPO initiative work has focused on generating this Conceptual Report. The purpose of the study was to determine, from a high-level perspective, whether an EXPO would be viable in Edmonton.

Proceeding with the initiative will expand the scope of work to achieve the objectives and timelines outlined in the subsequent phases.

### PHASE 2: DETAILED BUSINESS CASE

The next phase, developing a Detailed Business Case for EXPO 2017, will take place over the next year for Fall 2009 completion. During this phase the key components of the proposed EXPO will be identified, including: an appropriate theme, a suitable site with associated support areas, transportation and accommodation requirements, post-EXPO legacies and an in-depth Economic Impact Assessment and detailed financial modelling.

Phase 2 will also involve securing support from major partners, including the Government of Alberta, the City of Edmonton, regional governments and organizations, and the community at large.

### PHASE 3: NATIONAL BID

Phase 3 is the beginning of the formal bid process. In this stage, Edmonton will need to compete in Canada's selection process. Other Canadian cities (Hamilton and Ottawa, Ontario and Montreal, Quebec) are also exploring an EXPO 2017 bid. The winner of the Canadian selection process will be Canada's entry in the BIE bid process. Securing federal government support for Edmonton's bid will be crucial.

Given the tight timelines of the initiative, work on developing the international bid will begin during this phase with input from Canadian Heritage. This phase will take place from Fall 2009 through early 2011.

### PHASE 4: INTERNATIONAL BID

The final phase will be the international bid process conducted by the BIE. This would take place from Spring 2011 through Fall 2012.

This phase of work would involve completion of the formal international bid; hosting the enquiry mission of BIE delegates; hosting two symposiums on the selected EXPO theme; and securing the support of BIE member nations.

## PHASE 5: IMPLEMENTATION

Implementation would take place from Fall 2012 through Spring 2017. This phase would involve the physical development of the EXPO site and support areas; exhibit and pavilion preparations and organization; and implementation of all associated plans and programs.

The Edmonton EXPO would run for 90 days between June and September 2017.

	PHASE	TIMELINE	FUNCTIONS
BID	<b>Phase 1:</b> CONCEPT STUDY	Fall 2007- Fall 2008	<ul style="list-style-type: none"> <li>• Complete Concept Study</li> <li>• Establish Support from Provincial and Federal Governments</li> </ul>
	<b>Phase 2:</b> DETAILED BUSINESS CASE	Fall 2008 - Fall 2009	<ul style="list-style-type: none"> <li>• Complete Detailed Business Plan</li> <li>• Secure Support from Government of Alberta, City of Edmonton and Key Partners</li> </ul>
	<b>Phase 3:</b> NATIONAL BID	Fall 2009 - Spring 2011	<ul style="list-style-type: none"> <li>• Compete in Canada's Selection Process</li> <li>• International Bid Development</li> </ul>
	<b>Phase 4:</b> INTERNATIONAL BID	Spring 2011 - Fall 2012	<ul style="list-style-type: none"> <li>• Complete Official Bid and Compete in BIE Process</li> <li>• Host Enquiry Mission</li> <li>• Host 2 Symposiums</li> <li>• Lobby Member Nations</li> </ul>
IMPLEMENTATION	<b>Phase 5:</b> IMPLEMENTATION  ORGANIZING CORPORATION  BIE Requires an Independent Corporation	Fall 2012 - Spring 2017	<ul style="list-style-type: none"> <li>• Implement Bid Plan and Hosting Preparations</li> </ul>

## APPENDICES





## APPENDIX 1

### EXPOSITION HISTORY

YEAR	CITY	TYPE OF EXPO	DAYS	ATTENDANCE	SITE SIZE	PARTICIPATING COUNTRIES	THEME
1967	Montreal, Canada	Category 1	180	50.3 M	400 ha	62	Man and His World
1968	San Antonio, USA	Category 2	180	6.4 M	37 ha	23	A Confluence of Cultures of the Americas
1970	Osaka, Japan	Category 1	180	64.2 M	330 ha	75	Progress and Harmony for Mankind
1974	Spokane, USA	Category 2	180	4.8 M	40 ha	10	Celebrating Tomorrow's Fresh Environment
1975-1976	Okinawa, Japan	Category 2	180	3.5 M	100 ha	37	The Sea We Would Like to Sea
Change in International Exhibition Bureau Categories to Universal (larger) & Specialized (smaller) EXPOs							
1982	Knoxville, USA	Specialized	180	11.1 M	30 ha	16	Energy Turns the World
1984	New Orleans, USA	Specialized	180	7.3 M	34 ha	26	The World of Rivers - Fresh Water as a Source of Life
1985	Tsukuba, Japan	Specialized	180	20.3 M	100 ha	111	Dwellings & Surroundings - Science & Technology for Man at Home
1986	Vancouver, Canada	Specialized	165	22 M	70 ha	54	Transportation & Communications - World in Motion, World in Touch
1988	Brisbane, Australia	Specialized	184	18 M	40 ha	36	Leisure in the Age of Technology
1992	Genoa, Italy	Specialized	92	1.6 M		54	Christopher Columbus - The Ship and the Sea

## EXPOSITION HISTORY (CON'T)

YEAR	CITY	TYPE OF EXPO	DAYS	ATTEND-ANCE	SITE SIZE	PARTICIPATING COUNTRIES	THEME
1992	Seville, Spain	Universal	176	42 M	215 ha	111	Age of Discovery
1993	Taejon, South Korea	Specialized	93	14 M	90.1 ha	141	The Challenge of a New Road to Development
1998	Lisbon, Portugal	Specialized	132	10 M	50 ha	155	Oceans - A Heritage for the Future
2000	Hannover, Germany	Universal	153	18 M	160 ha	155	Humankind, Nature, Technology
2005	Aichi, Japan	Universal	185	22 M	173 ha	120	Nature's Wisdom
Change in International Exhibition Bureau Categories to Registered (larger) & Recognized (smaller) EXPOs							
2008	Zaragoza, Spain	Recognized	93	5.65 M	25 ha	104	Water and Sustainable Development
2010	Shanghai, China	Registered	184	Target 70 M	322 ha	Target 166	Better City, Better Life
2012	Yeosu, South Korea	Recognized	93	Target 8 M	25 ha	Target 80	The Living Ocean and Coast
2015	Milan, Italy	Registered	183	Target 29 M	+200 ha	Target 120	Feeding the Planet, Energy for Life

## APPENDIX 2

### EDMONTON'S HOSTING RECORD

The City of Edmonton has a proud history of successfully hosting international and national events including:

- 1974 - ongoing Canadian Finals Rodeo
- 1978 XI Commonwealth Games
- 1983 Summer Universiade
- 1984, 1997, 2002 Canadian Football League Grey Cup Championships
- 1990 World Baseball Championships
- 1994 World Wheelchair Basketball Championships
- 1996 World Figure Skating Championships
- 1996 LPGA Golf Classic
- 1998 World Volunteer Conference
- 1998 World Tae Kwon Do Championships
- 1999, 2005 Brier Curling Championships
- 2001 ITU World Triathlon Championship
- 2001 World Championships in Athletics
- 2002 World University Wrestling Championships
- 2002 FIFA U-19 Women's World Football (Soccer) Championships
- 2002 World Ringette Championships
- 2003 World Inline Hockey Cup
- 2004 Juno Awards (Canadian Music Industry Awards)

- 2004 World Cup of Women's Baseball
- 2005 World Masters Games
- 2005 - ongoing Edmonton Indy Car Racing (formerly Grand Prix)
- 2006 World Handball Championships
- 2006 Women's Rugby World Cup
- 2006 International Conference Health Healing Indigenous People
- 2007 FIFA U-20 World Football (Soccer) Championships
- 2007 World Men's Curling Championships
- 2007 LPGA Canadian Women's Open
- 2007 UN Youth Assembly
- 2008 World Canoe Polo Championships
- 2008 World Junior AAA Baseball Championships
- 2008 World Heavy Oil Congress
- 2008 First World Congress of Women's shelters
- 2009 ICLEI World Congress

In 2007 Edmonton was named one of the Cultural Capitals of Canada, a designation celebrating the arts and artists who make Edmonton home. One contributing element is Edmonton's recognition as Canada's Festival City; with more than 30 established festivals each year devoted to:

- Music: Edmonton's live music festival lineup includes Labatt Blues Festival, Symphony Under The Sky, Yardbird Jazz Festival and the Folk Music Festival, which is one of North America's leading folk festivals.
- Performances: Celebrate live theatre, dance and film, including the International Fringe Theatre Festival, which is the world's second-largest fringe festival, Festival of Dance, the International Film Festival and International Street Fest, and many others.
- Visual Arts: Edmontonians with an artistic bent embrace The Works Art & Design Festival and the VisualEyez festival of performance art.
- Family fun: There is year-round entertainment for families with the International Children's Festival, Capital EX summer exhibition, the Santa Claus Parade and much more.
- Sports: Lace 'em up. Compete in or watch your favourite sports event. Whether that's the Canadian Birkebeiner Ski Festival or the Dragon Boat Festival, there's something for everyone.
- Cultural: Edmonton's cultural diversity is on display at the multicultural Heritage Festival, colourful Cariwest, the Canadian Finals Rodeo and at powwows that celebrate our Western Canadian roots.





