

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.