

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