

RETURN TO DEPARTMENTAL LIBRARY
RETOURNER A LA BIBLIOTHEQUE DU MINISTERE

OCT 20 1987

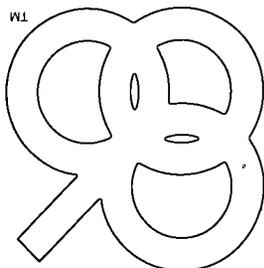
Dept. of External Affairs
Min. des Affaires extérieures

43 253-928

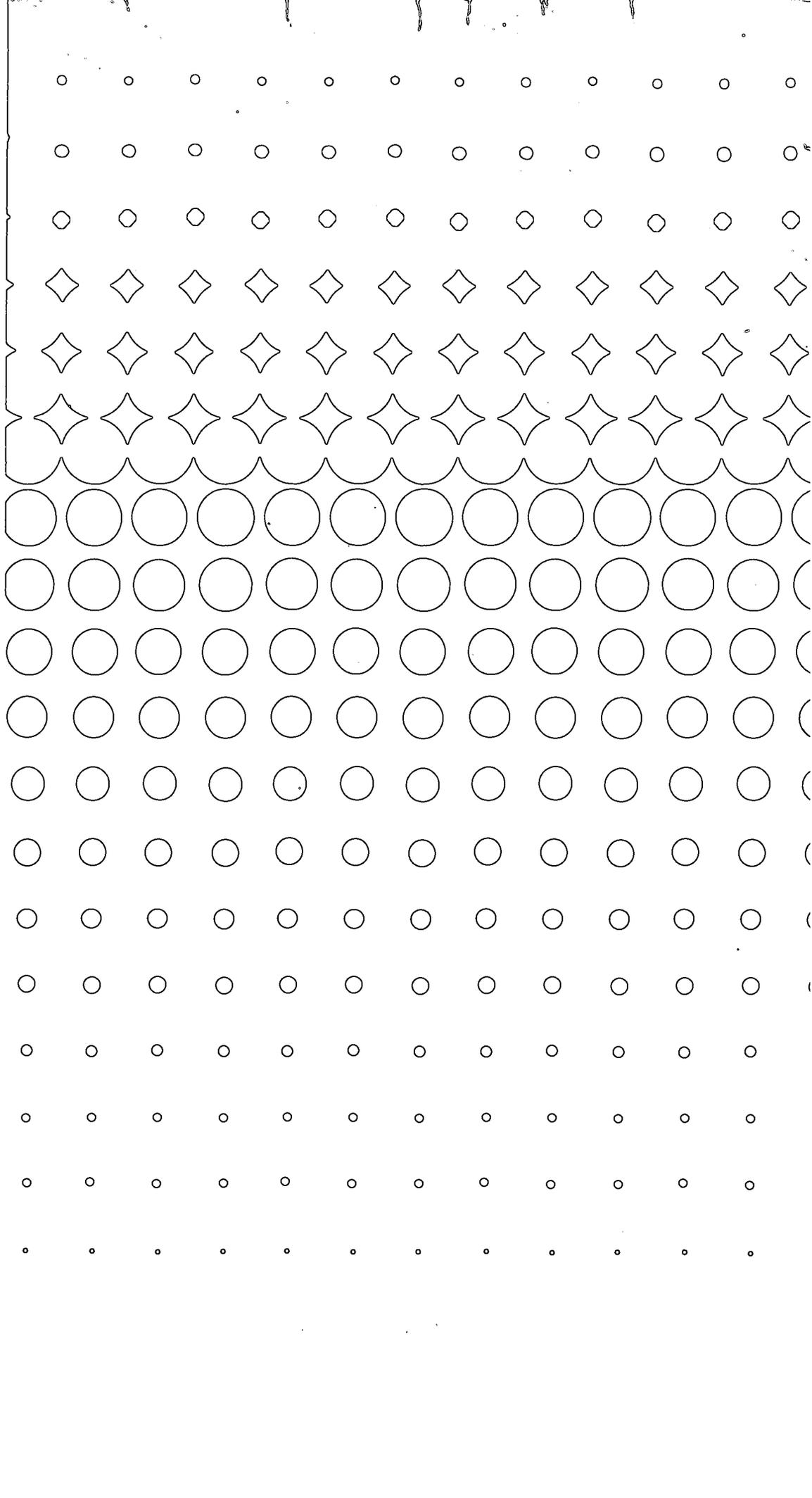
Printed in Canada
Imprime au Canada
Du 2 mai au 13 octobre, 1986

Canada
Colombie-Britannique
Vancouver
de 1986
Exposition internationale

The 1986 World Exposition
Vancouver,
British Columbia, Canada
May 2 - October 13, 1986



EXPO



When history remembers EXPO 86
let it note the achievements
and contributions of every individual,
but let it also record
that here we honoured our humanity
and reaffirmed the hope and promise
of tomorrow in a celebration
that belonged to the world.

© Crown Copyrights reserved.

Copies available from:

Department of External Affairs
International Expositions Division
125 Sussex Drive
Ottawa, Ontario
Canada K1A 0G2

Disponible en français.

EDITORIAL STAFF

Editor-in-Chief	Constance Brissenden
Associate Editor	M. Elaine Howe
Research	Jan Phillips
Editorial Assistants	Gail Buente, Rochelle Van Halm, Kathryn Johnstone
Editorial Advisors	Jim O'Hara, George Madden, John L. Thomson
Contributors	The Divisions of the Expo 86 Corporation, Ron Woodall

A special "thank you" goes to the contributors, and to Commissioner General Patrick Reid for his inspiration.

**GENERAL REPORT
ON THE
1986 WORLD EXPOSITION
May 2 — October 13, 1986**



PREFACE

The 1986 World Exposition proved to be a joyous celebration, reaffirming Canada's ability to create an event of international stature. It attracted 22 111 578 visitors, and drew extraordinary attention to Canada's most westerly province. An unprecedented number of participants, more than 100 in all, responded to the invitation to take part.

EXPO 86 was truly everything that the people of British Columbia dreamed it would be. As Canadians, we wanted to show the world that we could honour a great heritage -- Montreal's Expo 67 -- and live up to our reputation as an international host.

EXPO 86 did just that, to become the biggest and most successful World Exposition of its type ever held.

Its visitors came from around the world, to enjoy the pavilions and exhibits of 54 international participants, seven provinces, two territories, three states and nine corporate exhibitors.

EXPO 86 fulfilled its theme of transportation and communications and opened the boundaries of world knowledge, highlighting the achievements of six continents with Specialized Periods, Theme Related Events and Symposia.

Millions of people delighted in more than 43 000 live performances, reflecting the culture and histories of the participating nations. The Royal Bank/EXPO 86 World Festival added its own magic with the Kirov Ballet, the Beijing People's Art Theatre, the Vancouver Symphony, France's Urban Sax, Japan's Toho Theatre and many other stunning presentations.

When all is said and done, it won't be bricks and mortar, dollars and cents that will be remembered about EXPO 86. It will undoubtedly be the experiences that were shared heart-to-heart and the unforgettable memories created by this remarkable event.

For all of those involved, from the staff of the Expo 86 Corporation to those of the international pavilions, from volunteers to visitors from around the world, EXPO 86 was a voyage of discovery of new talents, new enthusiasms and new friendships.

The spirit of cooperation expressed by EXPO 86 and its participants added honour to the International Year of Peace. EXPO 86 identified itself with the history of its time, expressing the ideal of peaceful competition and understanding.

Underlying this report is the dedication, creativity, planning and hard work that produced EXPO 86. We hope that this brief overview will prove to be of interest and value. It is not the complete story of EXPO 86; but enough of it, we trust, to convey the inspiration of the 1986 World Exposition.

On November 25, 1986, Ambassador Patrick Reid, the Commissioner General of the 1986 World Exposition, submitted his final report to the International Bureau of Expositions in Paris, as did Mr. E.R.I. Allan, O.B.E., in his capacity as Chairman of the Steering Committee of the College of Commissioners General. These reports are contained in the Appendix which also includes longer reports, supplemental reports, statistics, the Calendar of Events, and reports received after the completion of the main document.

Additional material related to EXPO 86, including the EXPO 86 Information Manual, the EXPO 86 Official Souvenir Guide, media guides, publications and central records, is available in the Provincial Archives, Victoria, British Columbia.

Vancouver, British Columbia, Canada
November 14, 1986

TABLE OF CONTENTS

I. Introduction -- Page 1

A. Background to EXPO 86

1. Origin and Objectives
2. Requirements of a Special Category World Exposition
3. Official Designations
4. Chronology of Development of EXPO 86
5. Ceremonies of the 1986 World Exposition
6. Calendar
7. The Host Nation and The Host Province
8. EXPO 86 Site Map

B. Theme -- Page 6

1. Significance
2. Theme Statement
3. Theme-related Programs
4. Theme in Development of Site

C. Site -- Page 8

1. Description of Site
2. Design
3. Architecture
4. Site Summary
5. Site: A Walk-Through the Colour Zones

D. Statistics -- Page 21

1. Benefits of EXPO 86
2. Financial Statement
3. Budget
4. Daily Attendance Figures

II. Organization -- Page 24

A. Participation

1. BIE (Bureau International des Expositions/
International Bureau of Expositions)
2. The Commissioner General of The 1986 World
Exposition
3. College of Commissioners General
4. Commissioner General's Suite
5. Categories of Exhibitor Participants
6. International Pavilions, General Description
7. International Participants
8. National and Special Days
9. Provincial and Territorial Participants
10. State Participants

B. Corporate Structure -- Page 43

C. Divisions -- Page 45

1. Communications and Marketing Division -- Page 45

1. Resource Centre
- ii. Information Services Department
- iii. Media Relations Department
- iv. Entertainment Publicity Department
- v. Public Affairs Department
- vi. Special Functions Department
- vii. Marketing
- viii. Travel Industry Sales Department
- ix. Travel Industry Advertising Department
- x. Sales Department
- xi. Graphics Department

2. Construction Division -- Page 71

1. Overall Structure and Responsibilities
- ii. The Mandate of Planning and Construction
- iii. Brief Chronology of Planning and Construction
- iv. Design

3. Corporate Sponsorship Division -- Page 77

1. Goals and Responsibilities
- ii. Corporate Exhibitors
- iii. Corporate Sponsors and Suppliers
- iv. Other Corporate Sponsorship Programs

4. Entertainment Division -- Page 82

1. Entertainment Program Summary Statements
- ii. Royal Bank/EXPO 86 World Festival Summary Statement
- iii. Expo Theatre Summary Statement
- iv. On-site Entertainment Summary Statement
- v. Entertainment Venues
- vi. Programming
- vii. Theme-related Activities: Specialized Periods, Special Events, Demonstration Projects, Symposium Series, Theme Related Events

5. Executive Division -- Page 93

1. Legal Division
- ii. Corporate Activities of the Legal Division

6. Finance and Administration Division -- Page 95

- i. Overall Structure and Responsibilities
- ii. Systems Department
- iii. Personnel Department
- iv. Administration Department
- v. Purchasing Department
- vi. Operations Finance Department
- vii. Corporate Accounting Section
- viii. Treasury Department
- ix. Concession Accounting Department
- x. Asset Control Office

7. Operations Division -- Page 104

- i. Overall Responsibilities
- ii. Operations Staffing Department
- iii. Wardrobe Department
- iv. Volunteer Services Department
- v. Guest Relations Department
- vi. Operations Support Services Department
- vii. Signage Department
- viii. Security, Fire and Safety and Emergency Services Department
- ix. Rides, Transportation and Parking Department
- x. Retail, Concessions and Licensing Department

8. Participants Division -- Page 123

III. Innovations -- Page 126

1. Tomorrow Begins Today Symposia Series
2. Specialized Periods
3. Theme Events
4. Special Events
5. Community, Education and Volunteer Programs
6. Superhost
7. Expo Centre, 1985
8. Expo Display Centre
9. ResWest
10. Disabled Services
11. Children/Design Criteria Consideration

IV. Legacies -- Page 129

1. Canada Place
2. British Columbia Place Limited
3. British Columbia Pavilion
4. ALRT -- Regional Rapid Transit

V. EXPO 86 Style Guide -- Page 130

VI. Appendix -- Page 131

I. Introduction

A. Background to EXPO 86

1. Origin and Objectives

The 1986 World Exposition, also known as EXPO 86, was a Special Category Exposition sanctioned by the Bureau International des Expositions/ International Bureau of Expositions (BIE) in Paris, France, on November 26, 1980. The 1986 World Exposition was held in Vancouver, British Columbia, Canada from Friday, May 2 to Monday, October 13, 1986.

2. Requirements of a Special Category World Exposition

Since their inception in 1851, world expositions have provided a forum for the interchange of ideas and cultures in a dynamic environment. They demonstrate humanity's achievements and show the progress made in one or more branches of human endeavour.

There are two types of world expositions: "universal" and "special category". A universal exposition has a very broad theme, such as Expo 67's Man and His World. Participants build their own pavilions.

A special category world exposition, such as EXPO 86, focusses on a single aspect of human endeavour, in this case "Transportation and Communications". The Host Country builds and leases the pavilions to international participants.

3. Official Designations

NAME: The 1986 World Exposition; EXPO 86

THEME: Transportation and Communications

THEME STATEMENT: World in Motion -- World in Touch

SYMBOL: The EXPO 86 symbol was comprised of three concentric circles representing transportation by land, sea and air. The circles intersected to indicate their interdependence. The stem of the six represented man striving upwards and outwards for progress.

Use of the EXPO 86 symbol, name and logo types, Expo Ernie (robot mascot) and other graphic representations associated with the 1986 World Exposition was legally protected by the EXPO 86 Act, the Trade Marks Act and the Copyright Act. Any unauthorized use of any of these terms or indicia was strictly prohibited by law.

A Graphic Standards Manual established official use of the Official Symbol, Official Logotype, Typographic Standards, the Official Title Block, The Official Symbol with the Logotype and Title Block, the Official Symbol in Colour, Official Colour Usage, Official Colour with Title Block, Unacceptable Usage, Special Applications of the Official Symbol, and Sample Pages/Repro Sheets.

The following terms and indicia were also legally protected : EXPO 86, "86" logo, EXPO 86 Design, The 1986 World Exposition, EXPO, 86, EXPO 86 VANCOUVER design, World's Fair, Expo Ernie, Expo Ernie Design, World in Motion -- World in Touch, STEAMEXPO, 86 Tag design, Celebration 86.

4. Chronology of Development of EXPO 86

1886

City of Vancouver incorporated, April 6; Arrival of first transcontinental passenger train at West Coast tidewater, July 4.

1978

British Columbia commences plans for a 1986 World Exposition, December 13.

1979

Canada makes application to the BIE on behalf of British Columbia, June 20; BIE approval in principal, November 28.

1980

Transpo 86 Corporation Act (Bill 19) receives third reading July 29; Final BIE approval, November 26.

1981

Transpo 86 Corporation Act proclaimed in force February 12; Commissioner General Patrick Reid appointed by the Government of Canada, February 23; 156 nations with which Canada has diplomatic relations are officially invited to participate by the Government of Canada, March 13.

1982

Canadian government establishes the Canada Pavilion and Canada Place, June 2; Canada Harbour Place Corporation created by the Government of Canada, July 23; Premier William Bennett drives spike signifying first construction on Exposition site, October 7; Transpo 86 Corporation Amendment Act effects change from a World Transportation Exposition to a World Exposition with an emphasis on transport. Name changed to Expo 86 Corporation, proclaimed in force December 9.

1983

Invitation to the world by Her Majesty Queen Elizabeth II, March 19; First International Planning Meeting, May 2-4; 1000 days before EXPO 86 opening, August 6; Administration of the Expo 86 Corporation Act moved from the Minister of Consumer and Corporate Affairs to the Minister of Tourism; First pavilion under construction, October 3.

1984

Symposium I, The 1986 World Symposium Series on Transportation and Communications, January 5-6; Second International Planning Meeting, May 7-9; Opening of the Expo Display Centre, October 4; Last sail of the fabric roof raised at Canada Place, October 27; First meeting of the Steering Committee of the College of Commissioners General, November 5-6.

1985

Symposium II, March 18-22; Opening of the Expo Centre, May 2; International Planning Meeting, May 6-7; Construction of all international pavilions, completed by November; Construction of the publicly owned portion of Canada Place completed by late summer.

1986

Vancouver celebrates its centennial, April 6; EXPO 86 opens, May 2; Closing day ceremonies, October 13.

5. Ceremonies of the 1986 World Exposition

OPENING DAY CEREMONIES

On May 2, 1986, the Opening Day Ceremonies signalled the start of the 1986 World Exposition. Their Royal Highnesses, the Prince and Princess of Wales, were in British Columbia from April 30 to May 6 for the official opening. Canada's Prime Minister The Right Hon. Brian Mulroney and British Columbia Premier The Hon. Bill Bennett also participated in the Opening Day Ceremonies at the 60 000-seat B.C. Place Stadium.

CLOSING DAY CEREMONIES

Closing Day Ceremonies were held on October 13, 1986 (Thanksgiving Day, a Canadian National Holiday) in the B.C. Place Stadium. They included a parade from the Canada Pavilion. Participating in the ceremony were the Premier of British Columbia, The Hon. William N. Vander Zalm; The Minister for International Trade, The Hon. Pat Carney; The Commissioner General of the 1986 World Exposition, Ambassador Patrick Reid; The Chairman of the EXPO 86 Steering Committee of the College of Commissioners General, Mr. E.R.I. Allan; The Commissioner General of the 1988 World Exposition, Sir Edward Williams; The Minister of Social Services and Housing, and Minister Responsible for EXPO 86, The Hon. Claude Richmond; The Mayor of Vancouver, Mr. Michael Harcourt; The Chairman and President of the Expo 86 Corporation, Mr. Jim Pattison.

6. Calendar

See Appendix/Calendar of Events.

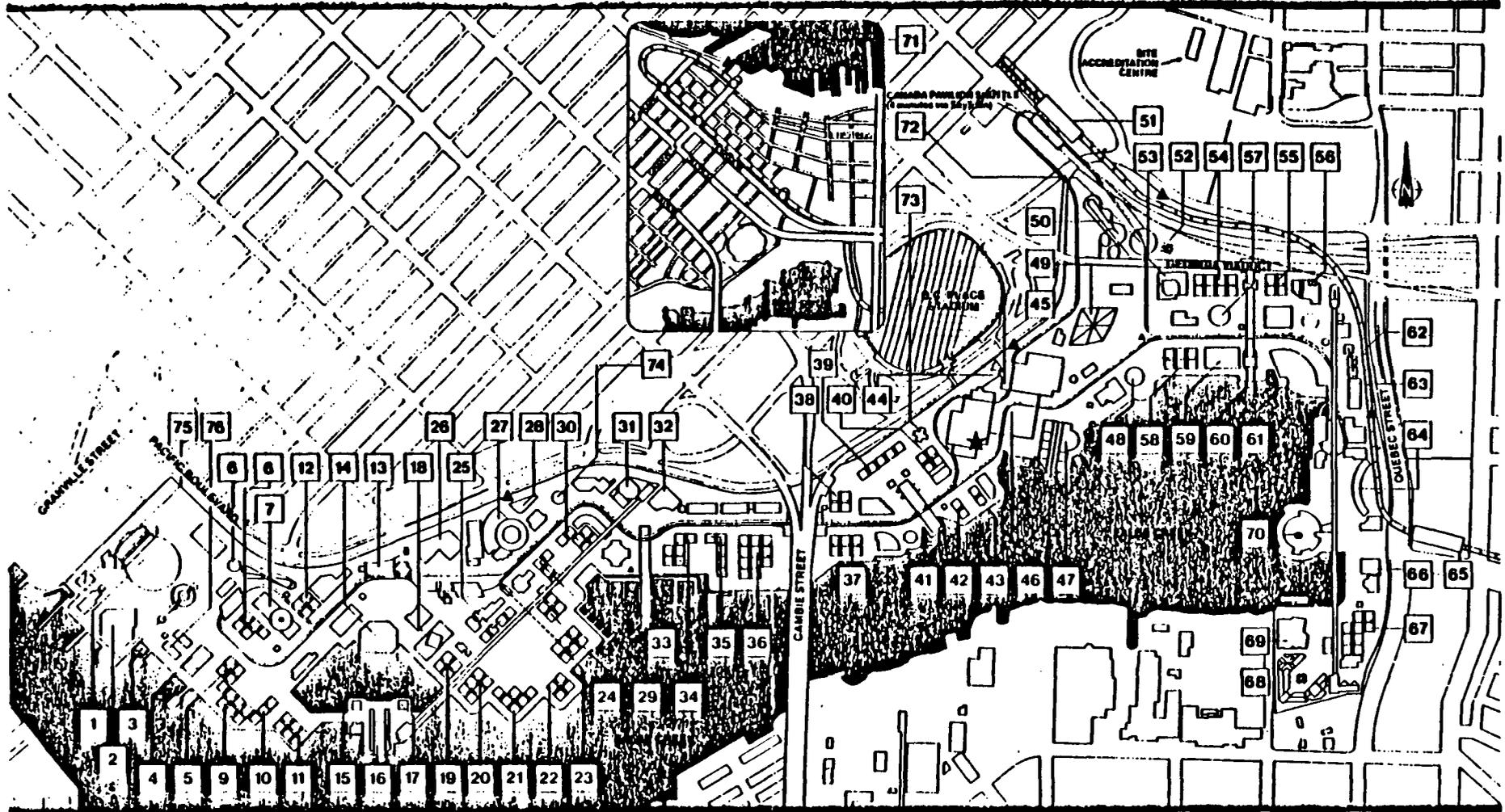
7. The Host Nation and The Host Province

In accordance with BIE rules, The 1986 World Exposition was sponsored by the Government of Canada, the Host Country, under the general authority of the Secretary of State for External Affairs, The Right Hon. Joe Clark, while the minister responsible was The Hon. Don Mazankowski. Both exercised authority through the Commissioner General of The 1986 World Exposition, Ambassador Patrick Reid. The Commissioner General was responsible for ensuring that all appropriate measures were taken for the good order and efficient operation of the Exposition. Federal commitments included securing the participants, the provision of essential services and the promotion of EXPO 86.

By agreement between the Government of Canada and the Government of the Province of British Columbia, the Host Province, the Expo 86 Corporation was established within British Columbia as a non-profit agency of the Crown, responsible for the planning, operation and financial administration of EXPO 86. The Hon. Claude Richmond was Provincial Minister responsible.

The Expo 86 Corporation was organized with a Board of Directors under the Chairmanship of Mr. Jim Pattison who also acted as President of the Expo 86 Corporation from May 1985 to October 13, 1986.

8. EXPO 86 SITE MAP



EXPO The 1986
World Exposition
Vancouver
 British Columbia, Canada
 May 2 - October 13, 1986

- ★ International Media Centre
(April 25 - May 5 only)
- ★ International Media Centre
- △ Guest Relations Booth
- ▲ Employee Security Gate

- | | | | | | |
|------------------------------------|---------------------------------------|--|--|-------------------------------------|--|
| 1. Kodak Pacific Bowl | 17. Cuba | 30. Hong Kong/
Hungary/Nova Scotia/
Prince Edward Island | 41. Air Plaza | 53. Saskatchewan | 66. Yukon |
| 2. Great Hall of
Ramses II | 18. Quebec | 31. Air Canada | 42. Organ. of Eastern
Caribbean States | 54. Japan | 67. People's Republic of
China |
| 3. Space Tower | 19. United Nations | 32. Alberta | 43. Mexico | 55. Yugoslavia/Romania | 68. Forklife |
| 4. Munch Festhaus | 20. Italy | 33. Marine Plaza | 44. Stadium Gate | 56. Pavilion of Promise | 69. Northwest Territories |
| 5. California | 21. Britain | 34. Indonesia/Singapore | 45. First Aid & Security | 57. Land Plaza | 70. Expo Centre |
| 6. Cariboo Log Chute | 22. European Community | 35. Philippines/Thailand | 46. Plaza of Nations | 58. Australia | 71. Canada Gate |
| 7. Telecom Canada | 23. France | 36. Brunei Darussalam | 47. British Columbia | 59. Canadian National | World Trade Centre
Canada Pavilion
IMAX® Theatre |
| 8. Republic of Korea | 24. Federal Republic
of Germany | 37. Union of Soviet
Socialist Republics | 48. 1907 Philadelphia
Toboggan Co.
Carrousel | 60. HIGHWAY 88 | 72. Canada Portal |
| 9. Oregon | 25. Spain/Belgium | 38. Kingdom of
Saudi Arabia | 49. Expo Theatre | 61. Ontario | 73. South Pacific |
| 10. Washington | 26. Canadian
Pacific Ltd. | 39. Switzerland | 50. Scream Machine | 62. Kenya/Pakistari
Senegal | 74. American Express |
| 11. United States
of America | 27. Roundhouse/
Holography Gallery | 40. Peru/Sri Lanka/
Great Norwegian
Explorers | 51. SkyTrain Stadium
Station | 63. First Aid & Security | 75. Specialized Periods
Tent |
| 12. BCTV | 28. First Aid & Security | | 52. Looping Starship | 64. East Gate | 76. Malaysia |
| 13. West Gate | 29. Barbados/Norway/
Costa Rica | | | 65. SkyTrain Main Street
Station | |
| 14. Xerox International
Theatre | | | | | |
| 15. Cole d'Ivoire | | | | | |
| 16. General Motors | | | | | |

B. Theme

1. Significance

The theme of EXPO 86 was transportation and communications. In its exploration of the theme, the mandate of EXPO 86 and its participants was "To illustrate the importance of the theme in societal, economic and technological terms; to provide a forum for discussion and demonstration of world-wide achievements and prospects in transportation and communications; to provide visitors with the opportunity to experience lifestyle changes that may result from transportation and communications; to foster interest in adaptation of available and future technology to the needs of countries at various stages of development; to foster international trade, tourism, and cultural exchange; to encourage futuristic thinking and long-range planning in all aspects of the theme; and to examine the safety, efficiency, environmental, and economic viability of transportation and communications forms." (General regulations, Section 1, Article 1 for The 1986 World Exposition)

2. Theme Statement

The theme statement, World in Motion -- World in Touch, acknowledged past achievements in transportation and communications, examined contemporary concerns, and presented future possibilities for moving people, goods and ideas.

3. Theme-related Programs

EXPO 86 expressed its theme through Specialized Periods, Demonstration Projects, Special Events, Pavilion Exhibits, Outdoor Exhibits, Theme Plazas, Theme Pavilions, Site Theming, On and Off-Site Transportation Systems, Sports Events, Ceremonies and Spectacles, Symposium Series, Entertainment and Royal Bank/EXPO 86 World Festival programs. For an overview of theme-related programs, see "Entertainment Division".

4. Theme in Development of Site

THEME PAVILIONS

The Roundhouse "Golden Age of Ingenuity" pavilion was a renovated 100-year-old railway roundhouse where steam locomotives were once maintained. Exhibits were designed by Czechoslovakia's Art Centrum/Studio Shape. The Roundhouse is a legacy building. (Green Zone)

The Expo Centre "future pavilion" was a 17-storey geodesic dome featuring a giant 500-seat OMNIMAX[®] Theatre and OMNIMAX film A Freedom to Move; the Futures Theatre with push-button voting on the future; and Design 2000, an exhibit of futuristic vehicles. The Expo Centre originally opened May 2 to October 13, 1985 as a preview to EXPO 86. The Expo Centre is a legacy building. (Purple Zone)

The Great Hall of Ramses II was part of the Fine Arts program. Behind its giant pillars, 70 treasures from the life and times of the pharaoh Ramses II were exhibited. (Yellow Zone)

THEME PLAZAS

Marine Plaza: The masts of the Marine Plaza's Dream Ship rose 33 m (110'). (Green Zone)

Air Plaza: Aircraft and space craft nestled together under a soaring superstructure. (Pink Zone)

Land Plaza: An International Traffic Jam, featuring vehicles from participating nations, and the sculpture Transcending the Traffic designed by Canadian sculptor Bill Lishman of Ontario, were highlights of the Land Plaza. (Red Zone)

THEME SCULPTURES

HIGHWAY 86 (Red Zone), designed by S.I.T.E. Projects of New York, was a 217 m (711') undulating, four-lane freeway of steel and concrete, a "fantasy excavation" of the future.

Other site sculptures included Spirit Catcher (Yellow Zone) by Ontario artist Ron Baird; Rowingbridge (Yellow Zone) by Vancouver artist Geoffrey Smedley; Locomotive People #4 (Green Zone) by Toronto artist Miho Sawada, and UFO H2O (Red Zone) designed by B.C.'s John Gilbert.

C. Site

1. Description of Site

EXPO 86 was built on a total of 70 hectares (173 acres) of urban waterfront on two downtown Vancouver sites. The largest section of EXPO 86 (67 hectares; 165 acres) wrapped around 4.5 km (2.8 miles) of shoreline along the north and east shores of False Creek. To the north, the Canada Pavilion covered a three-hectare (6 acre) pier reaching three-and-a-half city blocks out into Burrard Inlet.

The False Creek and Canada Pavilion sites were connected by a free, dedicated rapid transit (SkyTrain) link (four minutes one way); by intersite ferry and hovercraft routes and by a fleet of intersite buses. The distance between the sites was 1.2 km (0.7 miles).

FALSE CREEK

As part of the long-term re-development of the False Creek area, the once-grimy north and east shores were completely re-built and landscaped. For the Exposition, 9.5 hectares (23.6 acres) of decking were constructed over the water to provide space for pavilions, docks for demonstration vessels, and a continuous promenade for strolling visitors.

The False Creek site was located between two of the city's major north and south arteries, Main Street to the east and Granville Street to the west, and with the Trans-Canada Highway route leading to the heart of the City the Exposition was readily accessible.

Parking for more than 10 000 cars and 250 charter buses was located in the vicinity of the main site, with space for another 400 vehicles at the Canada Pavilion. An additional 25 000 spaces within a one-mile radius of the site were available through Imperial Parking Limited. The Vancouver International Airport is less than 30 minutes away by car or bus.

Two rapid transit (SkyTrain) stations led directly onto the Exposition grounds. The intercity bus terminal was also within walking distance of the site.

The city's historic rail terminal, located at the east end of the main site, was transformed by VIA RAIL, a corporate participant, into a pavilion celebrating rail transportation.

BURRARD INLET

The Canada Place complex on Burrard Inlet housed the Canada Pavilion and exhibits from several corporations. The building was designed with a nautical theme. The Prow, the restaurant on the seaward end, recalled the bow of a ship, while the suspended fabric roof over the trade and convention centre space -- which the pavilion occupied during the Exposition -- resembled a sailing ship under full canvas. A hotel and office complex on the shore-side end was built to resemble the superstructure of an ocean liner.

A five-berth cruise ship terminal occupied the level below the pavilion. A pedestrian promenade extended around the building, providing access to harbour views.

2. Design

The site was divided into six colour zones (Purple, Red, which included the Canada Pavilion, Blue, Pink, Green, Yellow). Each of these zones or "neighbourhoods" reflected a distinctively different colour palette, achieved by the application of the prime zone colour to many of the site elements as well as the graphics, banners, flags, windsocks, public seating, flowerbeds and signage of the area. In addition, complementary accent palettes were introduced to enhance the zone colour integration.

Images rather than words were stressed, with colour as the backbone of the vocabulary. Interaction was emphasized. Decorating the central spine, large-scale, cut-out images appeared to float in space. These "billboards" celebrated great moments in transportation and communications.

Monorail posts in each zone were fully colour coordinated, with "street addresses", numbered from 1 to 110, painted on each one.

Grouped along the 3.5-kilometre site spine were 158 structures enclosing approximately 140 000 square metres of space. Benches and built-in seating provided resting space for 10 000 guests along the boulevard and connecting lanes while 3000 trees provided shade and colour overhead.

Major attractions provided centres of activity in each zone, interspersed among pavilions, restaurants, shops and bandstands.

3. Architecture

Three types of buildings were used on the Exposition site. Most numerous were the adaptations of the EXPO 86 module. One-hundred-fifty of these modules, grouped in 25 clusters, provided homes for the 54 international participants. Hailed as the most innovative system in recent exposition history, the economical British Columbia-designed system allowed participants to focus their resources on theme-related exhibitry and provide distinctive and original interior and exterior finishing. Up to 11 of the 250 square metres modules were used to form one pavilion.

The Expo 86 Corporation provided a wide range of restaurants, shops and service buildings, designed and decorated to serve their specific function.

Provinces, territories, and major corporations built their own pavilions.

4. Site Summary

DIMENSIONS

Area of Total Site:	70 hectares (173 acres)
Length of Shoreline:	4.5 km (2.8 miles)
Length of Central Blvd:	2.8 km (1.7 miles)
Area of Decking:	9.5 hectares (23.6 acres)
Area of Lagoon:	0.75 hectares (1.8 acres)
Area of Open Space:	44 hectares (109.7 acres)
Major Plazas:	7 hectares (17.3 acres)
Service Areas:	7.2 hectares (17.8 acres)

GATES

There were four main gates to the Exposition.

East Gate (Near Expo Centre, on Quebec Street at the foot of Terminal Avenue); West Gate (Near Xerox International Theatre, at the east foot of Drake Street on Pacific Boulevard); Stadium Gate (B.C. Pavilion Complex, at Pacific Boulevard); Canada Gate (Canada Pavilion, Burrard Inlet).

In addition, access to the site was provided via the West Promenade Gate (located at the Canada Pavilion, this access was for Season Pass holders only); the Canada Portal (this was not a gate, but provided a SkyTrain link to the Canada Pavilion site from the False Creek site); and the Marine Gate (endorsed ferry services for pre-ticketed passengers docked at the Marine Gate on False Creek near the Marine Plaza).

HOURS OF OPERATION

Pavilions opened at 1000 and closed at 2200 hours. The site opened at 0915 hours. Rides, cabarets and kiosks closed at 2400 hours.

PAVILIONS

Total:	65
Internationals:	41 (7 nations of the OECS sharing one pavilion, and 8 South Pacific Islands sharing one pavilion)
Provinces/Territories:	9
States:	3
Corporates:	9
Theme:	2
Other:	1 (The Great Hall of Ramses II)

PLAZAS

Theme Plazas: Air Plaza (Pink Zone); Land Plaza (Red); Marine Plaza (Green); HIGHWAY 86 (Red)

Other Plazas: European Plaza (Green); Plaza of Nations (Blue); Nightlife Plaza (Blue); U.S.A. Plaza (Yellow); ASEAN Plaza (Pink); Japan Plaza (Red); West Gate Plaza (Yellow); East Gate Plaza (Purple); Plaza of Three Continents (Green)

ENTERTAINMENT VENUES

Theatres (Operated by EXPO 86): The Barn (400 seats); The Big House (300 seats); The Common; Expo Theatre (4000 seats); Xerox International Theatre (1500 seats); Kodak Pacific Bowl (3000 seats); Plaza of National (2500 seats, 1000 standing).

Bandstands (Operated by EXPO 86): European Plaza Bandstand; the Expo Centre Bandstand.

Other Venues (Privately operated): Pacific Station, located on the Plaza of Nations. Pacific Station included a restaurant/disco "Eighty Six St." (approx. 650 - 700 seats); "Waves", a restaurant/disco (approx. 250 seats); and "The Flying Club", a cabaret restaurant (200 seats). "The Unicorn" (320 seats), a pub restaurant which featured the Irish Rovers, was also located on the Plaza of Nations.

AMUSEMENT RIDES

There were five amusement rides on site: Space Tower (Yellow Zone); Cariboo Log Chute (Yellow); Looping Starship (Red); Scream Machine (Red); 1907 Philadelphia Toboggan Company Carrousel (Blue).

RESTAURANTS

There were approximately 50 Expo-operated restaurants on site, seating 10 000 people. Mid-way through the term of the Exposition these were leased to concessionaires. (See Operations Division — Retail, Concessions and Licencing Department)

Family Restaurants (approx. 10); Buffeterias (approx. 10); Quick-cuisine (approx. 30); Carts (approx. 40).

As well as: International Pavilion restaurants (approx. 10); McDonald's (5 full-size restaurants); Boston Pizza (3 restaurants).

TRANSPORTATION: ON-SITE

All on-site transportation was free.

Monorail: 5.4 km (3.3 miles) long with seven stations, a 20-minute ride from one end of the site to the other.

Monorail Stations: East Gate Station (east end of the site, north of the Expo Centre); Canada Portal Station (connecting with the SkyTrain to the Canada Pavilion); Stadium Gate Station (in the B.C. Pavilion Complex, Building 'A'); Bridge Station Westbound and Eastbound (below the Cambie Street Bridge); West Gate Station (south of the Roundhouse Theme Pavilion, east of the West Gate); Space Tower Station (west end of the site).

Skyrides: Canadian Pacific Air Lines Skyride (East), a five-minute gondola ride between Folklife and the Pavilion of Promise; Air Canada Skyride (West), a five-minute ride between the Air Canada and General Motors pavilions.

Soule SK System: 130 m (427') long, a 30-second ride (one direction) from France Pavilion to the monorail station on the main walkway.

HSST: 450 m (1376') long, a two-minute ride along a demonstration track behind the Japan Pavilion.

Intra-Site Ferry Service: Ferries linked the Folklife area (East Port), Marine Plaza (Centre Port) and the West end of the site (West Port).

TRANSPORTATION: INTER-SITE

SkyTrain: free, four-minute ride in either direction between main site and Canada Pavilion.

Ferry Services: between sites via Hovercraft and M.V. Hollyburn. Ticketed.

Intergate Bus Shuttle: free shuttle service.

SEATING

There were over 50 000 seats on the False Creek site. This included restaurant and theatre seats, benches and built-in seating. A total of 642 benches (one bench seated 14 people) were located throughout the site.

TELEPHONES

There were 450 pay telephones on the site.

MAIL BOXES

There was one drop-off mail box at each gate, including one at the Canada Pavilion Gate. Postal stamp machines were attached to the mail boxes.

RESTROOMS

There were 29 public restrooms on site and 15 secondary restrooms, i.e. in restaurants. Pavilions with restaurant facilities also had public washrooms.

SIGNAGE

See Operations Division Signage Department.

LANDSCAPING

Trees and flowers: Approximately 1800 trees, 600 shrubs and 200 planters with a variety of flowers were located throughout the site.

Lighting: There were three main lighting systems on the Expo site. The "deck edge" system, which followed the water line, was made up of 800 "jam jar" fixtures with silver bowl lamps. The "spine" system followed the monorail and included five lights for each of the monorail's 200 columns.

The 3.5-km service road located on the outskirts of the site was lit with fixtures on 5 m (16') poles. Mainly incandescent fixtures were used to enhance the site.

STAFF GATES

Staff gates were numbered sequentially from west to east along Pacific Boulevard, Union St. and Quebec St. (1 - 15). Listed below were the major gate locations:

- Gate 1 - foot of Seymour St., off Pacific Boulevard
- Gate 3 - Pacific Boulevard, foot of Homer St.
- Gate 5 - Pacific Boulevard, foot of Davie St.
- Gate 7 - Pacific Boulevard, below Cambie St. Bridge
- Gate 9 - Pacific Boulevard, opposite B.C. Place Stadium; by the British Columbia Pavilion Complex
- Gate 10 - Union St., foot of Taylor St.
- Gate 12 - Quebec St., north of East Gate
- Gate 13 - Quebec St., foot of Terminal Avenue
- Gate 15 - First Avenue and Ontario St.

5. Site: A Walk Through the Colour Zones

The EXPO 86 site was divided into six Colour Zones: Purple, Red, Blue, Pink, Green and Yellow. The Canada Pavilion was included in the Red Zone.

PURPLE ZONE (Zone contents are in alphabetical order)

The Purple Zone extended outside the Exposition grounds with the VIA Rail Exhibit in the renovated VIA Rail Station. The East Bus Terminal was conveniently located between the VIA Rail Exhibit and the East Gate. The Purple Zone included:

Canadian Pacific Air Lines Skyride (East): From Folklife to Pavilion of Promise in Red Zone.

East Gate: One of four Exposition public gates.

East Gate Plaza: Food, kiosks, street theatre, bandstand.

East Port: adjacent to the Northwest Territories Pavilion; departure point for free intrasite ferry to Centre Port and West Port.

Expo Centre: Pavilion of the future; OMNIMAX^o Theatre featuring A Freedom to Move; Futures Theatre; Design 2000 exhibit of futuristic vehicles; food; souvenirs.

Expo Centre Bandstand: Free hourly performances.

Folklife: Wooden boardwalks; two cedar-beam theatres (The Barn, The Big House); small open-air stage (The Common); Foodlife area with free samples; The Weavery and The Forge craft areas.

Northwest Territories: Granite inukshuk welcoming statue outside; theme was The Emerging North: In Search of Balance; film presentation.

People's Republic of China: One of the largest pavilions; multi-media presentations; model of Great Wall of China; fantasy river boat tours.

VIA Rail Exhibit: Located outside East Gate in Canadian National Rail Station, Main Street and Terminal Avenue; major rail display.

Yukon Pavilion: Open-air theatre entrance, Klondike Gold Rush days theme.

RED ZONE

The Red Zone included the Canada Pavilion on Burrard Inlet. Entrance to the Canada Pavilion was via the Canada Portal. A four-minute SkyTrain ride, free to ticket-holders, linked the False Creek site and the Canada Pavilion.

Australia: Neon kangaroos; Australia II replica.

Canada Pavilion: Pavilion designed to simulate five soaring sails; 9000 free performances; Great Hall exhibits; Earthwatch Theatre; 3-D IMAX^o Theatre sponsored by CN; Teleglobe Theatre featuring Scenography, images floating in space; Amiga Studio Theatre; outdoor Amphitheatre.

Canada Portal: Portal to Canada Pavilion from main site via SkyTrain. Features world's tallest freestanding flagpole, 86 m high (282'); giant Canadian flag, 12 m by 24 m (40' by 80'); hockey stick, 61 m high (205'); puck, 3 m by 1 m (10' by 3.5').

Canadian National: Theme was Carrying Things; architectural award-winner designed by Peter Cardew.

Canadian Pacific Air Lines Skyride (East): Travelled to and from the Purple Zone; in the Red Zone, boarding was in the northeast corner, next to the Pavilion of Promise.

HIGHWAY 86: A 217 m (711') sculptural highway; rose 12 m (39') out of False Creek; a whimsical statement on transportation theme; designed by S.I.T.E. of New York.

Japan: Free demonstration rides aboard the 40-seat HSST (High Speed Surface Transport) 450 m (1477') magnetic levitation track at 40 km/hr (25 mph); giant transportation model with 20 000 moving parts.

Kenya: Zebra-striped exterior; photographic display.

Land Plaza: The transportation systems of the world met in the pandemonium of an International Traffic Jam.

Looping Starship: Enclosed space rocker ride attraction; \$2.50.

Ontario: Four-level, crescent-shaped, extending over False Creek; amphitheatre seating 700; voyage through time.

Pakistan: Interior recreated the lively bustle of a bazaar.

Pavilion of Promise: Exterior featured dove, the universal symbol of peace, live performances and T.V. broadcasts.

Romania: Historic role in trade routes featured.

Saskatchewan: View of site from 32 m (105') glass elevator; more than 60 Saskatchewan performers.

Scream Machine: Super roller coaster ride attraction; \$2.50; "Godfrey", a 400 kg (880 lb) wire-mesh, blown styrofoam and rubber dragon marking entrance to ride.

Senegal: Blue exterior decorated with traditional motifs.

UFO H20: Playful water sculpture; Martian spaceship; designed by B.C. resident John Gilbert.

Yugoslavia: Jugo 45pv passenger car exhibited; long maritime tradition highlighted.

BLUE ZONE

The Blue Zone featured the B.C. Pavilion Complex with the Plaza of Nations and night-life area.

1907 Philadelphia Toboggan Company Carrousel: Nostalgic ride into the past on antique hand-carved horses; \$2.00.

B.C. Place Stadium: Covered, 60 000-seat domed stadium; off-site venue for displays and trade exhibits as well as the Opening Day Ceremony, May 2 and Closing Day Ceremony, October 13.

British Columbia Pavilion: Complex of three buildings around the Plaza of Nations. Housed B.C. Discovery, B.C. Challenge Pavilions, Corporate offices, International Media Centre and cabarets.

Expo Theatre: Sponsored by Labatt's; blue-and-white striped roof; home of big-name attractions.

Monorail: Stadium Gate Monorail Station.

Night Life Plaza: viewing gallery for nightly fireworks and laser show, signalling the start of after-hours entertainment.

Pacific Station: Canada's largest night-life complex; Waves, Flying Club and 86 Street cabarets.

Plaza of Nations: National and Special Day Ceremonies; capacity of up to 10 000 people.

Stadium Gate: One of four Exposition gates

PINK ZONE

Featuring the Pavilions of South and Central America, Europe, Asia and the Middle East.

Air Plaza: Planes, balloons and whirlygigs inside an overhead steel framework.

Brunei Darussalam: Exhibits on its ancient water system and modern facilities.

Centennial Rocket: Built for Vancouver's 50th birthday; restored by the Vancouver Transportation Club and the Sheet Metal Workers' Union.

Centre Port: Free intrasite ferry; linking Pink Zone to Purple and Yellow Zones.

Child's Play: Play area attraction: 90-minute visit \$2.00.

Czechoslovakia: Actorscope cinematic journey to Prague projected visitors directly into show; SKODA city bus.

Great Norwegian Explorers: 1000 years of Norwegian exploration.

Indonesia: Balinese-style art; traditional boats; chariot of the Sultan Cirebon; Palapa satellite.

Kingdom of Saudi Arabia: Developments in transportation and communications.

Mexico: Juxtaposition of ancient and modern arts of Mexico. Children's art room. Village square with larger-than-life marionettes.

Monorail: Bridge Station Eastbound and Westbound, under the Cambie Bridge.

Organization of Eastern Caribbean States: Billowing sails and canopies; exhibits representing each of seven islands.

Peru: Gold exhibit from the Museo de Oro del Peru. Largest ever shown outside Peru.

The Philippines: A Passage to Paradise; tropical waterfall; vinta sailing boat; colourful barrio fiesta.

Singapore: Surprising Singapore, A Magic Place of Many Worlds; recreated street environment; audiovisual show.

South Pacific: Thatched roofline; transportation in the South Pacific.

Sri Lanka: Brightly coloured carved gate over the entrance; bust of the Avkana Statue. Batiks and gemstones.

Switzerland: World's largest Swatch watch, 25 m high (75'); Swiss transportation; Jolly Ball transportation game.

Thailand: Temple relics; ceremonial dances and modern technology.

Union of Soviet Socialist Republics: exhibits of transportation achievements in U.S.S.R., world peace displays; film and live entertainment; Soviet space lab, Soyuz-Salyut-Progress.

GREEN ZONE

Canada's Atlantic provinces, European nations, the Roundhouse and Holography Gallery were highlights.

Air Canada: 50th anniversary of Air Canada; 200-projector show, Kaleidoscope.

Air Canada Skyride (West): Carried visitors to Yellow Zone.

Alberta: 20-minute walk-through exhibit; film, video, witty multi-media environments.

Barbados: Displays of transportation unique to Barbados, tropical scenery; audiovisual presentation; philatelic exhibit.

Belgium: Antwerp, Europe's second largest seaport, featured; telecommunications and transport achievement.

Britain: The theme of Movers (Local, International, Fun and Frontier) was featured; 100 000th Rolls Royce on display; pub.

Canadian Pacific Pavilion: Film presentation, Rainbow War, nominated for Academy Award.

Costa Rica: A three-dimensional postcard; pre-Columbian artifacts; coffee roasting display.

European Bandstand: Live performances; located on European Plaza.

European Community: Audiovisual presentation with theme of Europe in Movement.

European Plaza: Plaza of European pavilions.

Federal Republic of Germany: Multi-media show, Germany in Motion.

France: Soule-designed SK people mover ride across European Plaza, full-size replica of TGV; animated model of Paris' Gare de Lyon train station.

Holography Gallery: Laser light art show designed by Michael Snow entitled Spectral Images.

Hong Kong: Day in the life of the city in a nine-minute, multi-media show with live actors; theme was From Silk to Silicon.

Hungarian People's Republic: Featured renowned public transit system; historical transport.

Italy: Creativity and ingenuity of scientific and artistic traditions.

Locomotive People #4: Sculpture by Toronto artist Miho Sawada.

Marine Gate: Dock for ferry to Granville Island, for M.V. Hollyburn ferry and hovercraft to Canada Pavilion (tickets required).

Marine Plaza: Featured the Dream Ship with 33 m (110') masts; nearby International Harbour held vessels from worldwide ports of call.

Monorail: West Gate Station.

Norway: Innovative technology above and below the seas.

Nova Scotia: Atlantic province explored through film.

Prince Edward Island: Atlantic province; Anne of Green Gables featured.

Quebec: The province's waterways toured in 360-degree multi-media show.

Roundhouse: Theme pavilion; Golden Age of Ingenuity display featuring transportation hits and misses; only pre-Exposition building on site; legacy building.

Sea Serpent: Sculptural creature rising from pool in Marine Plaza.

Spain: Dramatic history of exploration; aerospace industry.

United Nations: Peace Through Communications theme explored in two audiovisual shows; visitor participation in Messages for Peace display.

YELLOW ZONE

The U.S.A., Washington, Oregon and California Pavilions, the Great Hall of Ramses II, and the Kodak Pacific Bowl program were highlights.

Air Canada Skyride (West): Travelled from the southeast corner of the Yellow Zone to the northeast corner of the Green Zone.

British Columbia Television (BCTV): Daily news broadcasts and tours.

California: Theme was California, Creating the Future; California "firsts" on display; space artifacts; neon sculpture.

Cariboo Log Chute: Water ride attraction; \$3.00.

Cote d'Ivoire: Recreation of Abidjan and San Pedro harbours; music, dance.

Cuba: Historic overview and present-day theme achievements.

First Interstate Courtyard of the States: Plaza of U.S. national and state pavilions.

General Motors: Theatre enclosed in metal-clad wedge; exhibits of automotive industry; multi-media presentation, Spirit Lodge.

Great Hall of Ramses II: Styled after Egyptian rock temples; approximately 80 artifacts from the reign of Pharaoh Ramses II, 1290-1224 B.C.

Kodak Pacific Bowl: Outdoor bowl; free theme-related displays and demonstrations; ongoing presentations of RCMP Musical Ride and Keifeng Motorcycle Thrill Team.

Monorail: Space Tower Station, located between the Republic of Korea Pavilion and the Space Tower ride.

Munich Festhaus: Authentic German beer garden.

Old Salts Shipyard: Boat-building includes Tall Ship.

Oregon: Cascading waterfall; tunnel built to resemble a 21st century covered wagon.

RCMP Stables: Near the Kodak Pacific Bowl; open for visits.

Republic of Korea: Ancient transportation and communications alongside modern technological innovations.

Rowingbridge: Sculpture by Geoffrey Smedley, skeletal boat frame with moving oars; 16 m (52') high.

Space Tower: Observatron elevator ride to top 72 m (236') \$2.00; two-passenger Space Drop ride, \$2.00.

Specialized Periods Tent: displays related to Specialized Periods; heliport; underwater tank.

Spirit Catcher: Sculpture by Ron Baird; a welded steel bird, 15 m (49') high by 29 m (79') across.

Telecom Canada Pavilion: Circle-Vision 360 Theatre film, Portraits of Canada - Images du Canada.

United States: Theme was Why Explore?; space exploration highlighted.

Washington: A 69-slide projector show The Northwest Passage.

West Gate: One of five Exposition gates.

West Gate Plaza: Entrance through West Gate.

West Port: Free intrasite ferry dock, located between the Munich Festhaus and the California Pavilion.

Xerox International Theatre: Primary host venue for cultural activities from participating nations.

D. Statistics

1. Benefits of EXPO 86

Based on 15 million visits. All figures in 1986 dollars.

TOTAL BENEFITS

British Columbia:

Jobs: 53 400 person-years of employment

Wages and Salaries: \$1.08 billion

Dollars: \$2.8 billion additional output in the B.C. economy

Provincial Government Revenues: \$172 million

Canada (including British Columbia):

Jobs: 63 100 person-years of employment

Wages and Salaries: \$1.34 billion

Dollars: \$3.7 billion additional output in the Canadian economy

Senior Government Revenues: \$570 million

BREAK-OUT FIGURES - CONSTRUCTION

British Columbia:

Jobs: 18 500 person-years - equal to 9250 full-time jobs for two years

Wages and Salaries: \$526 million

Dollars: \$1.37 billion additional output in the B.C. economy

Canada (including British Columbia):

Jobs: 21 700 person-years (equal to 10 850 full-time jobs for two years)

Wages and Salaries: \$607 million

Dollars: \$1.7 billion additional output in the Canadian economy

BREAK-OUT FIGURES - OPERATION

On-Site:

Jobs: 13 800 person-years, or 27 600 full-time jobs for six months

Wages and Salaries: \$248 million

Dollars: \$746 million in additional output in the B.C. economy

British Columbia:

Jobs: 34 800 person-years, or 69 600 full-time jobs for 6 months

Wages and Salaries: \$550 million

Dollars: \$1.43 billion additional output in the B.C. economy

Canada (including British Columbia):

Jobs: 41 400 person-years, or 82 800 full-time jobs for 6 months

Wages and Salaries: \$737 million

Dollars: \$2.0 billion increased output in the Canadian economy

2. Financial Statement

The final financial statement for EXPO 86 was not released by the Government of British Columbia at the time of publication of this report.

3. Budget

The budget for The 1986 World Exposition was based on 13.75 million visits.

EXPO 86 had a total budget of \$802 million (operating and capital costs). The Exposition was financed by the revenues it generated and by Lotto 6/49.

It was estimated that there would be an additional \$698 million spent by participants (Nations, Provinces, States, Corporations, etc.) for a total expenditure of approximately \$1.5 billion. (Total Investment \$1.6 billion - April 1986.)

EXPO 86 CORPORATION FINANCIAL SUMMARY (as of March 31, 1985)

REVENUE	\$ MILLIONS
Admissions	216
Retail Merchandise	90
Retail Food	94
Amusement Rides	20
Licensing	4
Corporate Sponsors	20
Participant Pavilion Fees	13
Name Entertainment	8
World Festival	5
Other	21
<u>Total Revenues:</u>	491

EXPENDITURES	\$ MILLIONS
Operating	340
Construction	334 *
Land	41
B.C. Pavilion	19
Interest	68
<u>Total Expenditures:</u>	802

SHORTFALL 311

ADDITIONAL REVENUES

Expo Generated Govt. Revenue	126
Expo Lotto 6/49	250
<u>Total:</u>	376

SAFETY MARGIN

65

* \$8 million under budget — April 1986

4. Daily Attendance Figures

EXPO CENTRE: Expo Centre was open from May 2 - October 13, 1985. Total attendance during that time was 664 134 visitors.

EXPO 86 ATTENDANCE PROJECTION: EXPO 86 attendance projection was 15 million visits to the site, while the budget was based on 13.75 million visits to the site. Actual attendance total was 20 111 578.

DAILY ATTENDANCE: Attendance figures for the 1986 World Exposition were available on a 24-hour recorded message.

See Appendix/Operating Statistics.

II. Organization

A. Participation

1. BIE (Bureau International des Expositions/International Bureau of Expositions)

Established in 1931 under the authority of a Convention of 1928, the BIE is an international organization based in Paris. Its 47 member countries authorize and regulate the frequency of international expositions. As well, the BIE establishes the guarantees and amenities to be offered to the exhibitors by the host country.

2. The Commissioner General of The 1986 World Exposition

Patrick Reid: Ambassador and Commissioner General of the 1986 World Exposition, appointed by the Federal Government of Canada. Previously, Minister at Canada House, London, for three years. Four years as Director General of Public Affairs at the Department of External Affairs, Ottawa. Director of the Canadian Government Exhibition Commission for eight years. Twice Canada's Commissioner General at the Triennale di Milano, Italy. Commissioner General for Canada's pavilions at San Antonio HemisFair, 1968; Expo '70 in Osaka, Japan; Spokane, Washington, 1974; and Okinawa, Japan, 1975. Chairman of the College of Commissioners General at Osaka and Spokane. For four years he was President of the BIE in Paris.

3. College of Commissioners General

The Commissioner General convenes the College of Commissioners General of the BIE which represents the interests of official participants. The College first convened in May, 1984. A Steering Committee of the College, chaired by Commissioner General Mr. E.R.I. Allan, O.B.E., of Britain, met frequently to settle immediate issues and establish an agenda for the full College.

4. Commissioner General's Suite

By order of the Governor General of Canada in Council, Mr. Patrick Reid was appointed in 1981 as Ambassador and Commissioner General of the 1986 World Exposition. He was responsible for:

Ensuring that the commitments taken vis-a-vis participants were duly honoured in compliance with the Convention on International Expositions; Supervising the performance of all activities in compliance with the provisions of the General Regulations; Representing the Government of Canada for all purposes in connection with the Convention and in all matters related to the Exposition; The exercise of full and proper disciplinary powers over the Exposition and in this capacity he was authorized to suspend or stop any activity, and to effect at any time the withdrawal of objects of any origin which were incompatible with the proper operation of the Exposition. Such power were to be exercised where possible after consultation with the College of Commissioners General; ensuring the

proper and due authorization of the Special Regulations and ensuring that all special commitments contained therein were carried out; ensuring the due and proper execution of all Participation Contracts.

His Suite was composed of three Deputies; Robert Dawson and Claude Servant were responsible for international marketing and liaison, and Richard Noyes Roberts for protocol. As Staff Officer to the Commissioner General, Jim O'Hara directed the administration of the Suite and liaised with the participants. With the exception of Claude Servant, these officers were on secondment from the Department of External Affairs. The Suite was ably assisted by six support staff.

During the start-up phase, Commissioner General Reid and his Deputies responsible for marketing developed an international network through External Affairs and its posts abroad. Shortly after the invitations to participants were issued in 1981, a massive campaign to attract participants was implemented. Over the next 4½ years the decision-making process and decision-makers in each country were identified and at the close of the roster, 54 international participants, 3 states and 9 provinces and territories had agreed to participate.

During the operational phase, the Suite was responsible for the planning and coordination of National and Special Days, and operating the College of Commissioners General in liaison with the Steering Committee and other organizations that grew up to represent the participants. Central to the role of the host Commissioner General and his Suite was the endeavour to protect and enhance the interests of the foreign participants in particular and to act as an arbiter and mediator between the participants and the Expo 86 Corporation to ensure the good order and efficient operation of the Exposition.

The intensity of public relations and protocol operations was such that few if any of the Suite were off-site during the whole of the Exposition and an average of twenty daily events required the presence of the Commissioner General or a Deputy.

5. Categories of Exhibitor Participants

There were three categories of exhibitor participants at EXPO 86: international participants; state/provincial/territorial participants; and corporate participants. (See also Corporate Participants Division).

EXPO 86 attracted more than 100 participants in all. Its 54 international participants made EXPO 86 the largest Special Category Exposition ever held. In addition, three states, seven Canadian provinces and both Canadian territories took part. Thirty-nine major corporations were also involved, nine as corporate exhibitors.

6. International Pavilions, General Description

Following BIE requirements, EXPO 86 designed and built a pre-fabricated modular pavilion system for leasing by its international and state participants. One modular unit was 250 square metres (2691 sq. ft). The basic module consisted of 8 and 14 metre high (26' and 47') tubular steel columns and trusses which supported a suspended roof assembly and perimeter beams. Wall panels of different materials, such as wood and aluminum, were hung from the steel frame. The interior space of the modular unit was kept relatively free and flexible in all pavilion sizes. Pavilions up to 3000 square metres had column-free interior spaces and a minimum clear height of 7.2 metres. Those larger had a single mast of four columns in the centre. The exterior and interior design and finishing of each pavilion was the participant's responsibility. Easily customized to exhibitors' requirements, the modular pavilions were acclaimed as the most innovative in recent exposition history. The modules made up approximately half the buildings on the False Creek site.

Each pavilion was visually, structurally and acoustically separate. Participants chose the size of their pavilions, and then completed the interior and exterior of the structure. International pavilions ranged in size from one to 11 modules.

A minimum of one-third of each pavilion was devoted to the theme of transportation and communications. Other exhibitry focused on artistic, cultural and geographical attractions of the pavilion's sponsor. Many pavilions also included restaurants featuring national and ethnic cuisine. Some nations presented additional eating facilities in structures nearby. Most pavilions included shops featuring goods from the home country.

7. International Participants (in order of commitment to participate)

BRITAIN

AGREEMENT TO PARTICIPATE: April 17, 1981

NATIONAL DAY: July 12, 1986

COMMISSIONER GENERAL: Mr. E.R.I. (Ted) Allan, O.B.E.

DEPUTY COMMISSIONERS GENERAL: Mr. Ray Addington, Mr. John Marshall, Mr. Dennis Loxley

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Green Zone.

Architects: Armour Blewatt & Partners, Vancouver, B.C. Uniquely shaped waterfront pavilion with stylized British flags on white exterior.

EXHIBITS: "Local" transportation (bicycles, scooters, the 100 000th Rolls Royce); "National" transportation (British Rail high-speed train, models of hovercraft, helicopters, Optica aircraft and Skyship 600, the world's largest helium-filled airship); "International" transportation (civil aviation technology from an oil rig helicopter pad; models of Concorde, A320 airbus, Shorts 330, Skyvan aircraft); "Fun" transportation (Jaguar 21 yacht, Dory 15 skiboat, Avon SR4 inflatable, hang-gliders, micro-lites, go-carts); "Frontier Movers" (full-size cab of MAGLEV; displays of HOTOL; GLORIA; the Thrust, world's fastest car).

ORGANIZATION OF EASTERN CARIBBEAN STATES

Antigua & Barbuda; Commonwealth of Dominica; Grenada; Montserrat;
St. Kitts/Nevis; St. Lucia; St. Vincent and The Grenadines

AGREEMENT TO PARTICIPATE: April 22, 1981

NATIONAL DAY: August 26, 1986

COMMISSIONER GENERAL: His Excellency Dr. Asyll M. Warner, followed by Mr. James Pompey

DEPUTY COMMISSIONERS GENERAL: Mrs. Gloria Newby, Mr. Brian Challenger

PAVILION DESCRIPTION: 441 square metres (4747 sq. ft.) - Pink Zone.

Reflected the maritime identity of the participants, with an exterior display of billowing sails.

EXHIBITS: Seven separate areas depicted the individual islands of the OECS, portraying examples of architecture typical of each island, exhibits related to the theme of transportation and communication showing the links between the islands and the wider world as well as illustrating the culture of their peoples through art, craft and photographs.

KENYA

AGREEMENT TO PARTICIPATE: July 9, 1981

NATIONAL DAY: June 9, 1986

COMMISSIONER GENERAL: Mr. Shimeless Asfaw

DEPUTY COMMISSIONERS GENERAL: Mr. Joseph Otieno, Mr. I.M. Nyakundi

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Red Zone.

Zebra-striped exterior with a replica of Nairobi's famous Thorn Tree where visitors left messages.

EXHIBITS: Faces of Kenya by the world's foremost photographers presented the indigenous people of diverse regions. A five-minute A/V balloon safari flight: two films projected simultaneously in front of and below the viewer simulating actual balloon flight over Kenya's wildlife and landscape.

CANADA

AGREEMENT TO PARTICIPATE: July 16, 1981

NATIONAL DAY: July 1, 1986

COMMISSIONER GENERAL: Mr. Bruce I. Howe

DEPUTY COMMISSIONERS GENERAL: Mr. John Powles, Ms. Michelle Dussault-Brazeau

PAVILION DESCRIPTION: Equivalent of three city blocks; largest of all international pavilions at EXPO 86; exhibit and performance space more than 10 800 square metres (120 000 sq. ft.) - Red Zone; Five white teflon "sails".

EXHIBITS: The Great Hall (theme A Canada in Motion, A Canada in Touch; Teleglobe Canada Theatre (The Taming of the Demons), ten 35-mm projectors presented images on nine rectangular screens and a single spinning hoop with a nine-channel sound system. Capacity 273; CN IMAX Theatre (Carrying Things), a three-dimensional IMAX movie. Capacity 600; Dairyland Amphitheatre, outdoor performance area. Capacity 500 plus standing; Amiga Studio Theatre, live theatre. Capacity 350; New Frontiers exhibit area, featuring pioneering Canadian technology in outer space and underwater

environments; Earthwatch Theatre (New Dimensions of Canada), Canadian transportation and communications in space, the earth's atmosphere, on land and in oceans, a Showscan process; Canada Celebration (This is My Home), a day in the life of Canada, mixed media and multi-screen audiovisual presentation. Capacity 600.

SENEGAL

AGREEMENT TO PARTICIPATE: August 26, 1981

NATIONAL DAY: May 21, 1986

COMMISSIONER GENERAL: Mr. Abdoulaye Ndiaye

DEPUTY COMMISSIONER GENERAL: Mr. Ndiogou Seck

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Red Zone.

EXHIBITS: Pavilion displayed village scenes, traditional huts, and exhibits of the Port of Dakar, rail and telecommunication system shown by photographs, slides and video.

KINGDOM OF SAUDI ARABIA

AGREEMENT TO PARTICIPATE: November 5, 1981

NATIONAL DAY: September 23, 1986

COMMISSIONER GENERAL: Dr. Nasser M. Al-Salloum

DEPUTY COMMISSIONERS GENERAL: Mr. Abdulaziz Al-Husaiyen, Mr. Mohammad Alsheddi, Mr. Abdulghani

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Pink Zone.

Exterior painted with typical Saudi scenes and a tent-like canopy surrounding the pavilion entrance.

EXHIBITS: Wall-size visuals and fast-moving slides showed technology and geography of Saudi Arabia; fort-like theatre presented 16mm films depicting aspects of the country; "Islam area" and a Grand Mosque slide show.

UNITED STATES OF AMERICA

AGREEMENT TO PARTICIPATE: June 17, 1982

NATIONAL DAY: July 4, 1986

COMMISSIONER GENERAL: Ambassador Fred Hartley

DEPUTY COMMISSIONER GENERAL: Mr. Dale A. Morrison, Mr. John Cannon

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Yellow Zone.

Architect: Toshihiko Sakow Associates, New Jersey, U.S.A.

EXHIBITS: Theme was the adventure of people's efforts to travel in space.

Exhibits featured a review of American achievements in space followed by a six-minute visual and aural flight from earth to a space station. Visitors then passed through a simulated space station.

PERU

AGREEMENT TO PARTICIPATE: July 27, 1982

NATIONAL DAY: July 31, 1986

COMMISSIONER GENERAL: His Excellency Dr. Oscar Maurtua de Romana

DEPUTY COMMISSIONER GENERAL: Dr. Jorge Perez Uceda, Dr. Alvaro Roca-Rey

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Pink Zone.
Architect: Eng and Wright, Vancouver, B.C. EXHIBITS: 250 gold objects from the Museo de Oro del Peru; collection of Spanish Colonial saddles exhibited for the first time outside Peru.

INDONESIA

AGREEMENT TO PARTICIPATE: September 17, 1982

NATIONAL DAY: August 20, 1986

COMMISSIONER GENERAL: Mr. Abdul Aziz

DEPUTY COMMISSIONERS GENERAL: Mr. Sumitro Sudirdja, Mr. Robi Sularto
Sastrowardoyo

PAVILION DESCRIPTION: 1000 square metres (10 764 sq. ft.) - Pink Zone. A nine-metre (29.5') tall candi bentar, a traditional Balinese entrance gate, was a landmark of the pavilion. Exterior walls featured Balinese theme-related drawings. EXHIBITS: A variety of past and present transportation including boats, Kalimantan, Irian Jaya, Bali and Madura. A Palesi Nagalima, the old chariot of the Sultan Cirebon, audio-visual presentations and daily performances of traditional dances.

AUSTRALIA

AGREEMENT TO PARTICIPATE: October 6, 1982

NATIONAL DAY: June 18, 1986

COMMISSIONER GENERAL: Mr. John Landy

DEPUTY COMMISSIONER GENERAL: Mr. Bruce King

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Red Zone. White exterior with red neon kangaroos. Scale replica of Australia II on plaza at the entrance to the pavilion.

EXHIBITS: Transportation/communication systems appropriate to a large country. Film/slide presentation on laser discs; G'Day, a 26-minute history of Australian sports, art and entertainment (produced by Karl McPhee and Film Australia).

FRANCE

AGREEMENT TO PARTICIPATE: November 9, 1982

NATIONAL DAY: July 7, 1986

COMMISSIONER GENERAL: Mr. Marcel J. Galopin

DEPUTY COMMISSIONERS GENERAL: Mr. Robert van Keerbergen, Mr. Robert Jany

PAVILION DESCRIPTION: 1750 square metres (18 830 sq. ft.) - Green Zone.

Architect: Bogue Babicki Assoc., Vancouver, B.C. Outside, one of the on-site transportation systems, the people-moving Soule SK system made its North American debut at EXPO 86. EXHIBITS: Simulated metro subway station; full-size replica of the TGV (Train de Grande Vitesse) which travels between Paris and Lyon at 260 km per hour; animated model of Gare du Lyon; audiovisual presentation of French aeronautical and space program.

COTE D'IVOIRE

AGREEMENT TO PARTICIPATE: March 31, 1983

NATIONAL DAY: July 15, 1986

COMMISSIONER GENERAL: His Excellency Issouf Kone

DEPUTY COMMISSIONER GENERAL: Mr. Awaza Abdel Sattar

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Yellow Zone.

Huge sculptured doors and traditional fabric motifs on the exterior.

EXHIBITS: Wharves of Abidjan and San Pedro harbours with traditional sights and sounds.

SPAIN

AGREEMENT TO PARTICIPATE: April 11, 1983

NATIONAL DAY: July 28, 1986

COMMISSIONER GENERAL: Ambassador Emilio Cassinello

DEPUTY COMMISSIONERS GENERAL: Mrs. Mercedes Cogan, Mr. Joaquin Pastor

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Green Zone.

Architects: Macua y Garcia Ramos Equipo Naib (Spain), Neale-Staniszkis

Architects, Vancouver, B.C. EXHIBITS: A 10-min audiovisual show on a 220°

screen highlighted Spain's pioneering spirit; displays of original

navigational maps; an original Goya painting; models of the autogiro

(first helicopter rotor aircraft), the Hispano Suiza; model of Seville, the

1992 Universal Exposition site.

THAILAND

AGREEMENT TO PARTICIPATE: June 28, 1983

NATIONAL DAY: July 22, 1986

COMMISSIONER GENERAL: Mr. M.L. Joengjan Kambhu

DEPUTY COMMISSIONERS GENERAL: Mr. Kamrob Warachat, Mrs. M.L. Vongtiva

Surapolbichet, Mr. Horst Koehler, C.M.

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Pink Zone.

Architect: The Butjes Group, Vancouver, B.C. Entrance featured two carved seven-metre-high (23') demons, replicas of those guarding the Royal Temple of Thailand.

EXHIBITS: The first-ever scale replicas of the Royal barge and Royal carriage were exhibited, carved from wood and covered in gold.

MEXICO

AGREEMENT TO PARTICIPATE: November 24, 1983

NATIONAL DAY: September 15, 1986

COMMISSIONER GENERAL: Mr. Anibal Silva Aguilar

DEPUTY COMMISSIONERS GENERAL: Mr. Mario Cuevas, Mr. Carlos Orvananos

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Pink Zone.

EXHIBITS: Pre-Columbian artifacts, the role of transportation and communications in the modern history of Mexico

PEOPLE'S REPUBLIC OF CHINA

AGREEMENT TO PARTICIPATE: November 27, 1983

NATIONAL DAY: May 27, 1986

COMMISSIONER GENERAL: Mr. Li Yonting, followed by Mr. Liu Jinghai

PAVILION DESCRIPTION: 2500 square metres (26 911 sq. ft.) - Purple Zone. Exterior featured ancient Chinese pailou or decorated archway.

EXHIBITS: Displays presented 2000 years of Chinese transportation and communication; flagship of Zhen He, voyager of the Ming Dynasty (1368-1644); 2000-year-old bronze royal chariot; model of the Great Wall; computer system for Chinese character communication; thematic audiovisual presentation.

UNION OF SOVIET SOCIALIST REPUBLICS

AGREEMENT TO PARTICIPATE: December 30, 1983

NATIONAL DAY: May 14, 1986

COMMISSIONER GENERAL: Mr. Nicolai D. Filippov

DEPUTY COMMISSIONERS GENERAL: Mr. Anatoly Ivanovich Klimov, Mr. V.I.

Kolchenko PAVILION DESCRIPTION: 2500 square metres (26 911 sq. ft.) - Pink Zone. Exterior featured a 15-metre (49') statue of Yuri Gagarin, first man to orbit the earth.

EXHIBITS: Pavilion featured a celebration of the 25th anniversary of manned space flight. Displays included achievements in aviation, a giant electronic map of the U.S.S.R., transportation system of Kiev, and a nuclear ice-breaker. The 33-metre-long Soyuz-Salyut-Progress allowed visitors inside a working space laboratory; 70 mm and 3D films, folk dancing and fashion shows shown in the cinema and concert hall.

REPUBLIC OF KOREA

AGREEMENT TO PARTICIPATE: February 27, 1984

NATIONAL DAY: July 17, 1986

COMMISSIONER GENERAL: Mr. Shin Sung Kang

DEPUTY COMMISSIONER GENERAL: Mr. Kui Lae Chung

PAVILION DESCRIPTION: 1250 square metres (13 455 sq. ft.) - Yellow Zone. Graphic design on exterior walls; Korean-style entrance gate outside pavilion.

EXHIBITS: Historic turtle ship from the Yi dynasty; Emile Bell, Korea's largest bell as a symbol of communication; model of 1988 Seoul Summer Olympics; 200-person theatre featured traditional folk dances.

ITALY

AGREEMENT TO PARTICIPATE: March 6, 1984

NATIONAL DAY: June 14, 1986

COMMISSIONER GENERAL: The Honourable Luigi Turchi

DEPUTY COMMISSIONERS GENERAL: Mr. Antonio D'Apice, Mr. Pier Benedetto Francese

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Green Zone.
Architects: Ricardo Sammarco, Italy; Andrea Barberini, Vancouver.
EXHIBITS: Film projection on multiple screens alternated static and mobile images of past, present and future. Exhibits included Roman biga, figureheads of ancient ships, Leonardo da Vinci's helicopter, Marconi's transmitting/receiving device.

FEDERAL REPUBLIC OF GERMANY

AGREEMENT TO PARTICIPATE: March 8, 1984
NATIONAL DAY: July 30, 1986
COMMISSIONER GENERAL: Mr. Winifried F. Wachendorfer
DEPUTY COMMISSIONERS GENERAL: Mr. Reinhard Marks, Mr. Detlev D. Zobel
PAVILION DESCRIPTION: 1530 square metres (16 469 sq. ft.) - Green Zone.
Architect: Armour Blewett & Partners, Vancouver, B.C.
EXHIBITS: Theme was Yesterday, Today and Tomorrow; an authentic imitation of turn-of-the-century railroad station with new magnetic-levitation train; fully operational weather satellite with continuous weather reports.

PAKISTAN

AGREEMENT TO PARTICIPATE: June 6, 1984
NATIONAL DAY: August 14, 1986
COMMISSIONER GENERAL: Mr. Ahmad Shamsul Huda
DEPUTY COMMISSIONERS GENERAL: Mr. Imitiaz Khan, Mr. Abdul Azia Zia
PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Red Zone.
Pavilion exterior featured Islamic-like arches with ornate mosaic effect.
EXHIBITS: Portrayal of the 5000 year-old ancient city of Mohenjodaro and architectural splendors of Muslim rule; ornately decorated Pakistani bus displayed following its journey to Vancouver from Khyber through the Punjab Plains.

CZECHOSLOVAKIA

AGREEMENT TO PARTICIPATE: July 9, 1984
NATIONAL DAY: September 2, 1986
COMMISSIONER GENERAL: Dr. Josef Kuba, CSC
DEPUTY COMMISSIONER GENERAL: Mr. Ludovit Nagy
PAVILION DESCRIPTION: 1250 square metres (13 455 sq. ft.) - Pink Zone.
Architects: Josef Vrana, Jaroslav Burger, Jiri Slavik, Jan Vrana
EXHIBITS: Rondavision, an 11-minute film presentation created by kinetic projection onto a circular screen suspended in space; Actorscope, a 10-minute, wide-screen film projecting the visitor directly into the film; Selectorama, an interactive program to select sightseeing experiences of Prague; aviation and flying exhibit; time-space-universe exhibit.

JAPAN

AGREEMENT TO PARTICIPATE: January 11, 1985
NATIONAL DAY: July 14, 1986
SPECIAL DAY: Yokohama Day, August 28, 1986
COMMISSIONER GENERAL: Mr. Kunio Katakura, followed by Mr. Shunji Maruyama

DEPUTY COMMISSIONER GENERAL: Mr. Kiichi Kurosu
PAVILION DESCRIPTION: 2000 square metres (21 529 sq. ft.)- Red Zone.
Architects: Cantafio Kamiya Architects, North Vancouver, B.C.; Mineo Tanaka, MRAIC; Tamizo Yamamota, MRAIC; Giant reproductions of the legendary "Tokaido" wood-block prints covered exterior walls.
EXHIBITS: Model Land, a huge model with 5000 small models of ships, trains, cars and planes, presented a tableau of Japan's transportation network; short audiovisual presentation; traditional arts and crafts, HSST (High Speed Surface Transport) 48-seat demonstration car operated at 40 km/hr (25 mph) on a 450 metre (1477') track.

YUGOSLAVIA

AGREEMENT TO PARTICIPATE: February 26, 1985
NATIONAL DAY: October 4, 1986
COMMISSIONER GENERAL: Mr. Nikola Jelincic
DEPUTY COMMISSIONER GENERAL: Mr. Slobodan Zanic
PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Red Zone. Featured logo designed by artist Vlada Velickovic. EXHIBITS: Displays of historical evolution of transportation and communications in Yugoslavia; YUGO automobile; innovations of Nikola Tesla; films, including Rick Hansen's Man in Motion tour of Yugoslavia.

SWITZERLAND

AGREEMENT TO PARTICIPATE: March 8, 1985
NATIONAL DAY: August 1, 1986
COMMISSIONER GENERAL: His Excellency Erik Lang
DEPUTY COMMISSIONERS GENERAL: Ms. Emmy Affolter, Mr. Hans Steinacher
PAVILION DESCRIPTION: 1000 square metres (10 764 sq. ft.) - Pink Zone.
Architects: Belprat & Associates, Vancouver, B.C.
Exterior featured the world's largest wristwatch 25 metres (82') high.
EXHIBITS: Models included a suspended railway for mass transportation, an elevator for the handicapped, and Alpine rescue services; the Jolly Ball Machine, a fun transportation game, and multi-mobile vistas of Switzerland were also featured.

BARBADOS

AGREEMENT TO PARTICIPATE: March 22, 1985
NATIONAL DAY: August 29, 1986
COMMISSIONER GENERAL: The Honourable Jack S.B. Dear, C.H.B., Q.C., followed by Mr. Clevedon F. Mayers
DEPUTY COMMISSIONER GENERAL: Mr. Carlyle Carter
PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Green Zone.
Stylized palm trees, real wild grasses and a lighthouse.
EXHIBITS: Artifacts include a Bajun breadcart, Barbados Pond Boat and the spider, designed in the 19th Century for carrying molasses from warehouse to wharfside. Philatelic display featuring transportation/communication; A four-minute audiovisual presentation used island sounds; murals by local artists; Extel Con-Master, a communications terminal with information on aspects of Barbados.

NORWAY

AGREEMENT TO PARTICIPATE: March 27, 1985

NATIONAL DAY: May 29, 1986

COMMISSIONER GENERAL: Mr. Gunnar Jerman

DEPUTY COMMISSIONER GENERAL: Mr. Thomas J. Ronneng

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Green Zone.

Exterior decorated in maritime colours reflected Norway's close involvement with the sea.

EXHIBITS: 12-minute audiovisual presentation with 24 slide and two video projectors depicted Norway's maritime industries; sub-sea environment recreated through model displays of off-shore drilling rigs and production platforms; models of of merchant fleets and elegant cruise liners.

GREAT NORWEGIAN EXPLORERS (separate exhibit)

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Pink Zone.

EXHIBITS: Celebration of Viking exploration, polar expeditions and Thor Heyerdahl's Kon Tiki and Ra ocean crossings.

ROMANIA

AGREEMENT TO PARTICIPATE: April 16, 1985

NATIONAL DAY: August 22, 1986

COMMISSIONER GENERAL: Mr. Nicolae Dragoiu

DEPUTY COMMISSIONER GENERAL: Mr. Andrei Raiescu

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Red Zone.

EXHIBITS: Highlights included replicas of VUIA II plan and models of VLAICU aircraft, the first jet ever flown.

THE PHILIPPINES

AGREEMENT TO PARTICIPATE: April 24, 1985

NATIONAL DAY: June 12, 1986

COMMISSIONER GENERAL: Mrs. Mina T. Gabor

DEPUTY COMMISSIONER GENERAL: The Honourable Luz G. Del Mundo

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Pink Zone.

Exterior designed to evoke passage to an island paradise.

EXHIBITS: Tropical setting featured with touches of dense foliage, sun, sand and sea; display of traditional boats such as the caracoa, casco and virey; typical Philippine vehicles such as the jeepney, calesa, tricycle and oxcart displayed at Land Plaza.

CUBA

AGREEMENT TO PARTICIPATE: May 7, 1985

NATIONAL DAY: July 25, 1986

COMMISSIONER GENERAL: His Excellency R.H. Martinez

DEPUTY COMMISSIONERS GENERAL: Mr. Manuel Novoa, Mr. Victor Mora

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Yellow Zone.

Quintrin, a 19th century, two-wheeled open coach featured outside.

EXHIBITS: Floor to ceiling reproductions of old engravings featured a "walk through" of Cuba's history. A theatre presented a 17-minute audiovisual presentation on Modern Cuba using 18 projectors and one film projector.

BELGIUM

AGREEMENT TO PARTICIPATE: May 15, 1985

NATIONAL DAY: July 21, 1986

COMMISSIONER GENERAL: Mr. Marcel Fonteyne

DEPUTY COMMISSIONER GENERAL: Mr. F. de Coene

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Green Zone.

Located on the European Plaza, pavilion entrances welcomed visitors in an atmosphere recalling pioneer achievements. EXHIBITS: Tintin, the well-loved Belgian cartoon character, greeted visitors as they entered the scene of Tintin's landing on the moon. Technological achievements of Belgian transportation using graphics and visual techniques.

EUROPEAN COMMUNITY

AGREEMENT TO PARTICIPATE: May 15, 1985

SPECIAL DAY: May 9, 1986

COMMISSIONER GENERAL: His Excellency Dietrich Hammer

DEPUTY COMMISSIONERS GENERAL: Mr. Finn Olesen, Mr. Guy Simon, Mr. Christian Gentil

PAVILION DESCRIPTION: 1000 square metres (10 764 sq. ft.) - Yellow Zone.

Architect: Leo A. Ehling, Vancouver, B.C.

EXHIBITS: Theme was Europe in Movement highlighted by a 15-minute audiovisual show with film, slide projection and a play of mirrors.

UNITED NATIONS

AGREEMENT TO PARTICIPATE: June 6, 1985

SPECIAL DAY: September 12, 1986

COMMISSIONER GENERAL: Mr. James Carney

DEPUTY COMMISSIONER GENERAL: Mr. David Cadman

PAVILION DESCRIPTION: 1000 square metres (10 764 sq. ft.) - Green Zone.

Architects: Greentree Developments Ltd., Vancouver, B.C. Two exterior walls displayed huge murals. A World United, painted by Paul Ygartua presented 16 faces of different ethnic backgrounds.

EXHIBITS: Theme was Peace through Communication. Displays included Peace Art, an exhibit by children; It Can't be Done, a cartoon exploring 37 000 years of human history in three minutes; Speaking Your Peace, an electronic Hyde Park for visitors to TV record personal peace messages; Is Einstein Wrong?, an interactive video laser disc; Student Messages for Peace, in which B.C. youth communicated their peace messages in poster, written and audiovisual form; Islands in Space, an 18-projector audiovisual presentation.

COSTA RICA

AGREEMENT TO PARTICIPATE: June 28, 1985

NATIONAL DAY: September 25, 1986

COMMISSIONER GENERAL: His Excellency Mario Pacheco, followed by Mr. Joaquin Quiros

DEPUTY COMMISSIONERS GENERAL: Mr. Terry Plummer, Ms. Patricia Duar
PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Green Zone.
Costa Rican beach scene with message and stamp gave exterior a three-dimensional postcard feeling.

EXHIBITS: Pre-Columbian artifacts, tropical plants, coffee roasting display.

SINGAPORE

AGREEMENT TO PARTICIPATE: July 5, 1985

NATIONAL DAY: August 9, 1986

COMMISSIONER GENERAL: Mr. Lim Ching Beng DEPUTY COMMISSIONER GENERAL: Mr. K.C. Yuen

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Pink Zone.
Architects: 3D/1 Graphic Design(s) Pte. Ltd., Houston, Texas. Exterior architectural facades represented typical Singapore shops in a busy street environment.

EXHIBITS: Theme was Surprising Singapore; secondary theme, A Magic Place of Many Worlds. The first module displayed cultural artifacts in a museum quality environment. The second module featured a seven minute audiovisual presentation in a 360° theatre, with 11 screens, 44 projectors, and theatrically lit static exhibits.

HONG KONG

AGREEMENT TO PARTICIPATE: July 30, 1985

SPECIAL DAY: July 18, 1986

COMMISSIONER GENERAL: Mr. James So

DEPUTY COMMISSIONER GENERAL: Mr. Edward Hung

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Green Zone.

Architects: Bing Thom Architects, Vancouver, B.C.

Exterior resembled a huge crate surrounded by bamboo scaffolding. Worker mannequins appeared to be completing the structure.

EXHIBITS: THEATRE: nine-minute, multi-media presentation on 24 hours in the life of Hong Kong; images from 7000 slides mounted in 66 projectors combined with live dancers.

BRUNEI DARUSSALAM

AGREEMENT TO PARTICIPATE: September 25, 1985

NATIONAL DAY: September 29, 1986

COMMISSIONER GENERAL: Mr. Dato Paduka Sidek Yahya, DPMB, SNB, PHBS, PJK

DEPUTY COMMISSIONERS GENERAL: Awg. Ahmad Dat Matnor, Mr. Asahari M. Ali

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Pink Zone.

EXHIBITS: Audiovisual displays showing traditional and modern innovations in water transportation.

SRI LANKA

AGREEMENT TO PARTICIPATE: October 21, 1985

NATIONAL DAY: July 24, 1986

COMMISSIONER GENERAL: Mr. Hubert Jayakody

DEPUTY COMMISSIONER GENERAL: Mr. Bernard Withanage

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Pink Zone.

Decorative exterior with a carved wooden gate 8.5 metres (28') high; batik ceiling is a facsimile of the Dalada Maigawa ceiling, the Temple of the Tooth in Kanady. EXHIBITS: A three-metre (10') replica of the bust of the Aukana Statue at the entrance; a 15-metre-long (50') batik; a 46 cm (18") carved ivory elephant with gold and gems; a gemstone collection and Sri Lanka gem cutter working daily; other cultural artifacts.

HUNGARY

AGREEMENT TO PARTICIPATE: October 23, 1985

NATIONAL DAY: June 2, 1986

COMMISSIONER GENERAL: Dr. Laszlo Korosvolgyi

DEPUTY COMMISSIONER GENERAL: Mr. Tamas Benke

PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Green Zone.

EXHIBITS: Traditional and modern modes of transportation: a 19th Century carriage, model of first underground motorcoach ever built in Europe, and the Ikarus bus.

SOUTH PACIFIC

AGREEMENT TO PARTICIPATE: Fiji, Western Samoa, Cook Islands - January 30, 1986; Tonga, Vanuatu, Papua New Guinea, Solomon Islands - February 20, 1986; Nauru - March 11, 1986.

NATIONAL DAY: June 6, 1986

DEPUTY COMMISSIONERS GENERAL: Mr. Jean Sese, Mr. Raj Pillay

PAVILION DESCRIPTION: 358 square metres (3854 sq. ft.) - Pink Zone.

Exterior characterized the island nations with a stylized roof reminiscent of thatched huts.

EXHIBITS: Theme: Transportation and Communication in the South Pacific.

Displays included a variety of sea-going vessels, artifacts, masks and drums.

MALAYSIA

AGREEMENT TO PARTICIPATE: March 11, 1986

NATIONAL DAY: August 21, 1986

COMMISSIONER GENERAL: Mr. Ahmad Pharym

DEPUTY COMMISSIONERS GENERAL: Mr. Gan Ber Keat, Mr. Mohd. Adzib Mohd. Isa, Mr. Mohamed Nor bin Md. Said PAVILION DESCRIPTION: 500 square metres (5382 sq. ft.) - Yellow Zone.

Exterior featured palm tree silhouettes and wooden architectural facades reflecting indigenous Malaysian arch and roof designs.

EXHIBITS: 15-projector audiovisual show; made-in-Malaysia Proton Saga; cultural artifacts from the Muzium Negara (National Museum); arts; crafts.

8. National and Special Days

In keeping with the tradition of world expositions, EXPO 86 designated National Days to honour international participants. International organizations, provinces, states and corporations were honoured with Special Days. The date of a participant's National or Special Day was determined in accordance with protocol and with a view to emphasizing the participant's important celebrations. Both National and Special Days featured cultural components, specifically the music, language, movement and multi-disciplinary arts of the participants.

Ceremonies usually began at 0011 hours in the Plaza of Nations, or on occasion in the Xerox International Theatre, and included flag-raising ceremonies, formal addresses by public leaders and cultural performances.

See Appendix/National Day Visitors; Also Appendix/Official Visits.

9. Provincial and Territorial Participants (in order of commitment to participate)

BRITISH COLUMBIA

SPECIAL DAY: August 4, 1986

COMMISSIONER: Mr. Thomas G. Rust

DEPUTY COMMISSIONERS: Mr. Jack McKeown, Mr. David Podmore

PAVILION DESCRIPTION: 4.5 hectares (11 acres) - Blue Zone. Three permanent buildings and a glass-covered Plaza of Nations. Architect: Waisman Dewar Grout Carter, Vancouver

EXHIBITS: Discovery B.C.: 5000 square metres (53 800 sq. ft.), glass galleria pavilion entered through a landscaped Walk in the Forest; 500-seat theatre featured film Zargon starring child actress Fairuza Balk in a 16-minute, 70 mm Showscan film (Director: Rob Turner, Vancouver; Producer: Peter O'Brian, Independent Pictures (B.C.) Inc.); main hall featured Discovery Trees (elevator exhibits on innovative technologies) and live theatre vignettes; 335-seat restaurant; East Wharf and Water Theatre outside the Pavilion featured coastal scene fish boats, tugs, and Ivanhoe, the Pavilion flagship. Challenge B.C.: 1800 square metres (19 500 sq. ft.), featured whimsical, 12-minute multi-media and live performance show on B.C. industry as well as a 360-seat theatre with 35 mm Trimax projector system film Our British Columbia (Director: Richard Jeffries); Business Centre; Business Conference Facility; Media Centre; Expo 86 Corporation administrative offices and retail facilities. Showcase B.C.: President's Lounge and the Pacific Station three-cabaret entertainment complex; CKNW Radio broadcast facility.

OTHER: Plaza of Nations: a 5000-square-metre glass-covered area for official ceremonies, entertainment and community events; accommodated up to 10 000 people. Activities here included B.C. Regional Weeks (10 regions showcased their attractions, special events and performers); B.C. Entertainment Showcase (professional entertainers and fashion designers); B.C. Talent Show (professional and amateur talent performances).

QUEBEC

AGREEMENT TO PARTICIPATE: July 15, 1981

SPECIAL DAY: June 25, 1986

COMMISSIONER: Mr. Claude Benjamin, followed by Mr. Paul Tremblay

DEPUTY COMMISSIONERS: Mr. Jean-Marie Roy, Mr. Andre Sauvageau

PAVILION DESCRIPTION: 1800 square metres (19 376 sq. ft.) - Green Zone.

Architect: Belzile, Brassard, Galienne, Lavoie, Deblois, Cote,

Architectural Assoc., Quebec, P.Q.

EXHIBITS: Theme was Un Quebec en mouvement - Un Quebec en contact (Quebec in motion - Quebec in contact); spectators gathered on a small island surrounded by water to view a 20-minute audiovisual presentation with 360 degree screen and 48 projectors; conclusion was a cinematographic illusion creating two streams of water on each side of the island of spectators. (Design: Design + Communication Inc., Montreal; Production: Lambert, Lepage, Labbe Inc., Montreal)

ONTARIO

AGREEMENT TO PARTICIPATE: July 15, 1981

SPECIAL DAY: July 11, 1986

COMMISSIONER: Mr. Jack M. Callen

DEPUTY COMMISSIONERS: Mr. Stewart Kell, Mr. Bill Rathbun

PAVILION DESCRIPTION: 7600 square metres (81 808 sq. ft.) - Red Zone.

Four-level, crescent-shaped steel and concrete structure with translucent fabric roof stretched over a half arch of thin steel tubes and cables, the first ever structure of its type; 720-seat garden/amphitheatre -

Architects: Zeidler Roberts Partnership/Architects, Toronto, Ontario.

EXHIBITS: Theme was Ontario - Yours to Discover. Inspirations: stylized portrait of Ontario industry with aircraft, canoes, bikes, hang gliders woven through the air. (Designer: Gerry Adamson, Toronto); Reflections: magical trip through 5000 years of Ontario history including illusion of standing above the Niagara Gorge. (Designer: Astrid Janson, Theatrical Designer, Toronto); Theatre: 750-seat cinema showed 18-20 minute film of 70mm, 3-D and multi-image formats (Producer/Director: David Mackay, Toronto).

ALBERTA

AGREEMENT TO PARTICIPATE: July 5, 1982

SPECIAL DAY: May 19, 1986

COMMISSIONER: Mr. Robert W. (Bob) Dowling

DEPUTY COMMISSIONERS: Mr. Grahame Blundell, MBE, Mr. Tom C. Donnelly

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Green Zone.

exterior depicted grain elevators, windmill and seven-storey hollow tower which symbolized Alberta's mountains and oil industry. Architects: The Sturgess Partnership, Architects and Urban Designers, Calgary, Alta.

EXHIBITS: 20-minute walk through exhibit of artifacts, artwork, film, video; Buffalo Jump, 90 second 16 mm film; Alberta Sky, three-minute 35 mm film magnetic sound; Rodeo, four-minute 35 mm film and 17 synchronized slide projectors on a 360° screen; Ballet at Syncrude, a three-and-a-half minute, 16 mm film with two-track magnetic sound.

SASKATCHEWAN

AGREEMENT TO PARTICIPATE: December 1, 1982

SPECIAL DAY: August 8, 1986

COMMISSIONER: Mr. Gordon W. Staseson

DEPUTY COMMISSIONERS: Mr. Fred Heal, Mr. Jim Ebbels, Ms. Paula Simpson, Ms. Edie Rittinger

PAVILION DESCRIPTION: 1500 square metres (16 146 sq. ft.) - Red Zone. A 10-storey elevator tower clad in copper and mirror-like reflective glass with observation deck at top. (Designers: Arnott MacPhail Assoc., Regina, Sask.)

EXHIBITS: Hall of Innovation: audiovisual, live performances, three dimensional displays created the message Saskatchewan: Wonderful Land, Wonderful People, Wonderful Opportunities (Designers: Aldrich Pears and Assoc., Vancouver, B.C.); Horizons Theatre: 250 seats.

PRINCE EDWARD ISLAND

AGREEMENT TO PARTICIPATE: September 16, 1985

SPECIAL DAY: September 22, 1986

COMMISSIONER: The Honourable J. Angus MacLean, P.C.

DEPUTY COMMISSIONERS: Mr. Jim Clark, Mrs. Ellen Rioux

PAVILION DESCRIPTION: 250 square metres (2691 sq. ft.) - Green Zone.

Architects: Webber Harrington Weld Group Inc., Halifax, N.S.

EXHIBITS: Walk-around 6.5 metre (20') replica of the Island and overhead visual presentation of 300-slide, audiovisual presentation highlighting the province's role in Confederation and the novel Anne of Green Gables.

NOVA SCOTIA

AGREEMENT TO PARTICIPATE: May 2, 1985

SPECIAL DAY: August 2, 1986

COMMISSIONER: Mr. Frank T. Barber

DEPUTY COMMISSIONER: Mr. Michael Kontak

PAVILION DESCRIPTION: 195 square metres (2099 sq. ft.) - Green Zone.

EXHIBITS: 8½ minute, multi-screen audiovisual with moving images portraying traditions and innovations of the province.

NORTHWEST TERRITORIES

AGREEMENT TO PARTICIPATE: May 4, 1983

SPECIAL DAY: June 21, 1986

COMMISSIONER: Mr. George Braden

DEPUTY COMMISSIONER: Mr. Alan Vaughan PAVILION DESCRIPTION: 1800 square metres (19 376 sq. ft.) - Purple Zone. exterior shape evoked icebergs, glaciers and mountain peaks with a grey granite inukshuk, a symbol of friendship designed by Inuit carver Alvin Kanak. Architect: Bing Thom, Architects, Vancouver

EXHIBITS: Theme was The Emerging North: In Search of Balance; sub-theme was Partners in Progress; exhibits, films and displays portrayed the character, cultures, geography, economy and development of the North; 175-seat theatre featured a 10-minute film The Emerging North: In Search of Balance;

Northern Reflections, a special effects gallery with large landscape photographs and mirrors; artifacts and crafts; audiovisual presentation showed northerners speaking directly to visitors.

YUKON

AGREEMENT TO PARTICIPATE: January 16, 1984

SPECIAL DAY: August 18, 1986

COMMISSIONER: Mrs. Pearl Keenan

DEPUTY COMMISSIONERS: Mr. Patrick Dixon, Mr. Roland McCaffrey

PAVILION DESCRIPTION: 550 square metres (5920 sq. ft.) - Purple Zone. exterior featured a brilliant northern sky backdrop by Yukon artist Ted Harrison; entranceway in the form of a riverboat paddlewheel; lifesize replica of the bushplane "Queen of the Yukon". Architects: Howard/Yano Architects, Vancouver.

EXHIBITS: Klondike gold rush of 1898 was featured in a mini-slide show; displays of the Alaska and Dempster Highways; exhibit of Old Crow where man has lived for more than 30 000 years; audiovisual 18-projector presentation called Out of Silence.

10. State Participants (in order of commitment to participate)

OREGON

AGREEMENT TO PARTICIPATE: April 27, 1984

SPECIAL DAY: May 24, 1986

COMMISSIONER: Mr. Bob Stevens

DEPUTY COMMISSIONER: Mr. Wayne Rawlins

PAVILION DESCRIPTION: 1250 square metres (13 455 sq. ft.) - Yellow Zone. Designer: Promotion Products Inc, PPI of Portland, Oregon

EXHIBITS: Theme was You're More than Welcome; featured a walk behind a cascading waterfall and into a 21st century "covered wagon". Film, live presentations, lectures, demonstrations and creative arts in the Oregon Gallery Theatre.

WASHINGTON

AGREEMENT TO PARTICIPATE: April 14, 1983

SPECIAL DAY: May 26, 1986

COMMISSIONER: Senator H.A. (Barney) Goltz

DEPUTY COMMISSIONERS: Ms. Evelyn Y. Sun, Mr. Roger Wilson

PAVILION DESCRIPTION: 1250 square metres (13 455 sq. ft.) - Yellow Zone. Architects: Waisman, Dewar, Grout and Cannon, Seattle Washington; deMartin, Marona, Carnstoun, Downes of New York, N.Y.

EXHIBITS: Theme was The Second Century, the Century of the Pacific; The Northwest Passage module featured a 4.58 m high x 38 m long (15' x 125') screen of panoramic images created by 69 slide projectors. The moving images were projected by 36 mm looped motion picture projectors and visitors were transported past the screen on a Travalator, a moving sidewalk; Discovery Place featured six stations each with three videodisc players for visitors to access information and pictorial data banks; adjacent Performance Plaza featured live performances.

CALIFORNIA

AGREEMENT TO PARTICIPATE: November 28, 1985

SPECIAL DAY: August 6, 1986

COMMISSIONER: Mr. John Hay

DEPUTY COMMISSIONERS: Mr. Larry Hoffart, Mr. Allen P. Goldstein

PAVILION DESCRIPTION: 1000 square metres (10 764 sq. ft.) - Yellow Zone.

EXHIBITS: Theme was California: Creating the Future; exhibits featured a number of California "firsts" in communication and transportation technology; Teddy Ruxpin, the world's first talking toy bear was displayed as the exhibit's official mascot; display of Apollo XIV command module, carrier of the first man to the moon; live broadcasts of satellite weather forecasts; 25-monitor videowall displayed the future of space flight through science fiction writer Ray Bradbury's eyes; flying saucer tour of California through a magic-of-Hollywood film.

B. Corporate Structure

The Expo 86 Corporation, a British Columbia Crown corporation, was established by the Expo 86 Corporation Act in February, 1981.

The Expo 86 Corporation was responsible for theme pavilions and plazas, on-site restaurants, merchandising buildings, theatres, small ancillary buildings such as the bandstands, information booths and centres, lottery booths, post offices, main gates, the marine gate, ferry docks, monorail stations, dog kennels, employee and performers' lounges, shipbuilding and aircraft building demonstration areas.

Expo 86 provided modular pavilions for its international and state participants. Provinces, territories and corporate participants were responsible for the financing, design and construction of their own pavilions and exhibits.

The Expo 86 Corporation (as of October 13, 1986) consisted of the following divisions: Communications and Marketing (Note that Marketing was a separate division from January 1983 to June 1986); Construction Division; Entertainment Division; Executive Division; Finance and Administration Division; Operations Division; Participants Division.

BOARD OF DIRECTORS (As of October 13, 1986)

EXPO 86 was organized with a board of 14 directors, three of whom are nominated by the Government of Canada, nine by British Columbia and two by the City of Vancouver. The board, under the chairmanship of Jim Pattison, was appointed by the provincial government and reported to the Minister responsible for EXPO 86, the Honourable Claude Richmond.

BOARD MEMBERS

Jim Pattison (Chairman and President, Expo 86 Corporation; Chairman, Board of Directors, B.C. Place Ltd.), President, The Jim Pattison Group

Walter R. Badun, Chairman, Penreal Advisors Ltd.

H. Clark Bentall, Chairman of the Board, The Bentall Group

Peter M. Brown, President, Canarim Investment Corp.

Herb P. Capozzi, Director, Capozzi Enterprises

Raymond Dagg, President and General Manager, Target Media Inc.

Don M.E. Hamilton, President, General Communications Corporation Limited

Lucille M. Johnstone, President and Chief Operating Officer, Rivotow Straits Limited

Dr. Norman B. Keevil, Jr., President and CEO, Teck Corporation
Lyall Knott, Q.C., Clark Wilson, Barristers and Solicitors

Stanley Kwok, President, B.C. Place Ltd.

Allan D. Laird, Chairman of the Board, Hastings West Investments Ltd.

A. Keith Mitchell, Q.C., Farris, Vaughan, Wills & Murphy, Barristers and
Solicitors

John F. Newton, President, J.F. Newton Limited

Patrick Reid, Commissioner General, 1986 World Exposition

Honourable Claude Richmond (Minister of EXPO 86), Minister of Social
Services and Housing

Alison Robinson

Robert F. Roddick, Roddick and Peck, Barristers and Solicitors

GENERAL CORPORATE OBJECTIVES

The general corporate objectives of EXPO 86 were: To deliver a world class Exposition on time and on budget; To illustrate the importance of transportation and communications in societal, economic and technological terms; To provide a forum for discussion and demonstration of world-wide achievements and prospects in transportation and communications; To provide visitors with the opportunity to experience lifestyle changes that may result from transportation and communications technology; To foster international trade, tourism and cultural exchange.

C. Divisions

1. COMMUNICATIONS AND MARKETING

Vice President Communications and Marketing: George Madden
Director Information Services: John L. Thomson
Director Media Relations: Gail Flitton
Director Entertainment Publicity: Linda Oglov
Director Marketing Canada: Sandy Brown
Director Sales: Fred Lounsberry

"Creating Awareness Through Communications"

Since its incorporation in February of 1981, the Communications Division undertook efforts to convey the excitement and value of The 1986 World Exposition with potential participants and visitors, both nationally and internationally. Communications Division programs were directed at the hospitality and travel industries, at British Columbia communities, at participants and volunteers, and at national and international media.

From January 1983 to June 1986, Marketing was a separate division. In June of 1986, the Marketing Division ceased to exist as a separate entity and its remaining areas of responsibility were merged into the Communications Division. Throughout the 1986 World Exposition, the programs of the Marketing and Communications Divisions were closely linked.

1. Resource Centre

Through its transportation and communications library and archives, the Resource Centre, operated by the Communications Division from July 1982 to January 1985, provided the Expo 86 Corporation, participants and the media with research services and background information. The Resource Centre maintained general reference books including atlases, dictionaries (English and other languages), grammar and quotation books, Who's Who, almanacs, directories of organizations, government officials, directories, etc.

Material was also researched and made available on EXPO 86 and past world expositions, theme parks, special events, corporations and the theme. Quick questions and in-depth theme-related research were answered using the Centre's library and through its contact with other information sources.

Online services were also available, allowing access to hundreds of databases such as the Canadian Wire Service, the Wall Street Journal, Public Affairs Information Service, Engineering Index, U.S.A. Yellow Pages, Transportation Research, etc. A journal collection of approximately 80 titles provided current information on a wide variety of topics.

The centre maintained, in addition to books and journals, archives of newspaper and journal clippings about EXPO 86, and EXPO 86 brochures, news releases and other publications. Audiovisual tapes including EXPO 86 media coverage and distributing lending copies of promotional tapes. The centre was equipped with slide projectors, 16-mm film projector, overhead projectors, and a 3/4" and a 1/2" VHS video machine, all available on loan. A collection of 5000 slides was also maintained.

In the spring of 1985, the Resource Centre assumed a wide range of new responsibilities and became the Information Management Group of the Information Services Department.

iii. Information Services Department

To meet the demand for information on all levels, wide-ranging distribution of informational and promotional publications was carried out. A high-tech telephone and mail-answering service was established to handle the more than one million calls and 1.5 million letters received by the Exposition.

Under the auspices of Information Services were the following departments:

EXPO INFO

EXPO INFO, a public inquiry service, operated seven days a week to respond to telephone inquiries in English, French, and from the deaf (TDD), as well as mail inquiries; provided a highly sophisticated electronic information retrieval (database) system for handling 'on-line' inquiries about EXPO 86; fulfilled up to 10 000 telephone and mail inquiries daily, answering more than one million telephone enquiries in all; promoted visits to EXPO 86, Vancouver and a high level of repeat visits within core market; took guest comments through phones and mail and by computer from Guest Relations offices on site; printed all comments and circulated them to management; transferred calls to VTC/CBO ticket centres, ResWest, Tourism B.C. and Expo Group Sales; Charge-by-phone ticket sales (totalling more than \$4 million); Guest House information and registration services; volunteer information and registration services.

As well, EXPO INFO arranged and directed all periodical, brochure, direct mail marketing and information kit mailing and shipping. During 1985, a total of 2.9 million pieces of mail were coordinated by EXPO INFO. This total included 1.5 periodical publications with regional, national and international market destinations. Most of these were published on a monthly basis.

As of November 1985, the EXPO INFO distribution staff of four undertook responsibility for coordination of all direct mail programs generated by the Expo 86 Corporation. This coordination included 330 000 pieces of mail for Groups Sales, Travel Industry Sales and Entertainment markets. The staff received extensive assistance from Volunteer Services.

See Appendix/Operating Statistics; Also Appendix/BIE Report -- EXPO INFO; and Appendix/Direct Mail Summary.

EDITORIAL SERVICES

With a staff of three full-time writers and occasional freelancers, Editorial Services researched, wrote, edited and coordinated production of eight monthly newsletters -- Neighbour's News (site neighbours), B.C. Network (B.C. communities); B.C. Business Bulletin (business community); MLA Report; MP Report; Express (staff newsletter); Expo Update (short features); and Expogram (press release roundup). As well, Editorial produced six issues of the bilingual newsletter World in Motion -- World in Touch, designed to encourage participation in theme events and Specialized Periods. Prior to and during the Exposition, produced Folklife Times and the Xerox International Theatre brochure on a monthly basis. Produced 12 issues of Communique (French and English versions), an award-winning, internationally oriented quarterly highlighting international participation for the Commissioner General's Suite. Researched, wrote and edited four English and one French edition of the EXPO 86 Official Souvenir Guide. Prepared more than 400 feature articles for the Feature Stories program for use by commercial media and participant publications, topics covering all aspects of EXPO 86. During the Exposition, published Express, a staff newsletter twice-weekly. Assisted in production of news releases, news summaries and backgrounders. Produced advertorials and supplements which appeared in Maclean's, Time Canada, the Globe and Mail and extensively in newspapers in California and across Canada.

INFORMATION MANAGEMENT GROUP

This group was established in January 1985. It researched, wrote and maintained master computer database of the Exposition and program information. This database was used by EXPO/INFO to answer telephone and mail questions, and Guest Relations IBM/EXPO INFO systems on-site, as well as all other Departments of the Corporation.

Production responsibilities included: text for the Daily Showguide; text and supervision of graphics for Expo Channel, a television showguide broadcast on Channel 3 and updated weekly; the Expo dialup database for home computer enthusiasts; EXPO 86 Videotex information on Dominion Information Services "In Touch" videotex/terminal system located in shopping malls, airports, hotels, etc. in the Vancouver region; and Expo Bulletins for the airline Expo Holiday Planning Database distributed to major worldwide airlines and carried on 140 000 travel agent terminals.

The group published the EXPO 86 Information Manual, the hardcopy of the EXPO INFO database, which provided subscribers with in-depth information on all on-site attractions, exhibits and events. The manual was available in English or French on a subscription basis (\$160 CDN) and was updated regularly. (A final edition of the manual is deposited with the British Columbia Provincial Archives in Victoria, B.C., and the Vancouver Public Library, Main Branch, Vancouver, B.C.).

The group also researched information and obtained visuals (videotapes, slides, photographs) for the IBM/EXPO INFO Touch-Screen Visitors' Information System on site, the EXPO 86 Official Souvenir Guide, verified information for print and electronic media, Government Departments, outside consultants and specialists wishing to confirm facts about Expo.

Also under the auspices of the Information Management Group were:

Expo Radio: In May 1986, Expo Radio 530 AM and 1600 AM went on air as a result of the assistance of B.C. Institute of Technology, CKNW and CKWX with the sponsorship of Proud Partner Shoppers Drug Mart. Expo Radio was licenced by the CRTC and reached from Horseshoe Bay to Blaine and from Langley to Tsawwassen, close to the U.S. Border. This community service provided instant data on traffic flow and also directed visitors to the 20 000 available parking spaces.

Approximately 60 percent of the air time was devoted to general information about EXPO 86 and detailed information about current Expo-related entertainment and Special Events.

Broadcast hours were from 0800 to 2200 hours. The station was located in the studios of the B.C. Institute of Technology and employed six of the B.C.I.T.'s professionally trained students. The radio station used the back-up antennas of CKNW and CKWX.

Expo Channel TV Information Service: The Association of Lower Market Cable Operators approached EXPO 86 in 1985 with the offer to provide the cable channel dedicated to EXPO information 24 hours a day throughout the Exposition. Through the generous assistance of Dominion Information Systems and New Media Technologies, which together provided a computer-graphic event information signal, EXPO 86 was able to utilize the channel generously provided by the Association of Lower Mainland Cable Operators. EXPO 86 was also able to send the signal throughout B.C. from 2300 to 0900 hours over the Knowledge Network and for part of the summer, nationwide on the Parliamentary Channel.

See Appendix/Information Management Group Flow Chart.

DAILY SHOWGUIDE

The Daily Showguide was a daily brochure distributed free-of-charge at EXPO 86 public gates and information booths. It listed all on-site events and entertainment and related EXPO 86 activities such as those of the Royal Bank/EXPO 86 World Festival and Specialized Periods.

INTERNATIONAL PROMOTION

Obtained maximum international acclaim for EXPO 86 through active liaison with the Department of External Affairs and the Canadian diplomatic network; encouraged staff to publicize the Exposition at every opportunity by providing of brochures, weekly bulletins, publicity kits, photos, speech materials, etc; ensured a high EXPO 86 profile in major Celebration 86 events, notably the Rick Hansen Man in Motion World Tour and the Odyssey 86 Round the World DC-3 Flight; assisted in liaison with Canadian posts and participating corporations in participating countries; maintained direct mail promotion with target professional markets; worked with participants to use their programs to create local angle news releases and features for media in their home countries. Half a million brochures in seven languages as well as 50 000 posters in seven languages were distributed through the

Canadian diplomatic network, offices of participating governments, overseas offices of participating corporations and through transportation academics and professionals worldwide.

INFORMATION SYSTEMS (IBM Expo Info Systems)

Visitors attending the Exposition were able to get up-to-date information in English and French on attractions, entertainment and activities from any one of 90 IBM EXPO INFO touch-screen computer terminals on the Expo site. The terminals were located in 10 outdoor kiosks and two indoor kiosks (one in Expo Centre and one in the Canada Pavilion). Each kiosk had seven screens. Terminals were also placed in the IBM VIP Lounge, the "Canadian Club" and the International Media Centre.

On average, 540 000 touches were recorded each day. Assuming four touches were required to obtain a specific item of information, then the system answered over 100 000 visitor queries on site each day.

iii. Media Relations Department

The Media Relations Department was responsible for all aspects of media coverage of the 1986 World Exposition including assembly and distribution of information, attracting interest in and coverage of EXPO 86 prior to and during the Exposition and providing facilities and services for all media during the Exposition.

The Media Relations Division had three major programs: Regional, national and international publicity; familiarization tours and briefings; design and operation of the International Media Centre.

Staff were divided into two branches under the direction of the Director, Media Relations:

Director/Media Relations

Manager/Media Centre

Assistant Manager/Publicity Services Assistant Manager/Media Services

Sr. Media Relations Officer/
Editorial

Sr. Media Relations Officer/
Administration

Sr. Media Relations Officer/Television

Media Relations Officers

PUBLICITY SERVICES

The objective of Publicity Services was to attract media interest in and coverage of EXPO 86 and to ensure that information delivered to the public through the media was as accurate and positive as possible. This objective was met in the following ways:

Publicity Events involving the media: Publicity Services played an integral role in coordinating the publicity and media for the B.C. Invites the World (BCIW) program and in publicizing corporate, provincial, U.S. state and International Participant announcements.

Printed and Electronic Materials:

From 1979 through closing, 332 news releases with a total circulation of 2 134 150 were distributed locally, regionally, nationally and internationally.

YEAR	QUANTITY	CIRCULATION
1986	95	846 150
1985	133	1 083 950
1984	47	157 400
1983	20	28 200
1982	12	9 450
1981	16	6 800
1980	3	900
1979	6	1 300

From July, 1984 to October, 1986, 83 media notices were distributed to 39 332 local media in total.

From February 1984, to September, 1986, 41 Expo Updates were distributed to 600 000 worldwide media in total.

From November, 1985 to October, 1986, 37 Expogrammes were distributed to 277 500 media in total in Canada and the Western United States.

From December, 1984 to January, 1986, 18 feature stories were distributed to 56 815 worldwide media in total.

Video updates of site construction and special pre-opening events were distributed to selected TV Stations in Alaska, Washington, Oregon, California, major U.S. cities in other states, and Canada in November, 1985 (195 stations) and March, 1986 (75 stations).

Daily Briefings: After the Media Department's move to the on-site media centre in December 1985, twice-weekly media briefings were held on Tuesdays and Thursdays until late April 1986. The briefings were upgraded to a daily status the week prior to opening and then reduced to weekdays only in early July. Briefings usually began at 0900 although there were exceptions.

The briefings consistently attracted a core of Vancouver media as well as any out-of-town media guests. Briefings were also held to promote World Festival performances and in response to late-breaking issues and major policy changes.

News conferences could be scheduled by participants and notices were posted in the International Media Centre.

MEDIA SERVICES

Media Inquiries: Although difficult to gauge, media inquiries via telephone, mail and in-person, averaged 25 daily during 1982-83; 50 daily during 1984; 350 daily in 1985; and 700 daily in 1986. Inquiries peaked during April and May 1986.

Site Tours/V.I.P. Visits: The department liaised with the EXPO 86 Official Visits section to organize media coverage of V.I.P. visitors. In the case of such prominent official visitors as Their Royal Highnesses The Prince and Princess of Wales, Prime Minister Margaret Thatcher of England and the President of Italy, among others, the department liaised with the RCMP to establish secure media positions/pens on site. Media pens were also established and manned by staff for each National/Special Day ceremony at the Plaza of Nations.

Mailing lists: A 20 000-name media mailing list, utilizing the MLMS System of the Provincial Government of British Columbia, was assembled as a publicity distribution tool. Media from around the world were divided into English and French language listings and then into communications, transportation, general news, and travel sub-groups. All voluminous printed material circulated by the department used this system. Since January 1984, system maintenance included 22 654 additions, 2752 changes and 3158 deletions to the system.

Clippings: The department subscribed to three clipping services in order to monitor North American coverage. Bowdens of Toronto clipped all Canadian (except British Columbia) major newspapers and magazines to September 1986. Western Clipping Service of Vancouver clipped all B.C. papers and magazines through November 1985. Bacon's of Chicago clipped all U.S. magazines and the top 100 U.S. newspapers by circulation through September 1986. Notable clippings were circulated to key EXPO 86 and government officials as were the local daily clips. An estimated 100 000 clips were processed and catalogued by the department.

Photographic Services: The Photo Library stocked colour slides and black and white prints for media use. Freelance photographers were contracted for specific shoots. During EXPO 86, a Media Relations Officer with photo experience took shots as required. Due to cost and staffing restrictions, photo and slide availability was restricted to a selection of three dozen each of photos and slides for media use. A core list of Pacific Northwest media was sent material monthly. An estimated 40 000 to 50 000 photos and slides were distributed from 1981 to 1986. Canadian Press provided limited darkroom facilities available to visiting media on a user pay basis.

Media Fam Tours: The Media Visit Fam Tour Program was in effect from 1984 through March 1986. EXPO 86 hosted several all-expense paid visits. However, the majority of media visitors were hosted by other organizations such as travel companies, foreign governments and the Canadian External Affairs Department or were personally paid for by the media visitor.

EXPO 86-hosted Fam Trips

	1986	1985	1984
B.C. Media	--	35	--
CDN Media	68	94	4
USA Media	25	13	--
Overseas	30	2	1

Between 1982 and April 1986, 470 overseas media, 430 USA media and 230 Canadian media made visits to the EXPO 86 offices and site. These media were accorded briefings and site tours on an individual and group basis. Site tours were usually an hour in length and consisted of a drive through the site in an eight or 12-passenger mini-van.

PARKING

All parking was off-site at public pay lots near the site. Visiting media made their own arrangements. A shuttle service operated between major off-site parking areas and the Expo site. Parking maps were available and road signage and radio announcements gave regularly updated information. The use of public transit and taxis was recommended.

PREVIEW DAY/May 2, 1985

The Media Relations Department implemented a program which hosted 200 North American media for the Expo Centre's May 2, 1985 opening. The program, in cooperation with Tourism B.C. and other sponsors, included site tours, briefings and an optional Whistler/Victoria familiarization trip.

PREVIEW DAY/May 1, 1986

Between 5000 and 7000 media attended the only media preview of the Exposition. Pre-accredited media attended a briefing with senior EXPO 86 officials in the Expo Theatre at 0900. Site tours were held in the eastern portion of the site until 1300 with the western portion open from 1300 to 1700. The Canada Pavilion was accessible for a three-hour period. Financial assistance was not available to visiting media.

PROMOTIONAL VISITS

North American promotional tours were undertaken before and during EXPO 86. In December 1984 and September 1985, a Media Relations Officer travelled to Japan to assist Canadian Pacific Air Lines with promotions relating to Tsukuba Expo 85. In the fall of 1985, the Media Relations Department also coordinated a Western European promotional tour.

RADIO HOTLINE

EXPO 86 provided at least four electronic news/feature stories per day for use by radio stations. A special EXPO 86 Radio Hotline was installed for recording purposes. Long distance charges were payable by the user.

INTERNATIONAL MEDIA CENTRE

The International Media Centre was an on-site facility providing a variety of services and facilities for media covering EXPO 86. The purpose of the Centre was to provide technical facilities for filing print and broadcast stories, to handle bookings for satellites and off-site services and facilities, to provide a briefing theatre and point of distribution of publicity materials for EXPO 86 and its participants.

During the Exposition, the Expo 86 Corporation operated an on-site media centre on site with interview rooms, briefing areas and a fully-equipped and staffed media workroom. Hours: 0800 to 2200, seven days a week.

From April 26-May 12, in the busy Opening Day period, the International Media Centre and Accreditation Centre was located at the B.C. Place Stadium, adjacent to the EXPO 86 site. Some 5500 Media representatives received accreditation prior to and during this period. After May 5, the International Media Centre was located on the second floor of the West Building A, in the B.C. Pavilion Complex and provided 1672 square metres (18 000 sq. ft.) of working space.

The International Media Centre accommodated approximately 10 000 national and international print, radio and television journalists throughout the 1986 World Exposition.

The following services were available: accreditation application and processing, temporary access card validation; interview bookings; assistance in satellite bookings; on-site transportation; general information; information on facilities and services for radio and television broadcasters. The Media Relations department did not handle hotel reservations for visiting media.

Facilities included: IBM/EXPO INFO touch-screen terminals; work area with telephones (15 charger call units); 10 electric typewriters.

Canadian Press, Broadcast News, both Vancouver daily newspapers (The Vancouver Sun and The Province) and 10 metro radio stations were located in the International Media Centre.

ACCREDITATION/MEDIA PASSES

The total number of media accredited for EXPO 86 was 10 200. The breakdown was: 1200 Overseas, 5000 Canadian; 5000 U.S. A computerized system was set up in January 1986 to process applicants. Over 4000 applications were received from the initial February 1986 mail-out of forms to media on the 20 000-strong EXPO 86 media mail list.

Applicants underwent a rigorous credentials check, usually by telephone, to ensure they met with EXPO 86 criteria of being working media requiring site access to EXPO 86. The verification process resulted in 1000 media being denied accreditation.

The Accreditation Centre was set up at B.C. Place Stadium from April 26 to May 12. From May 13 onwards, it was located at the on-site Media Centre. After the initial rush of Opening Day accreditations, an average of 40 media were accredited daily until Closing Day.

Four computerized lists were generated daily based on company name, personal last name, accreditation I.D. number, and city of origin.

Effective April 26, 1986, all working media required an authorization pass to enter the Exposition site. Passes were not available to spouses or family members. There were three types of media accreditation passes: "A" photo ID pass, valid for the duration of the Exposition, April 26-October 13; "B" photo ID pass, valid from April 26 to May 12 only; "C" temporary site access card (renewable), valid for a maximum of seven days at one time starting May 13. "C" cards could be validated for a longer visit at the International Media Centre on site.

Accreditation could be applied for by mail. Site passes were then available at Guest Relations Offices or at the Accreditation Centre at B.C. Place Stadium. A \$25 fee was charged to replace a lost photo ID card.

Accreditation for Entertainment media covering off-site Royal Bank/EXPO 86 World Festival performances was issued by the World Festival Publicity Department.

SITE ACCESS

Accredited media representatives were restricted to the public areas of the Exposition site unless specifically authorized and escorted by an EXPO 86 representative. All tours of service and/or employee areas required approval in advance by the EXPO 86 Media Relations Department. Individual pavilions were contacted for special access privileges. A contact list was available from the Media Centre. Media were permitted to travel on the employee shuttle service running at regular intervals on the service road.

Media accreditation passes were valid for hours of operation from 1000 to 2200 daily. Media accredited with photo ID ("A" or "B" passes) entered through the public gates. Media accredited with temporary site access cards entered by a security/employee gate (adjacent to all public gates). Access to the International Media Centre between 0800 and 1000 to attend media briefings was through Stadium Gate only. Access to the site between 2200 and 0800 was by prior authorization of Media Relations only.

VEHICLE ACCESS

There was no vehicle access to the site without prior authorization and this was limited to the movement of major equipment outside regular operating hours. Written prior authorization was required from the Manager, International Media Centre.

RELATED MEDIA LIAISON SERVICES

Canada's Broadcast Coordinator: This was a special unit put together in January 1986 by the Canadian Broadcasting Corporation (CBC) to provide domestic and foreign broadcasters with live coverage of major EXPO 86 events. It also provided broadcast assistance to visiting media and clients throughout EXPO 86.

The Broadcast Coordinator provided free live audio and video signals of Opening Day (May 2), Canada Day (July 1), and Closing Day (October 13). The Broadcast Coordinator also provided, on a booking basis, television cameras and crews, and radio/television edit suites. A Broadcast Coordinator's Operations Handbook was provided.

The Broadcast Centre for EXPO 86 was located in the International Media Centre, B.C. Pavilion, West Building A, 2nd Floor. Hours of Booking office: 0800 to 2200.

Canada Pavilion Media Centre: (140 square metres; 1500 sq. ft.) was located within Canada Place in the World Trade Centre office complex. Access was through either the lobby of the World Trade Centre or the fourth floor arcade of the Pan Pacific Hotel. Hours: 1000 to 2200, seven days a week.

The Canada Pavilion Media Centre was the first point of contact for information on the pavilion. Tours and interview arrangements for the pavilion were made here. Accreditation was by the EXPO 86 International Media Centre.

Facilities within the Canada Pavilion Media Centre included: a lounge area, 12 working positions for print and radio only. There are no television facilities although there was one feed point for television cameras (video and audio) on the Prow area of Canada Pavilion. Facilities included: telephones, typewriters, facsimile transmission, EXPO INFO data base.

PHOTGRAPHIC SERVICES

The Canadian Press provided limited darkroom facilities available to visiting media on a user pay basis. Black and white photographs, colour slides and prints were available upon request, in single copies, from the EXPO 86 Media Relations Department in the International Media Centre.

iv. Entertainment Publicity Department

The Entertainment Publicity Department assisted in coverage of on-site entertainment events in the Expo Theatre, Xerox International Theatre, Folklife, Street Theatre, Amateur and Heritage Programs, Kodak Pacific Bowl, International Nights of Fire and the Pacific Station cabarets. The department also provided assistance in coverage of the Specialized Periods events. The department was located in the EXPO 86 International Media Centre.

Coverage of the Royal Bank/EXPO 86 World Festival, including photo calls and interviews, was coordinated through the World Festival Marketing and Information Department.

TICKETS

Media tickets for Royal Bank/EXPO 86 World Festival and Expo Theatre performances were limited to accredited reviewers.

PHOTOGRAPHY

No photography was permitted during Royal Bank/EXPO 86 World Festival and Expo Theatre performances.

BROADCASTING ENTERTAINMENT EVENTS

EXPO 86 contracts with performers did not permit broadcasting of any complete performances. Up to two minutes of a performance (with the exception of Expo Theatre performances -- see below) could be broadcast for news and publicity purposes if the broadcaster had the permission of the performer and the EXPO 86 Entertainment Department.

If a broadcaster wished to broadcast more than two minutes of a performance, the written permission of the performer and EXPO 86 had to be obtained at least one week in advance.

Expo Theatre: Arrangements for the broadcast of excerpts of some Expo Theatre performances were arranged on an individual performance basis with the permission of the performer and the EXPO 86 Entertainment department.

Royal Bank/EXPO 86 World Festival: Questions regarding film production or recording of Royal Bank/EXPO 86 World Festival attractions were directed to Ann Farris Darling, World Festival Producer.

iv. Public Affairs Department

SUMMARY OF PROGRAMS UNDERTAKEN

The Public Affairs Department was made up of a Manager and staff of six: three Program Coordinators, one Public Affairs Officer, one Group Secretary, and one Clerical Assistant.

Volunteer office workers assisted regularly when there were particularly heavy work loads. Generally Public Affairs used the services of three volunteers two and three days a week. These people assisted in putting invitation lists together for Special Group Briefings, coordinating guest speakers as requested by the public, typing, filing and hosting at special functions.

The volunteers were a very important part of the Public Affairs team, making it possible to accomplish its goals. As Opening Day approached, the department was trimmed back, and only three staff remained until the end of the Exposition.

Programs included a community volunteer program, a hospitality team program, and programs to involve representatives from Tourism Associations, Chambers of Commerce, Tourism industry groups and business groups. Public relations and promotional programs were carried out in cooperation with

community media throughout the province and major media across Canada. Public speaking engagements, mall shows and presentations, local and regional public information meetings were also run under the auspices of the department.

PUBLIC AFFAIRS OBJECTIVES

To create, develop and implement a province-wide community relations program that would stimulate lasting public support for the World Exposition; to establish a province-wide communication link for the Expo 86 Corporation; to instill a feeling of "ownership" that would generate a desire to participate in the promotion of EXPO 86, thus enhancing marketing and advertising programs and increasing ticket sales.

ACTIVITIES

EXPO 86 Committees: These committees were established in cities, towns and villages throughout British Columbia. Public Affairs personnel introduced the Community Volunteer concept, holding meetings with local government officials, Chamber of Commerce members and tourism and business groups. Information and assistance was given to each community with initial organization of their EXPO 86 committee with strong support during early stages of the program. Committee Chairmen became a vital link between EXPO 86 and the rest of the province. This liaison gave us the ability to effectively communicate with the business and tourism industries and media in the province's outposts, both prior to and during the operational period.

A toll-free "wats line" was installed to give committee members easy access to the Public Affairs Department. Daily communication with many regions became the norm.

A monthly newsletter, B.C. Network, was written by the Editorial Department in conjunction with Public Affairs. It was distributed to all committees as well as Chambers of Commerce, Tourism groups, etc. This, in addition to Expo Information Department communiques on a bi-weekly and monthly basis, ensured the committees had the most current facts available.

Public Affairs devised a scheme whereby committees could obtain Expo souvenirs at a discounted price for their fund-raising activities. The department created and sponsored a special "Expo Ernie Festival" poster, generic in nature so that all EXPO 86 Committee events could be promoted with a continuity in design. Public Affairs oversaw and approved all requests for the use of Expo Ernie logos for letterhead, brochures and other promotional materials.

The department worked in cooperation with the Ministry of Highways to administrate a province-wide Highway Community Signage Program. Each committee submitted a colourful phrase that was their community theme for the year and this was integrated with the city name and an EXPO 86 logo.

All committees received EXPO 86 flags for their City Hall. They all received special plaques and certificates of commendation in recognition of their volunteer work for the community. A distinctive, community Banner Program was initiated by Public Affairs. Each community received two sets of six EXPO 86 zone coloured banners, sponsored by one of the Exposition's corporate sponsors, Minolta.

Large public meetings were organized and coordinated by Public Affairs in many regions of British Columbia. Hosted by the local EXPO 86 Committee, these informational sessions drew audiences of up to 900 enthusiastic citizens who wanted "Expo Info." Guest speakers usually included EXPO 86 Chairman Jim Pattison and provincial government representatives. These gatherings began approximately 18 months prior to opening, ending mid-April of 1986. They were held bi-weekly which made the final tally 36 -- most regions of the province were visited several times.

Members of the Public Affairs Department travelled the province. They attended committee meetings, local tourism association meetings, gave speeches and presentations at service clubs, schools, churches and gave media interviews. Their creative input was given on marketing strategies and advertising plans. They acted as liaison between the committees and other departments of the Expo 86 Corporation. They solved problems -- often before they arose. They planned and organized site tours for committee members and coordinated special awards dinners and large informational meetings on community programs.

EXPO 86 Committees helped promote the B.C. Invites the World campaign in B.C. and across Canada. At the instigation of Public Affairs, a Community Challenge emerged which resulted in 1.4 million invitations being sent around the world. B.C. communities challenged one another: invited sister cities, business associates and friends from across the country.

Expo Eve -- Light Up B.C., a program to turn on lights and make noises in celebration of the opening of EXPO 86, was held on May 1, 1986. Public Affairs involved communities around the province, local residents and the media with much assistance from EXPO 86 Committees. Celebrations took place from Vancouver to Fort St. John, with ideas ranging from ringing church bells to tooting train whistles or blowing on a trumpet. People turned on lights, put up Christmas lights or porch lights. The idea of bringing the farthest regions together with a common celebration at the same time was well received. Participation was enthusiastic with support coming from many quarters.

OPERATIONAL PERIOD

Public Affairs continued to communicate on a regular basis with EXPO 86 Committees. The department also coordinated details of the Cariboo regions's Ride of a Lifetime at Kodak Pacific Bowl. (The ride began at 100 Mile House in the interior of B.C., travelled the old Gold Rush Trail through 500 km of rugged terrain arriving on site three weeks later.) The second event was the Heiltsuk Indian Glwa Expedition. (Fourteen young

natives paddled an ancient dugout canoe from Bella Bella, B.C. to Vancouver -- another 500 km journey by sea -- mooring at the Plaza of Nations dock.)

During the final six weeks of EXPO 86, committees assisted with the promotion of the "Don't Miss It" Countdown Campaign. Public Affairs encouraged the committees to visit local media and do a "blitz promotion", thus augmenting marketing efforts in other regions of Canada and the United States.

On Closing Day, October 13, there were 96 volunteer EXPO 86 committees, or approximately 1500 individuals who had worked tirelessly, with great dedication to promote the 1986 World Exposition. These volunteers implemented programs run by other volunteers who coordinated local festivals, events, and tourism information centres. There is little doubt that their support and involvement greatly enhanced the Expo 86 Corporation's marketing efforts both at home and abroad.

HOSPITALITY TEAM VOLUNTEERS

A group of 85 individuals, this team came into existence during the B.C. Invites the World campaign. Several volunteers were chosen to run an information booth at the cruise ship terminal at Ballantyne Pier during the summer of 1985. This proved such a successful program that the volunteers wanted to continue with their efforts. As a result, the Public Affairs staff decided to find other tasks for these enthusiastic workers.

Throughout the rest of that year and into 1986, the team grew from approximately 25 people into a huge work force. They ran a booth at the Vancouver International Airport; they worked at booths in major shopping centres; they acted as hosts at large public meetings and gave site tours to visiting dignitaries, media and community groups. Their activities expanded during the operational phase: with hundreds of cruise ships arriving at the new terminal daily, Public Affairs had someone on shift nearly every morning. Important media groups, VIP Corporate Sponsors and other key visitors were accorded special site tours almost daily. Hospitality Team members augmented Public Affairs staff regularly for these events.

Public Affairs created and developed training sessions for the team. Regular updates were held from beginning to the end of the Exposition. Their "uniforms" were also created by the department and favourable comments followed wherever the distinctive cream and navy blue outfits were seen. These volunteers -- men and women -- were the epitome of true "Expo Ambassadors" and an important element of the Community Volunteer Program.

TOURISM INDUSTRY GROUPS

Public Affairs Department personnel worked very closely with all segments of this industry, from hotels, food services, associations, Chambers of Commerce to business groups such as the Board of Trade. Staff joined committees, attended meetings and constantly kept the information flowing, giving speeches and presentations or simply working with them on a daily basis.

SPEAKERS BUREAU

The Public Affairs Department initiated and implemented a volunteer Speakers Bureau throughout British Columbia, across Canada and into Seattle, Washington and its suburbs.

Working with Toastmasters International, this department created a successful program which generated much interest in EXPO 86 in important target markets. A knowledgeable, mobile team of volunteers was created, giving EXPO 86 the capability of touching many smaller groups in communities outside, but close to major centres within its target markets.

Approximately 500 speakers were actively involved over the period one to two years prior to opening. Public Affairs created and developed Speaking Kits, conducted training sessions with Toastmasters implementing the programs at the local level. Public Affairs implemented an Awards Program through an evaluation system fashioned by Toastmasters.

Audiences ranged from between 50 to 300 -- with groups comprising students, service clubs, churches, chambers of commerce or associations.

A complete, in-depth report on the Speakers Bureau (Public Affairs Department) can be found in the Provincial Archives, Victoria, B.C.

PUBLIC RELATIONS AND PROMOTIONAL PROGRAMS

A wide variety of these programs took place over the period of a year prior to opening:

Bi-weekly Special Group Briefings: Usually held at the Folklife area, on site. All sectors of the local Vancouver and Lower Mainland communities were invited to these informational briefings, in an effort to create support and enthusiasm for the Exposition. Public Affairs created invitation lists of each individual group. Audiences, averaging between 150 and 300 per meeting, consisted of educators, union leaders, business associations, church groups and tourism industry employees.

Chairman Jim Pattison was resident host, with other staff members giving informational presentations on their particular department as determined by audience make-up. Public Affairs tailored the meetings to suit the audience.

B.C. Invites the World: This campaign was developed to encourage community involvement and participation. Individuals, associations, companies and communities were invited to send names and addresses of family, friends and associates nationally and internationally. Each person was then sent an invitation from the Premier of British Columbia to visit EXPO 86. Communities promoted the campaign by "inviting the world" with the department administrating the community banner promotion, the community challenge and assisting the committees to deal with their local media. Public Affairs organized and coordinated the launch of the program (with a giant weather balloon send-off carrying prizes and invitations) from the Expo site.

Public Affairs coordinated a Media Blitz to Ottawa, publicizing the BCIW program. A press conference was organized in the House of Parliament and Premier Bill Bennett presented Prime Minister Brian Mulroney with EXPO 86 Season's Passes. In addition, other media interviews were arranged during the Ottawa visit and open line talk radio shows created further interest.

Winterlude: Public Affairs negotiated Expo participation in this Ottawa Winter Carnival. The department arranged for Expo Ernie to appear at the Grand Opening, on media interviews and at busy shopping malls downtown. The department also arranged for additional exposure with Expo 86 sponsoring a daily Figure Skating Show that was choreographed to our theme music, Something's Happening Here. This resulted in additional public awareness with large audiences comprising families and much television coverage locally and regionally.

vi. Special Functions Department

This five-person department became part of the Communications Division in December 1985. It was responsible for all media-related special functions activities. The team provided detailed organization for the signing-on of corporate, provincial and international pavilions; created events around a theme for the introduction of the various Corporate Sponsors and Proud Partners (for example, the Canadian Tire launch of the Monorail and Labatt's introduction of the Labatt's Blue Live Theatre). Such activities took place prior to the opening of EXPO 86.

During the Operational phase of the 1986 World Exposition, Special Functions was responsible for media-related activities that did not appear on the master plan. As well, the team played major and minor roles in large projects such as coordinating Volunteers for Opening and Closing Day Ceremonies, organizing attendance milestones (one millionth, five millionth, 10 millionth, 13.5 millionth, 15 millionth and 20 millionth visitors), coordinating VIP receptions during Specialized Periods, organizing the Ribbon Around the World on Canada Day and coordinating the Closing Day Party. Other duties included preparing agendas, podium and sound equipment coordination, and follow-up correspondence. Special Functions also took charge of surprise and last-minute events, as well as the setting up of media events outside the International Media Centre.

vii. Marketing

MARKET RESEARCH

The Expo 86 Corporation undertook three major market surveys, conducted by Market Facts of Canada Limited, to predict attendance. The surveys were conducted in 1983, 1984 and 1985 in 19 major urban centres across Canada and along the U.S. west coast every March and consisted of 3800 telephone interviews. Topics covered awareness, visitor characteristics and intention to visit. These studies estimated the number of possible site visits -- where one visit equals one person on the site for one day -- as ranging from 10.5 million to 28.1 million.

Based on the Seattle World Fair (1962) with 2.76 visits per resident in the core market (within a three-hour drive of the Exposition) and Expo 67 in Montreal with 6.18 visits per resident in the core market, the prediction for EXPO 86 was 3.94 visits per resident in core market.

The balance of Primary Market visitors was estimated at 3.5 million visitors making an average of 1.7 visits each.

Balance of Canada: 1.2 million visitors making an average of 1.3 visits each

Balance of U.S.A. and Offshore Markets: 2.4 million visitors making an average of 1.1 visits each

The final actual total attendance for EXPO 86 was 22 111 578. Based on 9315 spot surveys taken on site between May 2 and August 31, 1986, the percentage of visitors by country of origin was:

<u>Country of Origin</u>	<u>Percent</u>
Canada	60
U.S.A.	33
U.K.	1
Australia	1
Japan	1
Hong Kong	1
Mexico	1
West Germany	1
Other	1

MARKET ANALYSIS

An assessment of economic and political climates coupled with demographics and historic travel patterns relating to British Columbia and Canada provided the identification and ranking of the Exposition's target markets in order of revenue potential. This approach permitted adaptation to local conditions to maximize results.

The 1986 World Exposition focussed on marketing opportunities in the following target markets (ranked in order of priority).

Primary Market: Vancouver, Lower Mainland; Victoria, Vancouver Island; balance of British Columbia; Washington; California; Alberta; Ontario. The Primary Market was divided into: Core, within a three-hour driving distance of Vancouver; Expanded, a three-hour drive from Vancouver, included Seattle and Southern Vancouver Island.

Secondary Market: Quebec; Manitoba; Saskatchewan; Atlantic Canada; Idaho, Montana; Wyoming; Nevada; Utah; Colorado; Arizona; New Mexico; balance of United States.

Off-shore Market: United Kingdom; Japan; Federal Republic of Germany; Hong Kong; Australia.

MARKETING PLAN

The Expo 86 Corporation conducted marketing programs at the wholesale and retail levels. In all programs, the corporation followed the strategy of first approaching the most distant markets, such as Europe and the Pacific Rim — where lead times were necessarily the longest — and then working inwards to the national, regional and local markets.

At the wholesale level, the Corporation approached tour and travel industry operators worldwide, beginning two years in advance of the Exposition.

Retail, or consumer level programs reached potential visitors to the Exposition beginning in the months prior to the opening of the Expo Centre preview area, May 2, 1985. Campaigns increased in intensity in the fall of 1985, reaching Canada, North America and international markets. The Expo 86 Corporation's marketing efforts peaked in the spring of 1986, in conjunction with the peak of the participants' marketing and awareness efforts. Visitor marketing continued in regional and local markets throughout the Exposition, focussing on activities, attractions and entertainment on and off the site.

The EXPO 86 marketing plan was developed in mid-1984. The plan took into account the limited market size of the Exposition and emphasized selling multiple visits. The key to success was recognized as advance ticket sales. A goal of selling 50 percent of the visits by Opening Day was established.

A stepped pricing period was established which encouraged buying early for lower prices. Price break periods were: May 2 - October 13, 1985 for B.C. residents only; October 14, 1985 - January 06, 1986; January 7, 1986 - May 1, 1986; May 2, 1986 - October 13, 1986.

The advance ticket sales program of EXPO 86 tickets was phenomenally successful. By October 13, 1985, actual visits sold were 178 percent over target within the price break period. By January 6, 1986, actual visits sold were 79 percent over target within that price break period.

REASONS FOR VISITS

Research found that people visit a world exposition for a variety of reasons which vary with the era, the location and the exposition. EXPO 86, in studying recent historical trends, and undertaking quantitative research in key markets, established three principle reasons why people planned to visit: to see the exhibits, culture and people of other countries at a major international event; to see Vancouver, British Columbia and western Canada while on a vacation that might also take them to see friends and relatives in the region; to experience an interesting, exciting, educational and informative exposition of value to children and family.

VISITOR ESTIMATES

The figure of 15 million site visits was originally chosen by the Corporation as a prudent base for planning and budgeting purposes. Previous North American world expositions tended to overestimate their potential

attendance. While 15 million visits was considered a sound planning base, it was hoped that the actual number of site visits would surpass this target.

Research predicted approximately 60 percent of the visits would be made by Canadians (45 percent of which would be from British Columbia); 35 percent from the U.S.A. (80 percent from Washington/Oregon/California, 12 percent from the other Western States, and 8 percent from the balance) and the remainder from the major overseas markets of the Pacific Rim and Western Europe (U.K., Japan, West German, Hong Kong, Australia). It was estimated that visitors would spend an average of 3.5 days at the Exposition.

MARKETING OBJECTIVES

To generate 15 million admissions; to generate \$5.1 million in revenue from Royal Bank/EXPO 86 World Festival ticket sales; to maximize repeat visits in core markets; to extend length of stay and on-site per capita expenditures; to ensure projected daily/weekly/monthly attendance targets are reached/exceeded; to ensure the delivery of the product meets and exceeds visitor expectations created through advertising and promotions.

STRATEGIES

To pre-sell attendance to groups; to maximize mid-week attendance through discount strategies and co-op promotions; to maximize attendance in key holiday weekends through promotions, discount strategies, major events and spectacles (Victoria Day, Canada Day, B.C. Day, Labour Day, etc.); to maximize attendance by special interest audiences for all Specialized Periods; to maximize July-August attendance with name entertainment and spectacles; carry out co-op promotions in Alberta, B.C., Washington and California; to maximize group traffic; to maximize repeat visits in core market of Season Pass; to maximize attendance in September-October through pre-sold groups, major core markets and regional promotions, lottery prize draws, festivals and closing ceremonies; to conduct on-site visitor surveys to measure levels of satisfaction; to use key survey findings to rectify problems and ensure visitor satisfaction; to use radio and television advertising sales to maximum potential.

MARKETING PROGRAMS

Advertising Program: A budget of \$12 million was allocated to reach the North American consumer. Virtually all of this budget went into television, with about \$7 million allocated to the U.S.

Four advertising themes were tested in approximately 72 hours of focus groups. The theme "Don't Miss It for the World" was chosen as a result. Television was selected as the primary advertising medium. Each TV spot cost about \$60,000.00, with a total production budget of \$1 million. The commercials took 16 weeks and 15 240 m (50 000') of film to complete: eight weeks for animation, five weeks for filming and three weeks for post-production. The ads were fast-paced, 30-second spots, produced in English and French.

The 16 versions of the television commercials were tailored to the various markets. Those for Los Angeles showed more of British Columbia as a vacation destination, than did those for the San Francisco market, where people are more familiar with Western Canada. TV spots for Oregon and Washington emphasized the Exposition -- the excitement, the fun, the quality of the exhibits, the scope of the exhibition -- because people in those states already knew a great deal about Vancouver and B.C.

The television advertising purchased by the Expo 86 Corporation limited itself to the target markets in the West. The campaign ran for 16 weeks in two flights: one in November and December 1985, picking up again in January and running through April this year. The spots achieved a penetration level of approximately 93 percent.

The EXPO 86 television advertising campaign created a major awareness in Canada. The television ads called for action from the viewers in terms of a request for information. Information fulfillment was carried out by EXPO INFO, travel agents and the Royal Bank of Canada.

Expo Centre: On May 2, 1985, the Expo 86 Corporation opened the \$25 million Expo Centre preview pavilion and several adjacent attractions at the East end of the site. This was a first in world exposition history. National and international media were invited on familiarization tours to visit Expo Centre and preview EXPO 86. Expo Centre attracted 664 134 visitors between May 2 and October 13, 1985.

Expo Display Centre: The Expo Display Centre, a one-module display centre, was open to the public free of charge from October, 1984 to April, 1985 as a preview of EXPO 86. It featured a 1:100 model of the Exposition site; a 200-seat theatre with an 18-projector, audio-visual presentation Something's Happening Here; an information desk, and a gift shop.

B.C. Invites the World: A catalyst in the marketing program, B.C. Invites the World asked B.C. residents to send EXPO 86 the names and addresses of relatives, friends and business associates. Each name was then mailed an invitation from Premier Bill Bennett to visit EXPO 86. This innovative program was launched in September 1985. More than 115 B.C. communities participated. The program resulted in 1.5 million invitations sent across Canada and around the world.

Newspaper and Magazine Supplements: The newspaper supplement program supported the television ad campaign in major markets throughout Canada, in the state of Washington, Oregon and California. The objective of the program was to blanket the awareness areas created by the TV ads and to reach the entire market. The U.S. supplements ran from the last week in January 1986 through April 7, 1986. Supplements were written by the EXPO 86 Editorial Department.

The newspapers were selected by population base, age group and income level. Sixteen U.S. publications were involved. Seven newspapers were selected in the Los Angeles area (including the L.A. Times with a circulation of 1.468 million). The smallest circulation paper was 85 000 (San Bernadino). Other communities selected for supplements were Long Beach, Riverside and Orange County.

Four newspapers were selected in the Northern California Bay Area (San Francisco, Oakland, San Jose and Sacramento) and the coverage was again based on research, population base, income level, and propensity to travel.

In Oregon, the key area was Portland and the only publication used was the Oregonian, with a circulation of 400 000. In Washington, the target areas were Spokane and Seattle.

In all cases except for the travel section of the San Diego publication, the supplement was placed in the Sunday paper because subscribers have more time to read on that day.

The type of supplement depended on the newspaper, whether it had advertising support or opted for a special section. EXPO 86 provided the advertising base and the publication selected the advertising according to local interests and ties to the travel industry.

In Canada, supplements were carried by 23 newspapers nation wide and by 64 newspapers in B.C. alone, from January 30, 1986 (The Globe and Mail) to May 8, 1986 (Medicine Hat News). The program concentrated on the key urban centres of Canada. The largest circulation paper was the Toronto Star (856 000), the smallest, the Sudbury Star (26 355).

In British Columbia, the supplements tied in with EXPO 86 activities, and Expo-related activities in the communities throughout the province. Supplements included information on attractions and exhibits, the scope of the Exposition, and community programs during the Exposition. The B.C. supplements appeared in March and April of 1986.

Other programs: Additional marketing programs were carried out in cooperation with the Group Sales and Communications divisions. These events included participation in travel industry conventions and meetings; the travelling model of the Exposition at trade shows and shopping centres, the Canadian National Exhibition, and in every major city in Canada; the use of Expo Ernie at special functions; participation in Winterlude (the Quebec winter carnival); open line talk shows on radio and television; the use of the 18-projector presentation, Something's Happening Here; the Public Affairs Speakers' Bureau across Canada; and resulting media coverage from these activities.

viii. Travel Industry Sales Department

In 1983, marketing to the travel industry was concentrated on awareness, letting the industry know that EXPO 86 would be happening in British Columbia. This year was also dedicated to marketing the Exposition to the travel industry in overseas markets. Travel operators furthest from the Exposition were thus provided with ample time to develop travel programs.

In order of predicted attendance, the markets targeted were Japan, the United Kingdom, the Federal Republic of Germany, Hong Kong and Australia. It was estimated that five percent of the Exposition's visitors would come from these markets.

Approximately \$100,000.00 was allocated to a travel trades advertising program begun in mid-1984. It included more than 90 U.S. insertions and over 70 in Canada. Detailed advance planning, scheduled years ahead of the actual event, became part of the Expo success patterns.

A single insertion in the January 1984 issue of Sunset by Tourism B.C. offering information about EXPO 86 generated 18 000 coupon responses in a single day, one of the largest the magazine ever had. More than 250 000 information packets had been sent out.

EXPO 86 was positioned as an opportunity for the travel industry, and as an Exposition different from Knoxville and New Orleans. In 1985, the marketing strategy was dedicated to persuading the travel industry to make a commitment to bring people to EXPO 86. Travel packages to EXPO 86 and advance sales programs of EXPO 86 tickets were developed to ensure an early commitment.

During 1984 and 1985, marketing was concentrated in North America, which would provide 95 percent of the Exposition's visitors. The EXPO 86 Marketing Department, in conjunction with Tourism B.C. (the British Columbia Ministry of Tourism), participated in all major travel industry trade shows from Houston to Los Angeles, and in Canada in Ottawa, Montreal, Toronto and other major centres. Other travel industry functions, including conventions of travel organizations, were also attended throughout North America. Tourism B.C. was able to position British Columbia as a total destination. During 1986, Travel Industry Sales followed through on demonstrated commitment and sustained industry interest.

Travel Industry Sales programs included:

500+ Program: 500+ was a program that benefited early, large volume ticket purchasers (travel operators who purchased 500 or more EXPO 86 tickets.) This program was linked with the staged ticket price program and passed on the benefits of early purchases to the travel industry. For example, an operator who purchased 500+ tickets during the first price period received \$.75 per ticket in advertising support. Thus, an operator who purchased 1000 tickets, received \$750.00 in advertising support. For the second price period, \$.50 per ticket and in the third price period, \$.25 per ticket in advertising support was offered.

During the first price period, travel operators also received one free ticket for every 20 tickets sold, for use by escorts. After January 7, 1986, one free ticket was supplied for every 40 tickets purchased.

Tourshells were also provided free to operators on the 500+ program. These 8-½" x 11" three-fold sheets, which normally cost \$.08 each, had full-colour illustrations on one side with blank space provided for the operator's name and logo. The tourshells were available in both Canadian official languages, English and French. The reverse side was left blank for the operator's itinerary. The operator was eligible for the number of tourshells equal to double the quantity of tickets purchased.

Another benefit to the 500+ purchaser was the offer of Purchaser's Identification to Consumer. This program, offered during the first price period, entitled operators to have their company name listed by geographical area in the Tourism B.C.'s Travel Planner. Listing of travel operators allowed smaller operators to locate larger operators within the same geographic area, to direct their clients.

Familiarization Tours: Fam tours, arranged through Tourism B.C., included visits to British Columbia's capital city, Victoria, and to inland points of the province. This allowed travel industry representatives to develop British Columbia travel itineraries which included EXPO 86 as the starting and finishing point.

ix. Travel Industry Advertising Department

Action-oriented advertising was directed to the travel industry from January 1985 to June 1986. Each ad contained a coupon for the agent or travel operator to clip out and send to EXPO 86 for brochures. EXPO 86 compiled a current, active, world-wide travel industry mailing list of nearly 50 000 names through advertising and promotion activities. Reaction came from two sources: operators already coming to the Vancouver market, and operators who had never been to Vancouver.

The task was to ensure that those already active in the market would expand itineraries to include EXPO 86 and increase the number of departures to Vancouver. For operators new to the Vancouver market, the task was to stimulate the development of new programs to include EXPO 86 and in the years after 1986, which would continue to make Vancouver a destination.

Travel operators responding to the call-to-action advertising were well supplied with marketing support. Examples of materials that could be requested included:

Logo kit: Special logos were developed by EXPO 86 for the travel industry's use in brochures. Any operator who purchased Exposition tickets was automatically entitled to use the logo.

Slide kit: A kit of six slides was available for every ticket purchaser for use in promotional and/or informational brochures.

Slide kit with script: A slide presentation with a script was available to assist the operator in making presentations to customers.

Promotional videos and 16 mm films: Available for loan.

Travel Industry Newsletter: The database developed from the response to the request for action from advertising was used for the newsletter. This publication included facts and figures of interest to the travel industry, about the Exposition and events scheduled in B.C. during 1986. The newsletter told readers about: EXPO 86 advertising; supplement programs; trade shows and conventions where EXPO 86 was participating; access codes to permit operators to access airline on-line terminals which carried bulletins about EXPO 86. Purchasers of more than 20 tickets were also listed in an insert to the newsletter which again provided small operators access to larger travel operators.

x. Sales Department

Developed and implemented plan and strategies for marketing of EXPO 86 in Canada and the U.S. Responsibilities included pricing, product packaging, promotion, advertising, retail sales, group sales, tour and travel, and development of the sales and marketing organization budget and structure. Coordinated creation and development of all marketing promotional materials. Directed a marketing and sales staff of more than 50 individuals in Canada and the U.S. Responsible for marketing and ticket sales for preview Expo Centre. Responsible for developing and implementing on-site research (site questionnaires). Directed and coordinated services performed by Management Resources and Leone and Leone Ltd.

Generated advance ticket sales of more than 15 million visits to EXPO 86 by Opening Day. (Total projected attendance for the Exposition was 15 million).

See Appendix/Management Resources (U.S. Marketing).

GROUP SALES

Staff for Group Sales included three inside sales representatives, four outside sales representatives, two secretaries and a sales manager.

The Group Sales campaign began on March 1, 1985. It was directed to the members of groups, clubs and associations, and to companies in the Lower Mainland of Vancouver with 50 or more employees including hospitals, schools, and civic, provincial and federal government agencies. The program was rolled out across Canada in October 1985.

Marketing for group sales began with a direct mail campaign which was followed up by sales calls. When a commitment was received by the employer or group, they appointed a coordinator(s) to handle the sales program within their organization.

EXPO 86 provided an orientation program for the coordinators to stimulate their interest in the Exposition and to give them guidance in putting their sales programs into place; an EXPO 86 inside sales person to provide ongoing assistance; order forms, promotional material and sales reporting material; and sample correspondence from the employer or association to the employees to encourage interest in the Exposition.

Group Sales also made available a payroll deduction plan. Under the plan, as long as the employees were committed by June 15, 1985, they could purchase Season Passes on payroll deduction through their payroll departments. The plans could last up to March 31, 1986 and consisted of equal payments being withheld from employee paychecks to cover the amount of their Season Pass orders. The company held the funds until the payroll plan was completed and submitted one check for their total order.

Employees were allowed the first Price Period price on payroll deduction plans for Season Passes even though they did not finish paying for their Season Passes until a later price period.

Group purchases of all other ticket categories and for Season Passes not purchased on Payroll deductions had to be paid before the end of the applicable price period.

By the end of June, 1985, Group Sales had approximately 1300 employee-based organizations enrolled in group plans, with 750 operating payroll deduction plans for their employees.

The types of tickets sold through Group Sales were: Season Passes, Three-Day Passes, One-Day Tickets, School and Youth Group Tickets, and 1985 Expo Centre Tickets.

For Season Passes, the original Group Sales target was 80 000 passes. the total number of Season Passes sold were in excess of 525 000. Approximately 400 000 of these were sold through Group Sales; of this number, approximately 100 000 were on payroll deduction. Figures for other types of ticket sales were not available at the time of this report.

xi. Graphics Department

The Graphic Services Department designed and produced about 55 million printed pieces in all to promote EXPO 86.

Graphics Services consisted of in-house designers and production coordinators. It was responsible for brochures, newsletters, flyers, the EXPO 86 Official Souvenir Guide, media guides, programs, presentos, logos, disabled guide, official invitations, Opening and Closing Day Ceremonies programs, posters, award certificates, tickets, etc.

Most of the printing was done locally. Some of the specialty materials, such as tickets, were printed on the East Coast.

2. CONSTRUCTION DIVISION

Vice President, Construction: Kevin Murphy (as of October 13, 1986)

1. Overall Structure and Responsibilities

The Construction Division was responsible for the planning, design, and contracting of all aspects of the site including the landscape, structures, exhibits, site embellishments, utilities, and engineering design pertaining to the Exposition. Generally, the mandate of the Division also included the exercising of technical and aesthetic control over the development of the physical aspects of the project. The Construction Division was responsible for the conceptual development and realization of the theme structures, exhibits and other theme-related elements. The Division, in addition to constructing and siting the modular pavilions for participant use, also offered advice and assistance regarding design and construction issues, budgeting and implementation guidance, and insight into local business practices.

The scope of Construction Division responsibility extended site-wide, excluding only the Canada Place and B.C. Place construction projects.

The planning, design, and construction mandate was given to the Corporation in February, 1981; but it was not until May, 1982, that it took first structural form under the designation of the Installations Division. Under the first Vice President of Installations, the Division was divided into five departments: 1) Construction, 2) Design, 3) Engineering, 4) Contracts, and 5) Management Services, which included cost control, scheduling, accounting functions, and accounts payable.

In addition, the consultants for site design, landscape, and operational master plan, as well as the chief architect, also reported directly to the Vice President of Installations.

The original structure stayed constant until February, 1984, when the responsibility for the Construction Division was assumed directly by the succeeding Vice President. The restructured division was consolidated into three departments: 1) Design and Engineering, 2) Contracts and Construction, and 3) Management Services, which by now had given accounting functions over to the Finance Division. Concurrent with these changes, the Planning Division was formed. The new Division absorbed the site planning function from the Design Department and the Exhibits Department from the Operations Division.

With the planning function substantially finished, the Planning Division dissolved in May, 1985. The Exhibits Department was absorbed into the Construction Division. Under the Corporation's third Vice President of Construction, the Division assumed its third reformation with four departments: 1) Construction, 2) Design Services, 3) Exhibits, and 4) Management Services. The site embellishment team, known as the Sitescape Department, was absorbed into the Operations Division.

The Construction Department, under a Director of Construction and Contracts, had a Construction Manager and a team of area construction Coordinators. Under the Director of Design Services were Managers of Design Production, Technical Coordination, and Design Consultants. Exhibits, under the Director of Exhibits, had a Manager of Planning and Administration and a Manager of Exhibit Design. The Management Services Department, under the Director of Capital and Budgets, was reported to by the Manager of Capital Cost Planning and the Manager of Cost Control. The Construction Division maintained close interface with the standards and safety control, finance, insurance, labour relations, and legal functions of the Corporation.

A consultant Creative Director reported to the Vice President of Construction while providing creative services to the various corporate divisions.

The final structural change to the Construction Division was initiated in January, 1986, four months prior to opening day, in the form of action teams. The purpose was to streamline and shortcut the closing out of the construction mandate. The objectives of the team concept were: 1) to permit a progress update to be made available to all attendees (team leaders) to the team meetings, 2) to examine the team responsibilities and to ensure that the chart on progress was kept current and accurate, 3) to identify any problems which could not be resolved by normal team interaction, and 4) to identify constraints preventing action so as to remove them.

Eleven action teams were formed. These were: 1) food and merchandise fit-out, 2) exhibits, 3) site maintenance, 4) flags and banners, 5) rides and transportation, 6) participants, 7) soft landscaping, 8) electrical and lighting, 9) hard landscaping, 10) other structures, and 11) site coordination.

ii. The Mandate of Planning and Construction

In conceiving the nature of this "city within a city", the broad objective was always to create an alternate environment, the qualities of which transcended the familiar and commonplace. The visitor would, upon entering the Exposition, be transported from one world into another where experiences could be absorbed through an altered perspective and a rekindled consciousness.

This alternative environment would be free of the commonplaces of everyday life, offering instead a bombardment of the senses; and in a way, an escape to an experience of heightened awareness. The Exposition provided an odyssey of discovery and exploration of the theme of transportation and communications.

The special feeling of EXPO 86 was no accident. It was the culmination of response to continual change; constant fine-tuning to evolving reality; and attention to detail. Above all, it reflected the product of a planning, design, and construction team with high ideals and commitment.

Throughout the development process, the product remained in constant flux. The planning was undertaken against a hypothetical perspective, without a clear projection of the final participant count, a clear projection of available site area, or even accurate projections of visitor density and service requirements. In addition, BIE regulations permitted little or no design influence over the participating bodies. Thus, the creation of an integrated whole became a challenging goal.

The responsibility for the creation of the look, feel, content and structure, and the physical elements of the whole fell to a core group of the Development Department: Construction, Site Planning, Exhibits, and Design Services. These departments evolved with the project, taking on a variety of configurations and finding homes in a variety of Corporate divisions, but essentially carrying out the same mandates and goals throughout. At times, the departments were augmented by the input of outside consulting groups and advisory bodies, but the bulk of key development on the project was largely an in-house effort.

iii. Brief Chronology of Planning and Construction

In the beginning, a world exposition is a site and a theme: an expanse of ground and an abstract notion. The site in this case was in fact two separate sites. The main site comprised a narrow strip of urban waterfront running along the southern edge of Vancouver's downtown peninsula along the north shore of a saltwater inlet know as False Creek. In addition to this 70-hectare (173 acre) main site, the host Canadian Government pavilion was sited on three hectares (5.16 acres) connected by a 2 km (.7 mile) dedicated transit link. The connection of these sites provided one of the most challenging problems facing the planners, and an excellent opportunity to demonstrate the theme of the Exposition.

The nature of the main site included unique design opportunities coupled with considerable physical constraints. These proved to be both challenge and inspiration to the team involved in the planning and construction phase.

The long, narrow configuration of the site demanded a linear plan organization. The urban location posed the mixed blessings of population proximity and traffic congestion. The waterfront location provided a unique aesthetic opportunity while restricting access. The basic challenge was to realize the philosophical concept of the alternate environment, a strong statement of theme, and a positive and rewarding ambiance for the visitor in the context of so many variables.

By the beginning of 1983 the schedule demanded a fast-track start to the planning process. It was critical to form a master plan, commit to a direction, and expedite the awarding of contracts for basic site preparation, foreshore treatment, utilities, and services and begin laying out a landscape using the information at hand, fully knowing it would change many times over.

Site planning was based upon incomplete information at every point. The data was collected piecemeal and the plans shifted to accommodate. This situation existed until the very day of opening as new participants, programming and site elements were added. The continuing adjustment from early expectation to Opening Day reality affected space, access, traffic, and service requirements proportionately.

To ensure flexibility while maintaining momentum, the architectural design packages for food, merchandise, and utility buildings were awarded for the constructed zones on a design-to-footprint basis. The individual designs were stored on a computer system as moveable site elements. Thus, the architects did not design to total environment but rather to general theming brief.

Several factors contributed to elevating the event to a scale undreamed of in the initial planning period: the successful effort of the Commissioner General and his staff in recruiting a great and wide array of participants; an important and popular theme; and the well-planned early marketing effort, made credible by the opening of the Expo Centre to demonstrate the quality of content to follow. There was the site itself, situated on the urban waterfront of one of the world's most beautiful settings. Finally, there was the confidence instilled by the financial backing of the Federal and British Columbia Governments, and the on-budget, on-schedule performance of the Construction Division throughout the development process.

Initially, the Expo 86 Corporation selected a chief architect responsible for the master plan and the major structural elements. But by early 1983, it was decided that in-house management of the planning process would prove the more expedient method to meet the pressing schedule. The master plan responsibility reverted to a team of Expo staff and selected consultants.

The Expo Site Planning Group developed the first comprehensive site master plan in August, 1983. This master plan was critical to the fast-track process as it set out various work packages as far ranging as piling and decking, site utilities, site communication, construction budgets, architectural packages, participant plots, and landscape development.

Utilizing the modular international pavilions developed by the chief architect, a site structure was roughed out. The concept developed for the narrow waterfront site featured the virtually obligatory linear plan organization. A major pedestrian boulevard, 30 m wide, extended end to end along the site and connected a series of large plazas. A secondary, more restful shoreline walkway also connected with virtually all the plazas. A third thoroughfare, for service vehicles, ran the length of the site on the city side without encroaching on the Exposition proper.

While the development of major exhibit elements and other features modified the hierarchy of site elements, the initial master plan concept remained essentially intact. From a design point of view, the central boulevard played integrator and unifier, with the plazas being the events of the landscape, the focus of thematic content and festivity. The pavilions tended to face onto the plazas, where performance areas were featured.

Because of the overwhelming participant response coupled with limitations in land availability, 14 percent of the site was artificially created through an extensive program of piling and decking over the waters of False Creek. By the spring of 1984, the absolute extensions of piling and decking and the cessation of land acquisition finally clarified the perimeters of useable site at 70 hectares (173 acres). Similarly, the contracting of the international pavilion modules in 1983 further restricted the site design flexibility and eventually established a finite limit to participation.

This fluctuation within the planning process was effectively controlled by the introduction of an integrating and filtering system known as CADD (Computer Assisted Design and Drafting). This tool allowed Site Planning quick processing of site alterations and a central repository of information. The system facilitated strict in-house administration of cost control and quantity survey vigilance over all design contracts. As a result, the final construction costs were eight million dollars under budget. These pragmatic control systems, and the commitment of the planning teams to treat ongoing flux as new opportunity, resulted in a solid and well-designed structural venue for the Exposition.

Having determined the physical reality, it was necessary to address the intangibles. What would be the spirit and personality of EXPO 86? What would be the emotional and aesthetic qualities that defined the experience? In fact, there was the larger question posed: What will EXPO 86 be? How much technology? How much amusement? How much commerce? How much entertainment? How much culture? Would it be a museum, trade fair, amusement park, science centre or international gathering place? Ultimately, it became a combination of all, designed to provide a universality of pleasure and knowledge to the widest spectrum of interest.

The planning philosophy which was applied to the look, feel, and content of EXPO 86 above all responded to the event's moment in time. It was imperative that this expression transcend the reality of a troubled decade.

While the theme was technological, it might have been argued that the mood was post-technological. The optimism of the industrial age, the blind faith in science, and the Utopian future was being replaced by a more individualistic, humanistic ideal.

With this in mind, a clear philosophical direction was established. The concept of celebration was key to the planning philosophy. The decision was made that EXPO 86 was to be designed as a celebration of ingenuity, a celebration of the centennial of the unique city of Vancouver, and a celebration of our ability to host the world in world-class style. EXPO 86 was to touch the emotions and be a catalyst of the imagination.

A design vocabulary emerged: Exuberance. Festivity. Exhilaration. Charisma. Fantasy. Vibrance. Surprise. Optimism. Spirit. Joy. The objective was to satiate the site with a level of colour and kinetics so intensely stimulating that the resulting memory would last a lifetime.

See Appendix/The Planning and Construction of EXPO 86, An Unofficial Chronological Overview.

iv. Design

The design of EXPO 86 was based on a number of creative guidelines: the visitor experience was the primary concern of the designers; the visitor's emotional perception was seen as outlasting individual cognitive elements; the ambience, cadence, personality, mood and impact were viewed as qualifying the event; the experience above all should be celebratory, festive and exuberant; it would provide surprise, colour and inventive outrageousness. To be avoided were every element or system which could be experienced elsewhere. The design must be world-class.

The visual language of the site was referred to as "Festive Technology". It was used to tell the universal story of the Exposition's theme in the development and expression, aspirations and achievements, history and future of the modern world.

3. CORPORATE SPONSORSHIP DIVISION

Vice President, Corporate Sponsorship: Mel Cooper (as of October 13, 1986)

1. Goals and Responsibilities

Early in the planning of EXPO 86, private sector participation was recognized as being crucial to its success. Plans were developed to give the opportunity for corporations to participate as exhibitors, as sponsors of major programs and cultural events, and as suppliers on site.

The Corporate Participation Division was established with the objective of recruiting corporate participants in the areas of:

Exhibitors: Corporate participants would be encouraged to create their own theme pavilions. Architecturally unique, these pavilions would be among the most memorable at EXPO 86.

Sponsors: The corporations would have the opportunity to sponsor programs involving the arts, culture and Specialized Periods at EXPO 86.

Suppliers: As Official Suppliers to the Exposition, corporations could provide the goods and services necessary for the efficient operation of the Exposition.

The size, quality and prestige of the World Exposition would bring rewards to the corporate participants. They would have international exposure to visitors -- business, professional and recreational. They would have exclusive use of an EXPO 86 logo and sponsorship identification in mass and in specialized media, and exclusivity of their products on site.

The participation of the private sector in an official sponsorship/supplier role would also significantly enhance the marketing program of EXPO 86 and enable increased awareness of the Exposition in the market available to the corporate sponsors.

A long-range emphasis on the promotional benefits of taking part in EXPO 86 rather than the short-term cost/benefit prospective would be encouraged.

The aim of the Corporate Participation Division was to assist corporations involved in EXPO 86 with their marketing and development plans, particularly the majority of those corporations which had no previous experience with world expositions. Whenever possible, effort was made to involve the employees of participating corporations in the excitement and the marketing of EXPO 86.

ii. Corporate Exhibitors

More than three dozen major corporations committed more than \$173 million to EXPO 86.

Involvement with the 1986 World Exposition offered a number of options to corporate participants. Nine corporations exhibited on site. As well, corporations could sponsor major EXPO 86 events and act as official suppliers.

The Corporate Exhibitors (in order of commitment to participate):

Canadian Pacific Ltd.: Pavilion (Green); Centenary of the arrival of Canadian Pacific's first scheduled transcontinental train on the West Coast; National employee promotions; EXPO 86 logo painted on passenger aircraft.

Canadian National: Pavilion (Red); CN Theatre at Canada Place, featuring a 3D IMAX[®] film; Cross-Canada promotional program; CN boxcars painted with Expo/CN logos as "travelling billboards".

Telecom Canada Limited (a consortium of 10 Canadian communications corporations): Pavilion (Yellow); National telephone book promotion program.

Air Canada: Official Carrier; Pavilion (Green); Sponsor of Air Canada Skyride (West); EnRoute to Expo program (National Promotions); On-site celebration, September 1, 1985 of Air Canada's 50th anniversary; Restoration of an original Lockheed 10A plane; Re-enactment of first transcontinental passenger flight, April 10 - May 10, 1986; Media tour and travel industry tagging; 50th anniversary of Air Canada.

VIA Rail Canada Inc.: VIA Rail Exhibit in the refurbished VIA Station (adjacent to East Gate); Cross-Canada promotions.

General Motors of Canada Ltd.: Official Supplier Transportation; Pavilion (Yellow); National Promotions; Special limited edition EXPO 86 car; all 1986 cars displayed window decal with EXPO 86 logo.

Crossroads Communications Inc.: Pavilion (Red); Broadcasting facilities.

British Columbia Television: Pavilion (Yellow); On-site broadcasting facility, including newsroom operation; open daily to visitors.

iii. Corporate Sponsors and Suppliers

Royal Bank of Canada: Official Bank (providing all banking services on-site to visitors); Sponsor of the Royal Bank/EXPO 86 World Festival; National/International sales of Royal Bank 3-Day Passport; Media and point-of-sale advertising.

Pacific Western Airlines: Sponsor of the EXPO 86 Student Exchange Program; EXPO 86 School Scholarship Program; National Promotions.

Dairyland Foods: Official Supplier; B.C. School Program (Elementary Schools); Specialty product development; Sponsor of Dairyland's Salute to EXPO 86.

Rothmans of Pall Mall Canada Limited: Sponsor of National tour of Rothmans Racing Legends Salute to EXPO 86 and exhibit; EXPO 86 promotions.

British Columbia Wineries: Official Wine Supplier; special design labels with EXPO 86 symbol; Entre-Lacs selected as official house wine of EXPO 86; issued a commemorative selection of official wines for EXPO 86.

Scott Paper Limited: Official Supplier of paper products; National and Regional consumer promotions including "Picture EXPO 86" sweepstake.

Imperial Oil Ltd./Esso: Official Petroleum Producer; Sponsor of the Roundhouse theme pavilion and Heritage Brick Program; 2000 information centres across Canada; Esso/Expo Sweepstakes; Advertising campaign.

IBM Canada Ltd: Official Supplier; 90 on site terminals provide visitors with up-to-date info on pavilions and events at EXPO 86. Sponsor of Expo Information Services both prior to and during the Exposition; Official Supplier of Data Processing Equipment and services; Cosponsor of Lost Children at Expo Program with CFUN radio and McDonald's Restaurants; Major advertising and promotional campaigns in Canada.

Kodak Canada Inc.: Official Supplier of Film and Videotape; Sponsor of Kodak Pacific Bowl, and the EXPO 86 International Nights of Fire; Promotional activities included EXPO 86 logo on film packages and EXPO 86 advertising; on-site Photo Information Centres.

Coca Cola Ltd.: Official Soft Drink Supplier; North American promotions for retailers and consumers; 450 million cans and bottles labelled with EXPO 86 symbol; 100th anniversary of Coca Cola.

Xerox Canada Inc.: Official Supplier; Sponsor of Xerox International Theatre and Official Supplier of Copiers and Duplicators; 1200 senior citizens were guests of Xerox at EXPO 86 on July 23.

McDonald's Restaurants of Canada Inc.: Official Fast Service Restaurant, operating five on-site restaurants, including Canada's first floating McDonald's; Cosponsor of Lost Children at EXPO 86 Program with CFUN radio and IBM Canada Ltd.; Worldwide EXPO 86 promotions.

Farwest Systems Corporation; Official Supplier of Cash Registers and Point-of-Sale Retail Systems in pavilions, restaurants, merchandise outlets and amusement ride locations; Ticket systems at all four gates; Outside Service Centre for on-site equipment.

Holland America Westours Inc.: Official Cruise Line and Tour Company of EXPO 86. Noordam first ocean liner to dock at the new cruise ship terminal at the Canada Pavilion; S.S. Rotterdam, Ambassador Ship of EXPO 86 on 83-day world cruise.

Crown Life Assurance Company: Official Insurer; Sponsoring two Specialized Periods: Communications and Mobility for Elderly and Disabled People and Transportation for Recreation.

MBB Helicopter Canada Inc.: Official Helicopter BK 117 providing transportation to many distinguished visitors.

Lily Cups Inc.: Official Cup Supplier, providing disposable cups, plates and cutlery in many food outlets.

Boston Pizza International Inc.: Official Supplier; Pizza and Pasta Supplier, operated three on-site restaurants.

Kimball International Inc.: Official Supplier; 22 pianos providing music for more than 14 000 performances.

Delta Hotels: Official Hotel.

Hiram Walker Brands Ltd.: Official Spirit of EXPO 86; Sponsor of the "Canadian Club" at EXPO 86; Membership program in Canadian Club resulted in provision of EXPO 86 admission tickets to disadvantaged.

Canadian Tire Corporation Ltd.: Official Retailer, automotive, hardware, and leisure goods, and Sponsor of the Expo Monorail.

John Labatt Limited: Sponsor of Expo Theatre.

American Express: Official Supplier; Official Travellers Cheque and Charge Card, on-site travel service centre.

Gelco Express: Official Courier to local, domestic and international destinations; Sponsor of Land Plaza.

B.C. Cellular: Official Supplier of cellular telephone service.

Minolta Canada Inc.: Official supplier of 35 mm cameras and accessories Sponsor of Space Tower amusement ride, On-site photo spots, and community banner program.

Hasbro, Inc.: Official Sponsor of Expo Centre; supplier of toys for Lost and Found areas.

Woodward Stores Limited: Official distributor of Season Passes.

Swiss Watch Industry: Producers of Official EXPO 86 watch, the Countdown Clock, and the world's largest SWATCH which identified the Swiss Pavilion.

iv. Other Corporate Sponsorship Programs

Proud Partners: This corporate program gave smaller companies the opportunity to be involved with EXPO 86. Proud Partners were entitled to use the corporate program logo on their products and in corporate promotions. The following Proud Partners supplied products and services and sponsored facilities and programs such as Specialized Periods at EXPO 86:

B.C. Packers Limited (Richmond, B.C.); B.C. Tree Fruits (Kelowna, B.C.); Big Toys of Canada Limited (Surrey, B.C.); Boeing Commercial Airplane Company (Seattle, WA); Canada Safeway Limited (Vancouver, B.C.); Fiberglas Canada Inc. (Burnaby, B.C.); Frederick & Nelson (Seattle, WA); Gray Line of Vancouver (Vancouver, B.C.); Harlan Fairbanks Company Ltd. (Vancouver, B.C.); Island Paper Mills Ltd. (New Westminster, B.C.); Jacob Souchard Canada Inc. (Montreal, Quebec); Kelly Douglas & Co. Ltd. (Vancouver, B.C.); Kompan Playscapes Inc. (Vancouver, B.C.); London Drugs Limited (Richmond, B.C.); McLeod, Young, Weir (Vancouver, B.C.); Mr. Build (Richmond, B.C.); Nabisco Brands Limited (Toronto, Ont.); Nabob Foods Limited (Burnaby, B.C.); Olympic Meats (Intercontinental Packers Limited) (Vancouver, B.C.); Outboard Marine Corporation of Canada Ltd. (Richmond, B.C.); Pacific Press Ltd. (Vancouver, B.C.); Physio Control (Redmond, WA); Procter & Gamble Inc. (Cincinnati, OH); Samsonite Canada (Stratford, Ont.); Shoppers Drug Mart (West Vancouver, B.C.); Southam Inc./Southam Newspaper Group (Toronto, Ont.); Yamaha Canada Music Ltd. (Vancouver, B.C.).

Pride of EXPO 86: This program allowed businesses, service groups, associations and individuals to sponsor the more than 600 colour-coordinated benches and 240 circular planters which decorated the main site. Sponsors paid \$1,986.00 to sponsor two Expo Benches or an Expo Planter. The sponsor's names were engraved on plaques which were mounted on benches and planters.

The Canadian Club: Under its agreement with the BIE, EXPO 86 was obliged to provide a facility for visiting dignitaries and heads of state. EXPO 86 provided a first-class lounge and dining area in the B.C. Pavilion complex that was also made available to business and corporate participants. As part of the \$10,000.00 Chairman's Circle membership package, each member received 165 EXPO 86 One-day Tickets for donation to a registered charitable organization, as well as admission to EXPO 86 for the member and three guests daily. Complimentary parking was provided. The President's Circle membership, at \$2,500.00, offered a Season Pass for one, access to the Canadian Club with up to three guests daily and 50 EXPO 86 One-Day Tickets for donation. Hiram Walker Brands Limited, the Official Distiller of EXPO 86, sponsored the Canadian Club.

4. ENTERTAINMENT DIVISION

Director, Entertainment: Hamilton McClymont
Producer, Royal Bank/EXPO 86 World Festival: Ann Farris Darling
(as of October 13, 1986)

1. Entertainment Program: Summary Statement

The success of the Entertainment Program at EXPO 86 cannot be measured in numbers alone, although they are impressive.

There were some 43 000 free performances on the Expo site during the 165-day Exposition, an average of 260 per day. Nine thousand of these were performances programmed by and staged at the Canada Pavilion.

The Federal Government contributed \$9.8 million to support Canadian cultural activities for EXPO 86 and the Vancouver Centennial during 1986.

More than 430 000 people saw a wide-range of name attractions in the Expo Theatre. Of 142 Expo Theatre attractions, 45 drew capacity audiences. Many more came within a few hundred tickets of selling out.

The majority of entertainment at EXPO 86 was free. Approximately 18 000 to 20 000 people a day visited the Folklife area which boasted two main theatres and an outdoor performing area as well as a food presentation area, crafts centre and forge.

More than 750 000 visitors enjoyed the free performances of international and Canadian talent at the Xerox International Theatre.

Some 6.5 million people saw a variety of events at the Kodak Pacific Bowl where the RCMP Musical Ride and the Kaifeng Motorcycle Drill Team from the People's Republic of China were in residence throughout the summer.

Literally millions of people delighted in the talents of more than 800 performers and 150 groups who were part of the world's largest and longest-running Street Theatre program.

More than 2000 Amateur and Heritage groups from across North America, Europe and Japan performed on site. In all, there were nearly 80 000 amateur performers, from marching bands to Dixieland bands, ethnic and folkloric troupes.

Beyond numbers, the world-class standards set by the EXPO 86 Entertainment Program were summed up by audiences and reviewers alike as "the soul of the Exposition".

ii. Royal Bank/EXPO 86 World Festival Summary Statement

The Royal Bank/EXPO 86 World Festival was a cosponsorship between the Royal Bank of Canada and the Expo 86 Corporation. Other corporate sponsors assisted with individual attractions. Attractions in the "Canada Presents" Series were sponsored by the Government of Canada.

From May 2 to October 13, the World Festival hosted more than 250 performances of dance, theatre, and music from the nations participating in EXPO 86.

Ticketed performances included off-site World Festival events as well as the finale performances of the World Drum Festival. All other on-site World Festival performances were included with Expo admission. Approximately 350 000 people enjoyed Royal Bank/EXPO 86 World Festival events. Out of a total of 106 World Festival events, 104 were sold out.

With La Scala's production of I Lombardi selling 98.5 percent of its total of 39 882 seats, the World Festival could claim one of the largest total ticket sales for a single opera event in North America.

On both EXPO 86 sites, the World Festival added to the eclectic mix of entertainment with such highlights as France's Urban Sax, a night time event involving 50 space-suited saxophonists, plus numerous dancers, native groups and bagpipers. An estimated 15 000 people attended this event which was held in the Plaza of Nations.

The World Drum Festival brought 225 performers from 17 nations together in week-long performances throughout the site, culminating in a spectacular swirl of colour and percussion in four grand finale performances at Expo Theatre.

The World Festival also introduced acclaimed companies less well-known to North American audiences. These shows fared equally well at the box office. In addition to productions marketed directly by EXPO 86, a series of free events, as well as ticketed productions by Vancouver groups, also appeared under the auspices of the World Festival. These included offerings by the Vancouver Opera, the Vancouver Symphony, the Vancouver Playhouse and the Vancouver Bach Choir.

Planning for the Royal Bank/EXPO 86 World Festival began in the fall of 1982 when a consultant was engaged. A full-time staff was established in 1983. In the spring of 1984, a decision was made to represent the global nature of the Exposition and the staff was enhanced to effect this policy. Between September, 1984, and October, 1985, staff members travelled, assessed and booked attractions, and a detailed marketing plan was developed and launched.

The program was announced in November, 1985, and subscription tour packages went on sale, continuing through to February 14, 1986, when single tickets were made available.

Transcending cultural and linguistic barriers, the Royal Bank/EXPO 86 World Festival easily met its goal of presenting "accessible programs which stirred the imagination, expanded one's vision, and increased understanding of the environment and global overview".

World Festival Facts:

. sold out 102 of 106 performances (La Scala: 98.5 percent; World Drum Festival: 81 percent; Ballet Folklorico: 95.8 percent)

. sold more than 230 000 tickets (230,740)

. with the addition of other Royal Bank/EXPO 86 World Festival events for which Expo was not responsible for advertising (i.e. Vancouver Opera, Symphony, Playhouse, New Music, etc), tickets sold equalled approximately 350 000

. value of sold tickets: \$5,453,458.00. Budget was \$4,605,787.00 (revised to \$4,723,871.00).

. largest number of tickets sold was for 42nd Street, 45 136; next was I Lombardi, 39,323

iii. Expo Theatre Summary Statement

At the 4000-seat Expo Theatre, sponsored by John Labatt Limited, an array of performers graced the stage. Often playing to sold-out houses were such entertainers as Mikhail Baryshnikov, George Burns, Bill Cosby, Bob Newhart, Joan Rivers, Van Morrison, Fats Domino, Ray Charles, Jerry Lee Lewis, the Beach Boys, the Temptations, Bryan Adams, Parachute Club, Jane Siberry, The Nylons, Ann Murray, Bruce Cockburn and many others.

With a total of 127 performances and 142 artists, the variety of events at the Expo Theatre included all facets of today's entertainment industry.

Planning for the Name Attractions Program started in May, 1985, when the ground work was laid with booking agents, artists, management and record company officials in creating an awareness and excitement for the World Exposition and, in particular, the Expo Theatre.

In the summer of 1985, visits by various agents to the EXPO 86 site helped to enhance this awareness. Offers to the artists through their booking agents began in the fall of 1985 and continued throughout the Exposition. The majority of the shows were one or two night runs, with a couple of exceptions.

The marketing and publicity campaign began on March 5, 1986, following John Labatt Limited's announcement of sponsorship of the Expo Theatre on February 10.

iv. On-site Entertainment Summary Statement

More than 43 000 performances entertained visitors throughout the site. Programs included Canadian and international performers in formal and informal settings. All on-site performances (with the exception of those at the Expo Theatre) were free.

The Xerox International Theatre, a 1500-seat open air theatre on the site's west end, was quickly recognized as the home of dynamic, eclectic and innovative programming. The theatre welcomed more than 750 000 people who attended events as diverse as Senegalese rock star Youssou N'Dour, the theatrical camp of England's Bloodlips, and the contemporary art of New York's Murray Louis Dance Company. During one week at Xerox International Theatre, the stage was shared by the Peking Pop Orchestra, the Children's Chorus of Moscow Radio and Television, Canadian chanteuse Joelle Rabu and Unicef Goodwill Ambassador Danny Kaye.

The Xerox International Theatre also launched the first North American tour of Norway's Dollie de Luxe, a pop/opera group from Norway who became the discovery of the World Exposition. Dollie de Luxe was transferred to the 4000-seat Expo Theatre for the final four days of the Exposition. Ninety-five percent of the group's total of 16 000 tickets sold within three days.

Featuring 23 theme weeks, the Exposition's Folklife area examined the many cultures that comprise Canada. Daily performances in The Barn, The Big House and on The Common and displays in The Weavery (crafts), The Forge and Foodlife areas showed visitors a new way to look at Canada. Between 18 000 people and 20 000 people a day entered its cedar gates to enjoy a variety of native and ethnic performers.

The Street Theatre program was perhaps the biggest hit of the Exposition, billed as "the world's biggest and longest-running". Street performers from around the world -- jugglers, mimes, musicians, impromptu performers, horse-drawn caravans and friendly clowns -- dazzled, amused and delighted visitors in every corner of the Exposition. The program was so successful that it was enlarged twice by popular demand.

Amateur community, ethnic and school bands, choirs and ensembles from throughout North America performed daily in the bandstands and plazas. Amateur groups took part in Special Events and Ceremonies.

For the more than 2000 Amateur and Heritage groups, the opportunity to work within the international context of the 1986 World Exposition was a very special experience. In turn, the quality of entertainment which these groups brought to the site was appreciated by many.

v. Entertainment Venues (See also Programming)

OFF-SITE VENUES

The Queen Elizabeth Theatre: 2820 seats; proscenium opening; facilities suitable for ballet, opera, theatre, musical theatre.

The Queen Elizabeth Playhouse: 650 seats; proscenium opening; facilities suitable for theatre and dance.

The Orpheum: 2800 seats; proscenium opening; facilities suitable for orchestral concerts and recitals.

Pacific Coliseum: Seating reduced to 6200 seats for La Scala production; a "theatre within a theatre" was built for the event.

ON-SITE VENUES

Cabarets: Pacific Station, located in British Columbia Pavilion complex, Canada's largest entertainment complex with three restaurant/cabarets: 86 Street (seats 700); Waves (capacity 260); and The Flying Club (seats 200). (Blue)

Expo Theatre: Adjacent to the B.C. Pavilion complex; a 4000-seat covered outdoor facility with state-of-the-art lighting and sound systems. The only ticketed venue on site. (Blue)

Kodak Pacific Bowl: Circular, covered seating for 3000; additional uncovered hillside seating for extra capacity. (Yellow)

Plaza of Nations: A covered, outdoor plaza with a capacity of up to 10 000 people at the centre of the B.C. Pavilion complex. National and Special Day ceremonies, community groups and popular name attractions were featured. Pacific Station entertainment complex is adjacent. (Blue)

Xerox International Theatre: A 1500-seat covered outdoor waterfront theatre. (Yellow)

vi. Programming (in alphabetical order)

BANDSTANDS

Two smaller performing venues -- the Expo Centre Bandstand (Purple) and the European Bandstand (Green) featured contemporary and traditional bands.

CABARETS

Pacific Station, located in British Columbia Pavilion complex, was Canada's largest entertainment complex with three restaurant/cabarets. 86 Street (seats 700; decor: an '80s look at the '50s) featured Vancouver talent during the day and dancing to pop and rock bands at night. Waves (capacity 260; decor: tropical cruise) presented daytime easy-listening music and

dance bands at night. The Flying Club (seats 200; decor was "above the clouds") was home to variety musical and comedy acts, with Second City Company in residence nightly throughout the Exposition. All cabarets served full meals and were open daily from 1200 to 0100 hours. Daytime menus and entertainment are planned with families in mind. (Blue)

CEREMONIES

On May 2, 1986, an Opening Day ceremony at the 60 000-seat B.C. Place Stadium signalled the start of EXPO 86. Closing Day ceremonies were held on October 13, 1986, Thanksgiving Day, a Canadian National Holiday.

EXPO AFTER HOURS

A 2230 hours nightly fireworks and laser show launched the Expo After Hours entertainment activities. Pavilions closed at 2200 hours; Expo After Hours activities centred around Pacific Station, restaurants, rides, and retail concessions sitewide, continuing to midnight.

EXPO 86 INTERNATIONAL NIGHTS OF FIRE

Sponsored by Kodak Canada, a 15-minute fireworks and laser show lit was produced nightly to signal the 2230 hours start of Expo After Hours entertainment. The fireworks were launched from a barge on False Creek.

EXPO THEATRE

Adjacent to the B.C. Pavilion complex; a 4000-seat covered outdoor facility with state-of-the-art lighting and sound systems; heavy timber roof span at 100 m (327'); home to star attractions in pop, rock, folk and jazz; sponsored by John Labatt Limited. The only ticketed venue on site. Tickets were available through the Vancouver Ticket Centre. (Blue)

FESTIVALS

Canadian Stage Band Festival; May 14-19. The 14th annual festival of vocal groups, concert and stage bands, with 7500 young musicians participating. (Plaza of Nations, Xerox International Theatre, The Flying Club, Waves, and Expo Centre Bandstand).

Beaux Gestes '86: International festival of mime June 8-22. Clown and movement theatre in the The Flying Club and 86 Street.

Canadian Heritage Festival: July 1-20 Annual amateur folkloric performance in the Plaza of Nations.

Vancouver International Puppetfest: 50th anniversary of Puppeteers of America, August 3-9; with performances at The Flying Club, Folklife, and on the streets, August 6.

Dance on Track/Danse Entr'acte: August 11-17. The 14th annual Dance in Canada Conference brought dancers from across Canada. Activities included performances both on and off the Exposition site.

Pacific Jazz and Blues Festival: August 20-24. An international gathering of jazz musicians.

FINE ARTS

Great Hall of Ramses II: Collection of the Cairo Museum. The Ramses II and His Time exhibit included gold vessels, jewellery, lifesize sculptures, construction artifacts. The pavilion was built to meet international standards regarding climate control and security. (Yellow)

Spectral Images: Canadian artist Michael Snow produced this exhibition of 50 holographic images created by combining laser technology and photography. The Holography Gallery was adjacent to the Roundhouse. (Green)

Associated Programs: The Vancouver Art Gallery and the Vancouver Museum mounted Expo-related visual arts programs. The Vancouver Art Gallery showed an exhibition of 120 works by Norway's Edvard Munch (1863-1944), Luxe, Calme et Volupte: Aspects of French Art 1966-1986, and the VIA Rail-sponsored Murals from a Great Canadian Train. The Vancouver Museum provided exhibition space to international participants.

FOLKLIFE

Folklife was a 23-week exploration of Canada's living traditions. More than 25 free performances were featured daily on the three Folklife stages: The Barn, traditional proscenium arch, seating 300; The Big House, based on a British Columbia native longhouse, seating 300; The Common, an outdoor stage. Demonstrations of crafts, work and domestic skills were featured in The Gallery, The Weavery (where Native Indian weavers from Musqueam demonstrated their craft) and The Forge, where a blacksmith was at work. At Foodlife, there were daily cooking demonstrations of international foods. The First Nation Restaurant (buffeteria) featured native cuisine such as wood-barbequed salmon and bannock bread.

FOLKLIFE THEME WEEKS CALENDAR

Native Cultures of B.C. ('Ksan/Salish) May 2-11
Gens du Quebec Week May 12-18
Native Culture of the Plains May 19-25
Black Nova Scotia Week May 26-June 1
The Celtic June 2-8
French Canadians of Western Canada June 9-15
Canada's Caribbean Communities June 16-22
Western Immigrant Week June 23-29
Native Cultures of Quebec and Ontario Native June 30-July 1
Thank God We're Surrounded by Water (Newfoundland) July 7-13
Native Cultures of B.C. (Kwagiutl) July 14-20
Fiddle and Squeezeboxes (Instrumental Week) July 21-27

D'La Grand' Visite d'Acadie Week July 28-August 3
Inuit Week August 4-10
Dance Week August 11-17
Latin American Week August 18-24
Cape Breton Week August 25-31
Cowboy Week September 1-7 In Celebration of Women September 8-14
Vancouver's Japanese/East Indian Communities September 15-21 Back to
Batoche (Metis Week) September 22-28
Vancouver's Chinese Community September 29-October 5
Native Cultures of B.C. (Haida) October 6-13

KODAK PACIFIC BOWL

Circular, 3000-seats; hillside seating for extra capacity. Attractions included The Royal Canadian Mounted Police Musical Ride and the Kaifeng Motorcycle Team. The adjacent RCMP Stable was open to the public. (Yellow)

NATIONAL AND SPECIAL DAY CEREMONIES

Flag-raising ceremonies, formal addresses by public leaders, and National and Special Day performances took place in the Plaza of Nations (Blue)

PLAZA OF NATIONS

A covered, outdoor plaza with a capacity of up to 10 000 people at the centre of the B.C. Pavilion complex. National and Special Day ceremonies, community groups and popular name attractions were featured. Pacific Station entertainment complex was adjacent. (Blue)

STREET ENTERTAINERS

Moving throughout the Exposition and performing on the walkways and plazas were clowns on unicycles and pennyfarthings, puppeteers, mime artists, jugglers, fiddlers, and other impromptu entertainers. Performers represented more than 18 nations and provinces in this continuous festival. (All Zones)

XEROX INTERNATIONAL THEATRE

Music and dance attractions from participating nations performed in the 1500-seat covered outdoor waterfront theatre. Six shows a day, from 1100 to 1900. (Green)

vii. Theme-related Activities

Theme-related activities at EXPO 86 included Specialized Periods and Special Events. Both were World Exposition "firsts", attracting a professional as well as public audience, and providing opportunities for international participants to demonstrate their technologies. Demonstration Events and the Symposium Series Tomorrow Begins Today were also important theme-related activities. Theme Related Events were also featured at EXPO 86.

SPECIALIZED PERIODS

A new program for world expositions, the 14 Specialized Periods ranged from five days to two weeks duration. They highlighted specific areas of the theme, both on and off site, featuring demonstrations by participants and a wide range of events, including conferences and seminars of transportation and communications specialists.

Polar Transportation and Communications May 5-11
Search and Rescue May 12-18
Trucks and Intercity Buses June 9-15
Urban Transit June 16-30
Automobiles July 6-19
Crown Life Communications and Mobility for Elderly and Disabled People
July 20-25
Marine Commerce July 21-August 2
Aviation August 1-10
Alternative Fuel and Power Systems for Transportation August 8-17
Crown Life Transportation for Recreation August 18-24
Human Powered Transportation August 25-31
Communications September 7-13
Underwater and Offshore Resources September 13-21
Modern Rail September 29-October 5

See Appendix/Specialized Periods Final Report.

SPECIAL EVENTS

EXPO 86 featured a series of Special Events, of both long and short duration. The Musical Ride of the Royal Canadian Mounted Police was in residence at the Kodak Pacific Bowl for the full length of the Exposition. The Kaifeng Motorcycle Thrill Team, an acrobatic company from the People's Republic of China in its first extended North American appearance, was featured daily. A number of short-term special events were also produced:

DC-3 Airmada: June 7. A rally of these historic aircraft celebrated the 50th anniversary of the entry of the DC-3 into commercial service. Aircraft assembled at the Abbotsford Airport and flew over EXPO 86.

STEAMEXPO: May 23 to June 1. A gathering of steam locomotives from Britain, the U.S.A. and Canada. The exhibit was located at the Canadian National railyards, near the East Gate of the Exposition. A Grand Parade of Steam opened the event at noon on May 23. Approximately 24 steam locomotives ran from the CP railyards on the Burrard Inlet waterfront (adjacent to Canada Pavilion) to the CN railyards.

Vintage International Antique Auto Show: July 7-9. Held during the Specialized Period for Automobiles July 6-19, this was a display of 500 restored and classic automobiles from 1900-1956, assembled in the B.C. Place Stadium. This was the largest show of vintage cars ever held under one roof. Sponsors were EXPO 86, the B.C. Government and the B.C. Automobile Association.

Ships of the World: July 18 to 21. Hundreds of steam, sail and human-powered craft met in a showcase of the world's ships. Vessels of every variety and size from around the world assembled in English Bay, July 18 in preparation for the marine parade July 19. Deep draught ships entered Burrard Inlet and smaller craft entered False Creek. Japan's Tall Ship, the Nippon Maru was one of the participants in the July 19 parade.

DEMONSTRATION PROJECTS

Short-term demonstration projects were associated with Specialized Periods. EXPO 86 and its international and corporate participants showcased displays of transportation and communications systems throughout the Exposition.

Demonstration venues included the Kodak Pacific Bowl, a circular, 3000-seat outdoor stadium with hillside seating for extra capacity. The Bowl provided a vehicle track for testing and demonstrations, a helicopter pad, and underwater demonstration tank. Another venue was B.C. Place Stadium, a covered stadium adjacent to the Expo site, with seating for 60 000. Demonstrations were also held on the False Creek site, at Canada Pavilion and other B.C. locations.

SYMPOSIUM SERIES

The Tomorrow Begins Today Symposium Series featured lectures, workshops and seminars designed to identify the key issues, problems and opportunities the world community faces in transportation and communications. The symposia brought together expertise from all regions of the world, and involved the many disciplines pertaining to transportation and communications.

The goal was to seek an informed and worldwide consensus on the major lines of development that the world community should be pursuing in theme-related fields of endeavour.

Symposium I was held in January, 1984; Symposium II in March, 1985. Symposium III, May 8-9, 1986 featured keynote speaker Dr. Thor Heyerdahl.

As a result of the final Symposium, an international Task Force was established under the chairmanship of Dr. Larkin Kerwin, President of Canada's National Research Council and Honorary Chairman of the Symposium Series. Participants in the Task Force came from Hungary, the Federal Republic of Germany, India, Indonesia, and Mexico, as well as Canada. The Secretary of the Task Force was Leslie Millin, who was Director of the Symposium Series.

The Task Force met in Ottawa on September 18, 1986 and agreed to form the World Union of Transport. The Founding Assembly will be held in Vancouver in May, 1987. Delegations are being invited from all countries participating in the 1986 World Exposition, as well as some others. The new organization, which is loosely based on the model of the International Scientific Unions, will seek to exchange information about the science, technology, management, and economic and social aspects of transportation.

The new organization will be based in Vancouver, and will make extensive use of electronic communications to maintain a world-wide network of transportation professionals. It will be the first application on a global scale of the electronic knowledge exchange network concept pioneered in Canada by the Canadian Institute for Advanced Studies. Steps are being taken to ensure that the annual budget will be such that participation in the network will be financially available to any country or organization wishing to join.

For more information, contact Leslie Millin, Secretary of the International Organizing Committee, Suite 46, 1386 Nicola Street, Vancouver, Canada V6G 2G2. Telephone: (604) 685-4153.

THEME RELATED EVENTS

Boat Building Demonstration Area: Ship Construction, April-September. On-site construction of vessels took place, including an Indonesian Pinisi, an 1800s Alberta York Boat and a 34 m (111 ft) Tall Ship modeled after the "Swift", a North American square topsail packet schooner of the 1780s. The Tall Ship, which will be used as a training vessel, was built by local artisans and launched in September. (Yellow).

Aircraft Construction: May 2-October 13. Small aircraft and vintage plane construction took place on the Air Plaza. (Pink)

Abbotsford International Airshow: August 8-10 at Abbotsford Airport. 25th Anniversary of this world-renowned show. Flying events included civil and military aerobatic teams of international stature. In conjunction with the airshow was AIR FAIR 86, an exhibit of the latest in aviation technology.

Innovative Vehicle Design Competition: Thirteen groups of university students from Switzerland, Japan, Australia, Romania, the Philippines, the United States and Canada competed for \$250 000 in endowed scholarships for the design of a personal land vehicle. The competition was organized by the engineering students of the University of British Columbia and EXPO 86.

Judging and testing took place July 11-19 on the campus of the University of British Columbia. Vehicles were displayed at the Kodak Pacific Bowl, July 14 and 19.

5. EXECUTIVE DIVISION

President: Jim Pattison
Vice President and General Counsel: Russ Anthony
Vice President Special Projects: Ward Popenoe
(as of October 13, 1986)

1. Legal Division

The Legal Division was part of the Executive Division of the Expo 86 Corporation. Its primary functions were to service the legal requirements of the Corporation by providing legal advice to the various divisions and senior officers; negotiating, drafting and administering the Corporation's contractual relationships; documenting the legal relationship with the BIE and various international interests; acting as government liaison, corporate records and labour relations counsel.

In fulfilling its obligations, the Legal Division administered over 3000 contracts. Contracts were as simple and straight forward as a one-page letter of agreement for an amateur performance on site, or as complicated as a major commercial agreement running to hundreds of pages.

To fulfill its responsibilities, the Legal Division decided early on to utilize the services of outside legal counsel and their support services rather than create a large in-house legal staff. The fact that many contracts were "one of a kind" and a variety of legal skills were required to service the wide range of issues facing the Corporation, combined with the need for quick, efficient and accurate legal advice, suggested that outside legal assistance was essential. The purpose of in-house legal staff was to identify the legal needs of the Corporation, undertake general services and instruct outside counsel as required.

To limit the need for legal advisors in all the departments of the Corporation, a system of standard form contracts was instituted. The contract administrators were permitted to enter into agreements without reference to the Legal Division if the standard form of contracts was used. Only amendments or deviations had to be referred for legal "sign off". Because of the rapid pace of contracting and the volume of documentation, this standardization proved necessary and worked quite well. The Legal Division played an important role in contract administration.

ii. Corporate Activities of the Legal Division

Sponsorship and Corporate Participation: After a sponsorship was agreed upon in principle, the task of the Legal Division was to document the arrangement, assist in negotiating the final terms, and attend to execution of an agreement. While it was endeavoured to use a standard document, the sponsorship arrangements varied greatly, and therefore considerable original drafting was required.

Trademarks and Industrial Property: When an Expo name, logo or wordmark was created, its use by EXPO 86 was secured through registration of a trade mark and legal proceedings for any infringement.

A great deal of time was devoted to approving use of EXPO 86 trademarks by others and attempting to police its misuse. Community groups, corporate sponsors and participants had varying rights to use the trademarks. EXPO 86 established guidelines to respond to the needs of others while maintaining control over the commercial use of its name.

Labour Relations: Site Relations was responsible for all Labour Relations matters for the Corporation including the resolution of labour disputes, negotiation of collective agreements and liaison with groups such as union, management, Government and Participants concerning any and all matters relating to labour or employee relations.

The division played a leading role in liaison with the Construction and Operations Divisions, in the creation of economic development zones under special provincial legislation regulating construction on the Expo site and in assisting the Operating personnel in the establishment of company policies and procedures relating to employee relations. This included interacting with the necessary Government departments for clarification of regulations and in some cases, arranging for variations to regulations to enhance the operation of the Exposition. The division also participated in the training of supervisors (both for EXPO 86 and its Participants), negotiating any collective agreements and government liaison.

Contracts and Advice: The range of contracts and advice was as broad as the interests of the Corporation itself. They included: construction; settling claims; taxation; tax remission and customs; permitting and fees; land assembly; entertainment and special events; on-site concessions; off-site licensing; operating services; supply and maintenance; participation in the Exposition; conflict of interest; site features, exhibitry and artifacts; personnel and employee relations; insurance; BIE regulations; provincial and federal regulatory authority; federal, provincial and municipal relations; media and broadcasting; employment and labour relations; outside consultants; interdepartmental liaison, safety and security; protocol and guest relations; signage and graphics; specialized events; on-site transportation; marketing; demobilization.

The involvement of the Legal Division varied from a sign-off of standardized documentation to full responsibility for negotiating and documenting the arrangement. In addition to specific tasks and responsibilities, the Legal Division performed a number of general services. As one of the few departments that cut across the entire Corporation and dealt with all departments in fulfilling their specific mandate, the Division often mediated in a conflict between competing departmental objectives and a general source of information, from both within and outside the Corporation. As a true "service group" within the Corporation, it provided advice as required and assisted in concluding arrangements in all areas of the Exposition's activities.

6. FINANCE AND ADMINISTRATION DIVISION

Vice President, Finance and Administration Division: Dennis Burdett
(as of October 13, 1986)

i. Overall Structure and Responsibilities

The Finance and Administration Division was responsible for operating the Corporation's financial and accounting systems and for providing administrative, systems, personnel and financial support to other divisions.

The Division grew steadily from its first employee in June 1981 to a staffing level of 149 project employees and 40 seasonal employees at December 31, 1985. The functions and services provided were initially secretarial support, personnel and corporate accounting. In November 1983, the Purchasing and Systems Departments were established. Divisional financial support commenced in June 1984 and a full Treasury function began in January 1985.

During 1985 all Departments in the Finance and Administrative Division expanded to support an ever-growing Corporation. In addition, financial systems and procedures were required for Expo Centre which was open from May to October, 1985. The first quarter of 1985 saw the establishment of Cash Control, Concession Accounting, Hourly Payroll, Revenue Control and Ticket Fulfillment Departments. The six months during which Expo Centre was open provided an opportunity for all Departments in the Division to train key personnel, define policies and procedures, test systems and operate under a live environment.

Objectives for the Division during the first quarter of 1986 were to concentrate on preparation for Expo operations. Seasonal staff was hired and trained, operational procedures finalized, administrative facilities and support expanded, and financial controls tightened.

ii. Systems Department

The Systems Department was responsible for the development, implementation and operation of computer information systems and facilities at EXPO 86. The Department was established in November 1983. By the end of 1985 it included 17 project staff, headed by the Director, Systems.

There were three functional groups within the Systems Department:

Systems Development: Systems specification, design, development, testing, implementations and support. This group included six full time staff, with additional requirements fulfilled through the use of contractors.

Computer Operations: Installation, operation, maintenance and support of all computing facilities fell under this group. The computer centre operated 24 hours a day, seven days a week.

Word Processing/Micro Computing: Included responsibility for the specification, installation, and support of micro computers used for word processing and other applications where the micro computer offers a cost/effective systems solution. Operator training was also supplied by this group. Staff was three full time employees.

IBM was a corporate sponsor of EXPO 86 and therefore the main focus of computing was based on IBM products and services. The main computer facility was the IBM 4381 and the main language was VMAS. Augmenting the large computer system were two smaller IBM Systems 36 computers (RPG programming language) and approximately 75 IBM Personal Computers for Displaywrite 3 and Lotus 1-2-3. The areas of application of the various types of computers was as follows:

IBM 4381 System — primarily used for the Expo event information, EXPO INFO database system, mailing/subscription lists, advanced ticket sales, electronic mail and other non-accounting related applications.

System 36 — used primarily for the accounting applications and personnel system applications.

IBM P.C. — used primarily for word processing and spreadsheet type applications.

The computing strategy at EXPO 86 solidified in January 1985 with the conclusion of the corporate sponsorship agreement with IBM. The Expo Event System and other information systems were quickly brought into operation in their initial versions. These systems evolved to keep pace with the requirements of the users. In the Finance and Accounting area, the initial accounting applications were implemented in 1981-82 on the System 36. As the Accounting system requirements solidified in the user areas, the computer systems went through considerable evolution and change. A major systems review was performed in September 1985 to ensure that all critical system requirements were identified and addressed prior to February 1986.

Key issues that were addressed in the Systems Department included:

Security: considerable attention was paid to data security and physical security of the computer centre.

Complexity: applications were kept relatively straightforward and non-complex. The applications had to be easy to maintain and very stable for the relatively short duration of EXPO 86.

Staffing: considerable use of contractors was implemented to ensure that the best skills were available as needed.

Micro computing: wide use was made of micro computers for word processing and spreadsheet type applications.

Electronic mail: used quite extensively in certain areas of EXPO 86 and became very useful for participant communications during the Exposition.

Training: user training was critical as large numbers of new employees were hired.

iii. Personnel Department

The Personnel Department began in 1981 to establish policies and procedures for staff recruitment, salary and benefit administration, manpower planning, employee relations and personnel information systems.

Initially, the focus of activity was to establish personnel policies, develop an employee benefit package, design an appraisal system and review job levels and salary grading. In 1982, a computerized resume system was implemented to administer the increasing number of resumes received by the Corporation. An employee Orientation Program was also initiated that year.

Procedures for constructive discipline, management contracts, employee relation policies and recruiting policies were developed in 1983. The Decision Band Method of job evaluation was introduced and salary rates were established for Corporation staff. For the first time, identification cards were issued to employees. Much of the Personnel Department's focus in 1984 was directed towards recruiting as 233 personnel were hired within six months.

In 1985, responsibility for all recruiting for seasonal staff was transferred to the Operations Division. With this change in responsibility, the Personnel Department's staff dropped from 10 to six and their attention became concentrated on project staff. A benefit package was designed for U.S. staff working in Seattle, and procedures for employees completing their term of employment were implemented. The responsibility for coordinating the immigration of foreign workers with Employment and Immigration Canada was also placed with the Personnel Department.

Project staff hires and terminations from 1981 to 1985 are as follows:

	Hires	Terminations	Staff at Year End
1981	24	3	21
1982	19	4	36
1983	113	13	136
1984	265	38	363
1985	344	131	576
1986	65	686	nil
	<hr/>	<hr/>	
	830	875	

See Appendix/Project Staff Hires vs Terminations.

iv. Administration Department

The objective of the Administration Department was to provide centralized support to the Corporation for: mail distribution; administration of leased vehicles; travel and accommodation services; purchase of office supplies and furniture; telephone systems; office space planning.

Mail Distribution: This function included receiving, sorting, distributing and dispatching all mail received and sent out by the Corporation. This task was initially performed at Scotia Tower but in 1985 a Mail Distribution Centre was established on the site to handle mail for both the Corporation and for Participants. By December 1985, an average of 4000 pieces of mail was handled daily, in addition to inter-office correspondence.

Vehicle Administration: Under a Corporate Sponsor agreement signed in April 1985, General Motors provided vehicles to the Corporation for use by senior management and Operations. The Administration Department was responsible for liaison with General Motors for receipt of vehicles, authorizing repairs, initiating gas credit cards and maintaining the fleet of pool vehicles available for use by staff. By December 1985, 31 vehicles had been assigned to senior management and nine pool vehicles were available for use by corporate staff.

Travel and Accommodation Section: This section was established in 1983 to handle all corporate travel services for staff and consultants. The Corporation had sponsorship agreements with three airlines -- Canadian Pacific Air Lines, Air Canada and Pacific Western Airlines. The travel section administered the free tickets provided by these contracts and ensured that all air travel paid by EXPO 86 was booked on one of these airlines whenever possible. By the end of 1985 there were three full time employees in the Travel section, handling approximately 10 trips per day.

In early 1984, it became apparent that accommodations were necessary to fulfill the requirements of the Participating nations and provinces. Relatively inexpensive long-term accommodations were needed within the City of Vancouver. The Fairview Complex on the University of British Columbia campus had not been started but was contemplated for construction in 1986. Negotiations began and EXPO 86 was able to convince UBC to begin construction immediately, by ensuring that the Corporation would lease the entire 187 townhouses, consisting of 782 rooms, for the period of November 1, 1985 to October 31, 1986. Travel time from this complex to the site was 24 minutes.

In conjunction with the Fairview complex, additional space in the downtown core was required. The Pagebrook Apartment Hotel was built on Hornby Street with 202 studio type suites with complete kitchen facilities. The Pagebrook was 95 percent occupied for the months of June, July and August of 1985 and 100 percent occupied during the Exposition.

Office Supplies and Furniture: The Administration Department was also responsible for provision of basic office supplies and furniture for Corporate staff. In 1985, the issuance of stationery and supplies became controlled through Stationery Stores. The purchase of new office furniture also diminished in 1985 as a decision was made to purchase more economical, used items. A staff of 14 office assistants and office services supervisors were located throughout the Corporation to order supplies, coordinate office moves and provide general administrative support.

Telephone System: Expo 86 Corporation knew in the early years that telecommunications would be a prime instrument in promoting the Exposition. The Administration Department established a telephone system which had the capacity of building from one set to several hundred. It was also necessary to restrict certain telephones from having long distance communications. The Telecommunications Department was created and a close working relationship with the British Columbia Telephone Company was established. Administering the ordering and changes in communication requirements remained the responsibility of the Administration Department.

The responsibility for reception and switchboard was also under the Administration Department. The main switchboard and reception was located at Scotia Tower but reception areas were also located on each floor of each building housed by the Corporation. By December 1985 there were 21 receptionist/switchboard operators working at 13 reception areas.

Office Space Planning: At its inception in February 1981, the Corporation shared office space with B.C. Place at Scotia Tower, 650 West Georgia. In the Spring of 1981 the staff moved a few blocks away to Robson Square, the Provincial Government office complex in downtown Vancouver. As the staff expanded so did the requirement for additional office space. In June 1982 the 30 corporate staff moved to two floors at 1111 West Georgia. An additional floor were leased at this location in December 1982. In April 1983, Corporate offices were established on the 8th and 9th floor of Scotia Tower. Office space continuously expanded so that by the end of December 1985 the Corporation occupied over 277 000 square feet of space in six locations.

The coordination of office moves was also the responsibility of the Administration Department, Office Services Section. Several major moves were undertaken in 1984 and 1985 as the office space at the B.C. Pavilion became available and as total staff continued to expand.

v. Purchasing Department

The Purchasing Department was established in November 1983 with the hiring of the Manager, Purchasing. At that time the volume of purchase orders was approximately 50 to 60 per week and procurement was decentralized, with each Division handling its own sourcing. The Department developed a corporate Purchasing Policy and was responsible for issuing and control of Purchase Orders.

In September 1985, a Director of Purchasing was hired and the purchasing function within the Corporation was centralized. The staff quickly grew to include seven buyers and four clerk-typists. Centralized purchasing was instituted to channel all buying through the Purchasing Department, which was grouped to support site and off-site areas respectively. Local Purchase Orders were introduced to simplify paperwork for low value purchases and for emergency orders. Criteria for sourcing and tendering were introduced and revised. Purchasing Policies and Procedures were issued to simplify the flow of paperwork, goods and services.

Purchasing standards were developed for all buyers. The standards included that alternate sources and items would be considered, quantity and quality specified, checklist of terms be used and that authorizations and budgets be checked. Buyer specialization was implemented to draw on individual expertise and to improve communications between the departments.

By December 1985, the Purchasing Department was issuing over 500 purchase orders and approximately 150 local purchase orders per month.

vi. Operations Finance Department

This Department was established to develop and operate those finance related systems necessary to support the Operations Division and report upon the actual operating period. In addition, Operations Finance was also given the responsibility for the operation of the Ticket Fulfillment Centre and on-site cash control. The specific financial systems that were considered necessary include food and merchandise inventory, weekly retail unit profit and loss reporting, ticket control, advance ticket sales system, ticket sales reporting, on-site cash control, and a payroll system to handle 5000 hourly paid employees.

The most difficult problem faced by this group was to specifically identify and understand the task. In general terms the objectives were relatively easy to define but it was very difficult to develop the detail. The physical site was not finalized until late 1984 and the operating philosophy, ie. Expo-operated vs Concessionaire, was still not completely finalized.

Food and Merchandise Inventory: The initial specifications for this system assumed that EXPO 86 would operate approximately 30 food and 30 merchandise facilities. It also assumed that the Distribution Centre would have sufficient storage space to maintain approximately two weeks worth of food inventory. After the operation of Expo Centre, the system was reevaluated and underwent modifications based on the following specifications:

Number of Operating Units:	10 Food, 10 Merchandise
Food Inventory Turnover:	40 times in operating period
Food Items:	1000
Merchandise Items:	2000
Purchase Order, Receiving Report, Packing Slip, Count Sheet Generation:	Automated

Profit and Loss Reporting: Due to the short operating life of the Exposition, management felt that detailed profit and loss reporting was required on a weekly basis. An automated system was developed to produce weekly reports, by retail unit, containing revenue and cost of sales by product category, labour and operating supplies. The data was produced for the current week and on an Exposition-to-date basis, compared to budget with the appropriate variance analysis.

Ticket Fulfillment Centre: The Ticket Fulfillment Centre was a mail and phone order house for advance ticket sales. The ticket plan includes four major different ticket types and more than 10 different programs. Tickets officially went on sale May 2, 1985. The initial sales were processed manually until the computer system was implemented in July 1985.

Orders arrived by mail, the envelopes were opened, the order forms reviewed and batched and then input into the computer system by bathc. Transmittal letter and vault withdrawals were generated, tickets were issued from the vault, and the letter with the ticket(s) was packaged for mailing. The system and process was designed to handle an estimated 350 000 orders and 2.7 million tickets.

Once implemented, the only significant change in the ticket plan was the advent of special prices for the handicapped.

In September 1985, the B.C. Ministry of Tourism agreed to fund a fulfillment operation in Seattle, Washington. A contract with Manus Services Corporation was negotiated and a ticket centre commenced operation in November. All ticket orders originating in the United States were now processed in Seattle. By December 1985, 22 full time staff worked in the Ticket Fulfillment Centre.

Cash Control Services: Cash control services for Expo-operated retail units, Admissions and Rides were carried out from three cash control facilities located in the three on-site security buildings. This group prepared floats, issued floats, provided a change service, received floats and revenue from the operating groups and counted and deposited all revenue. The original specifications assumed a daily cash of approximately \$2 million per operating day and approximately 60 Expo-operated retail units. The major challenge in this area was to understand the logistics and translate them into operational requirements. The original plan called for a staff of approximately 120 with most of the activity being in the one central facility. All currency was counted in this central facility by way of three lines of mechanical currency counting equipment.

Hourly Payroll Section: Four staff were hired in this section in Spring 1985 to establish procedures and process weekly payroll for hourly paid employees working at Expo Centre. A contract was signed with E.D.P. Industries in April 1985 for the computerized processing of seasonal payroll. By December 1985, 334 seasonal employees were on the hourly payroll system.

vii. Corporate Accounting Section

This section was established in 1981 with the responsibility for corporate financial statements, general ledger and chart of account maintenance, Accounts Payable, Accounts Receivable and project payroll.

The major emphasis of the Corporate Accounting Section was to identify and assist in decisions on financial reporting and determine interfaces from manual or computerized systems into the general ledger. This included interfaces from Admissions, Ticket Sales, Retail Operations, Concessionaire Accounting, Accommodation, Corporate Sponsors, Treasury, Payroll and Budget Control. A system for standardization of journal entries was developed, and detailed month end procedures established.

The Accounts Payable group was responsible for invoice audit and processing, data entry, cheque processing, commitment control and vendor maintenance. A computerized Accounts Payable system was purchased in 1981 and underwent multiple revisions afterwards. Major changes to the system were implemented in 1984 with the development of a commitment system and direct interface to the capital cost system.

Divisional Support: As a result of the short term nature of the project it became evident that the volume of transactions being generated by the functional divisions required additional administrative and financial involvement. By December 1985, three Finance Departments were established to provide financial support to other divisions.

The basic mandate of these Departments were: To become an active member of the management team of the divisions to fully understand the operations of each, their programs, their problem areas and their management styles; To assist divisional management in the formulation of budgets, to monitor performance to budgets, and to provide financial consultation to the Vice Presidents of the divisions; To act as liaison and expedite matters with other departments within the Corporation such as purchasing, personnel, legal, administration and corporate accounting; To ensure compliance with Corporation Policies and Procedures; To act as a financial watchdog to avoid possible redundant programs and expenditures.

The first of the three Divisional Support groups was formed in 1984 to support the Operations Division. Headed by the Director, Operations Control, this group was the largest, consisting of 15 staff at the end of December 1985. A second Divisional Support Department was established in early 1985 for the Marketing, Communications and Participants Divisions. The Corporate Sponsors Division and the Administration Department were supported by the third group.

These Divisional Support Departments became critically important in monitoring the activities of the Divisions and assisting the Vice Presidents to expedite their operational plans.

viii. Treasury Department

The Treasury Department was formed in January 1985 with responsibility for all corporate borrowings and consolidation of corporate budgets. The Corporation has established a program whereby all borrowings were done on an as required basis through the Province of B.C., Ministry of Finance. The advantage of this relationship was that excess borrowings were avoided and the Corporation could utilize the resources and size of the government borrowing program to optimize rates and term.

With respect to cash surplus situations, Treasury arranged with the Royal Bank and the Ministry of Finance to operate the accounts on a consolidated basis to facilitate premium overnight and other short term investment rates. A reasonable spread for debt maturities during the operating period was achieved and the Corporation used operating cash flows to retire a significant portion of the debt portfolio.

ix. Concession Accounting Department

The three major roles for the Concession Accounting Department were contract administration, collections and financial reporting and management reporting and control.

Systems were established to provide management with appropriate reporting which would facilitate the effective control of all concessionaires on-site. The primary focus was to ensure adherence to all contractual commitments made by the concessionaires and thereby collect EXPO 86 revenues on a timely basis.

x. Asset Control Office

The Corporation initiated a program that would permit security and other EXPO 86 staff to control the movement of valuable Corporate assets. In addition to developing a complete inventory, efforts were directed towards identifying and selling assets that were redundant. A significant number of large value assets were pre-sold, and procedures to initiate, document and consummate a sale were established. With the cooperation of all affected departments, Asset Control anticipated that an optimum realization of asset values would be achieved, subject to the political decisions that may impact on operating procedures.

7. OPERATIONS DIVISION

Vice President: Frank Dillon (as of October 13, 1986)
Directors: Michael Joss, Retail Concessions; Bill Neill, Service Operations; Paul Brinton, Support Services; Chris Reaney, Rides, Transportation, Parking; Bjarne Christensen, Signage, Grounds, Exhibits (as of October 13, 1986)

1. Overall Responsibilities

The Operations Division of Expo 86 Corporation was responsible for all coordination of day-to-day activities on the site. All operational activities were coordinated with the Participants.

ii. Operations Staffing Department

The Operations Staffing Department comprised five functional operating areas: Seasonal Staff Recruitment, On-Site Employee Documentation; Employee Training; Wardrobe; Volunteer Services.

Seasonal Staff Recruitment: Responsibility in this area was to administer a province-wide recruitment program to attract candidates for seasonal positions on the Expo site. Pre-employment interviews were conducted with each applicant and qualified candidates were provided to those Participants and on-site employers who wished to hire from the B.C. labour market. In all cases, the actual hiring decision was that of each participant, not the Operations Staffing Department.

The Seasonal Staff Recruitment Program was announced by the Honourable Claude Richmond on September 16, 1985 at a formal press conference. A network of 30 satellite recruiting centres throughout B.C., 18 Canada Employment Centres in the Lower Mainland, 12 provincial Ministry of Labour offices outside the Lower Mainland, began accepting employment applications and conducting pre-employment interviews.

Numerous government agents' offices throughout the province were utilized where applicants from smaller communities could pick up applications. Recruitment presentations were made at more than 20 post-graduate institutions through B.C. and recruitment advertisements were placed in a variety of newspapers outside the Lower Mainland.

Participants or on-site Employers who wished to select their employees from this Recruitment Program were charged a fee of \$25.00 for each employee they hired. The Recruitment Program continued during the Exposition with qualified candidates being available at all times.

On-site employers began their secondary job interviews in December, 1985.

On-Site Employee Documentation: A Documentation Centre was established to process all on-site employees on to active status. Once hired by an employer, all employees (regardless of whether they were hired through the Expo Recruitment Program or from another source) had to go through the documentation process.

At the time of Documentation employees were also scheduled for the appropriate EXPO 86 Orientation and Training Program(s) that had been authorized by their employer. All employees of EXPO 86 who worked on-site on a regular basis were provided with a photo ID card. As well as providing documentation for the Corporation's staff, Operations Staffing Department provided documentation services for Pavilion staffs upon receipt of a documentation form authorized by designated representatives of the respective Pavilion. A Documentation Centre was established off-site at 44 West Pender Street, Vancouver. There was no charge for producing the original ID card for each employee; however, there was a \$25 replacement charge for lost cards.

Training: Expo orientation courses and training programs in the areas of cash handling, food handling and supervisory training were available on an optional basis to all official Participants and on-site employers who chose to schedule their employees for such training. There was a nominal charge for this program.

Employers who wished to schedule their employees for any of these programs indicated the training required on the documentation authorization form which the employee took with them to 44 West Pender to obtain their ID card.

An Employment Coordinator was assigned to each Pavilion to assist the Participants in the orientation, documentation and training processes.

A total of 10 124 Seasonal staff were employed by EXPO 86.

The following programs were developed and were available to all on-site employees:

EXPO 86 Orientation: A four hour program that presents detailed information about the Expo site and discusses important policies, procedures and responsibilities of on-site employees.

Cash Handling: A two hour program that familiarizes the employee with the general procedures for handling cash, credit cards, travellers' cheques and other currencies.

See Appendix/Statistics of Operations Staffing Department.

iii. Wardrobe Department

The responsibility of this department was to coordinate the design and fabrication of all wardrobe items, including EXPO 86 name tags, required by the operational, on-site EXPO 86 Corporation employees as well as to administer the daily operations of the same program for the Corporation.

Freda of Freda's Originals in Toronto was the designer of the 5000 to 6000 uniforms worn by EXPO 86 Employees. Wool blend suits and dresses in tones of peach and grey for the VIP staff uniforms; skirt and jacket ensembles in Expo blue for the Guest Relations staff; two-piece poly-cotton outfits highlighted with the site zone colours for the on-line staff were chosen.

Elizabeth Nemeth designed the uniforms for the three Pacific Station restaurant/entertainment rooms.

All items were specially designed for the Exposition. Design requirements had to take into consideration the EXPO 86 colours of blue and silver, the site zone colours of yellow, turquoise, fuschia, blue, red and purple. The styles had to satisfy operational requirements which were unique to each situation. For instance, some work situations demanded that long sleeves be worn. Hats were not a fashion accessory, but were for identification in a crowd, and/or protection from sun and rain or, as in the case of Food Services, they were required by regulations. All fabrics had to be suitable for creating wash-and-wear clothing.

EXPO 86 was responsible for the Expo Operational uniform program. Participants were responsible for providing uniforms for their personnel.

The Wardrobe Staff handled the fitting and alterations of the garments as well as the issuance, retrieval, cleaning, repair and storage of these same items. Additionally, trained staff was available, free of charge, to assist the on-site Participants in the design, colour and fabric selection of their uniforms. Participants could also order EXPO 86 name tags at a nominal charge from the Wardrobe Department.

The 247 uniform items were developed and designed for more than 59 specific uniform changes (both male and female); this included more than 35 different Expo departments from the very high-profile areas (such as Protocol, Guest Relations, the "Canadian Club") and service areas (such as Site Maintenance, Security, Fire Technicians) to "general" site employees (the Food Service line workers, Merchandise cashiers, Grounds Services groundskeepers). In all approximately 5,000 positions were uniformed.

To support the wardrobe operations, 4300 square metres of warehouse space was set aside and within this was a laundry area (with eight washers and eight dryers), a seamstress area (with industrial sewing, hemming, serging and pressing equipment), a computerized engraving area for name tags, administration and staff rest areas and finally 655 running metres of metal hanging racks plus 150 metres of shelving for storage of the wardrobe items themselves. A computerized inventory system was set up to assist in tracking the in-and-out movements of the 85,000 individual items handled in this area.

Termination: A number of decisions regarding the termination process for the Corporation's 4000+ seasonal employees were required in preparation for the conclusion of the Exposition. One of the most significant of these decisions was to allow all seasonal employees who remained with the Corporation until October 13th to keep the wardrobe items they had been issued. The reason for this decision was that positive employee relations would be realized from allowing the employees to keep their wardrobe items as a souvenir.

See Appendix/EXPO 86 Wardrobe Statistics.

iv. Volunteer Services Department

The Volunteer Program at EXPO 86 began in early 1984 with the establishment of the Expo Speakers' Bureau, a program in which an excess of 100 members of the Toastmasters International were certified to present EXPO 86 to community groups throughout British Columbia.

A second major area of volunteer utilization was the development of Volunteer Community Committees in 92 British Columbia communities. These committees used EXPO 86 and its related exposure to promote the group's individual community. All 92 communities had special events planned for the summer of 1986 in conjunction with Expo year.

By far the largest aspect of the Volunteer program was the utilization of volunteers in the operational phase of the Exposition. Since April 1985, volunteers had been utilized in two distinct function:

As members of the corporate task force, volunteers committed themselves to a specific time block each week, and it was only when they arrived for their shift that they were assigned to tasks such as clerical assistance, kit assembly, and telephone information services.

Volunteers were assigned to specific Expo departmental requirements based on the volunteer's skills/interest and the requirements of the task. In most instances these assignments were long term or on a task-related basis.

During the operation of Expo Centre in 1985, in excess of 300 volunteers per week enhanced the visit of all guests as they served as hosts/hostesses, queue line attendants and as assistants to handicapped visitors.

To the end of December 1985 in excess of 1000 volunteers had contributed 50 000 volunteer hours to the Corporation.

From September 1985 to February 1986, our Volunteer Services staff initiated contact with 600+ community clubs, groups and associations to propose the involvement of groups in the volunteer staffing of specific Expo-operated pavilions and plazas. During EXPO 86, this recruitment activity resulted in a commitment of 8000 volunteers as of January 31, 1986.

In keeping with the Corporation's emphasis on quality guest relations, the Volunteer Services Department required every volunteer to attend a four-hour orientation program before he/she was assigned to a task on the site. This orientation was identical to the program given to all paid staff. In addition, volunteers assigned to Expo-operated pavilions and plazas received an additional three hours of venue-specific training covering information from exhibitry to emergency procedures.

v. Guest Relations Department

The Guest Relations Department provided a variety of services to both the Participants and the Guests. The Department was unique in that it had a hired staff of approximately 150 and approximately 3,000 volunteers. This

team of hosting staff was responsible for the operation of the Expo Centre, the Great Hall of Ramses II, and the Roundhouse, as well as the operation of the four Guest Relations offices at the four main gates and two Guest Relations booths on the site.

Guest Relations services offered throughout the site included:

Lost People: Any enquiries for lost children/adults were directed to the nearest Security Officer or Guest Relations Gate Office. A special alert was issued to all Guest Relations facilities and the Security main communications base. In addition a special alert was made on radio to all security personnel on site.

Lost Child at Expo Program: The Lost Child at Expo Program was sponsored by IBM, McDonald's Restaurants and radio station CFUN. The program involved children wearing numbered identification wristbands. The child's name, address, and phone number was written on the back of the wristband and the numbered stub was detached and put safely into the parent or guardian's pocket or wallet. The band was then placed on the child's wrist. A lost or found child was reported to the nearest Guest Relations Office where the child's ID was entered into the IBM computer and matched.

EXPO 86 Lost Children's Identification packages could be picked up from participating McDonald's outlets and from the five McDonald's outlets located on the EXPO 86 site. Some packages were available at the four Guest Relations gate offices.

Lost and Found: A computer system was designed to maximize the efficient matching of lost and found articles to their owners. Terminals placed in all Guest Relations locations allowed staff at each of the locations to check on the system for items found/lost at locations distant from the place where the Guest turned in a report.

Articles were kept at the Guest Relations gate office for one complete operating day, at which time they were collected by Security and then relocated at the main Lost and Found Depot. Articles were kept at the Main Depot for approximately sixty days. Unclaimed goods were donated to a non-profit organization.

Guest Comments/Concerns: Guests were invited to complete a Guest Comment Form available at all Guest Relations Offices. Comments were responded to within 24 hours.

Information Services: The IBM terminals in the Guest Relations Offices facilitated the personnel to access the EXPO 86 "state-of-the-art" computer information database to answer Guests' questions ranging from the date of the conception of EXPO 86 right down to the next showtime of the R.C.M.P. musical ride performance.

Ticket Problems: Guests requesting a refund, exchange or just ticket information were directed to the nearest gate Guest Relations Office.

Special Needs: On-site arrangements for mobility, sight and hearing impaired visitors were extensive. A brochure entitled Services for Visitors with Special Needs covered programs, rentals and facilities and was available from Guest Relations and information booths.

The EXPO 86 site was planned for the enjoyment and safety of all of its visitors. Stairs were marked with tactile warning strips, handrails were extended and stair treads were coloured to be easily seen by visually impaired guests. Any public area of the site was accessible by wheelchair. This included all pavilions, gates, restaurants, shops, cabarets and theatres. Most rides and on-site transportation systems were designed to accommodate patrons with disabilities. All plazas could be entered by wheelchair. Entrances, restrooms and drinking fountains were also designed for wheelchair accessibility. Theatres were equipped with entrance ramps and spaces for wheelchairs. Restaurant tables were at a suitable height for wheelchair patrons. Personnel and volunteers were also trained to communicate effectively with the disabled visitor.

Language Services: a specific structured language service was not provided. However, any guest requiring translation could be directed to one of the four gate offices or Information Booths and the Guest Relations staff made every effort to accommodate translation for emergency purposes.

Guest Relations hosting staff had accomplished language skills in: German, French, Italian, Cantonese, Japanese, and Mandarin.

See Appendix/Guest Relations Department, An Overview; Also Appendix/Guest Relations Statistics.

OTHER VISITOR SERVICES ON SITE

Over and above the services provided through Guest Relations the following Visitor Services were provided: IBM/EXPO INFO Information Kiosks where 90 terminals located in ten outdoor kiosks enabled the visitor to find answers to questions; Coin operated lockers inside the gates for storage of personal items; Infant Services were provided in the form of a baby change table in Public washrooms, all First Aid Stations had facilities for child feeding, for mothers to nurse infants, warming baby bottles, cribs for emergency situations. Emergency supplies of baby food and diapers were also available; Guide dogs were permitted on the site, kennels were provided outside the East and West Gate for other pets; wheelchairs and baby strollers were available for rent; telephone; mailboxes; Royal Bank on-site Services included cheque cashing, foreign exchange and travel cheques cashing, cash advances on VISA cards from any bank and personal touch banking machines; Full American Express Services; first aid (see Emergency Services).

U.S. currency was accepted at all concessions and restaurants. The daily exchange rate was posted in the Daily Showguide, available at all gates. Royal Bank outlets also offer currency exchange.

Religious services were held throughout the duration of the Exposition: a different religious group, denomination or para-church organization held services for Expo visitors.

vi. Operations Support Services Departments

A major objective of EXPO 86 was to have an operating site that would be extremely clean and pleasing to the eye with no evidence of the existence of waste or its disposal. The ability to respond rapidly to any emergency situation was also of prime importance. To meet these objectives the following Departments were given specific responsibilities:

See Appendix/Operating Services Package.

GENERAL MAINTENANCE DEPARTMENT

The General Maintenance Department objectives were to provide a safe and Operational environment on the site. The services to maintain these standards were available on a 24-hour basis.

Its responsibilities included:

Utilities/Facility Maintenance: General Maintenance was responsible for maintaining in a safe operational and functional condition all utility services (electrical, gas, water, sewer) to all Pavilions and all buildings or facilities that were Expo-operated and pavilion structures that were Expo-constructed.

Site Maintenance: Responsible for maintaining a safe operational environment for all outside pavement surfaces, site furnishings and features, all landscape elements, and all fencing, rails and barriers.

Maintenance work was completed as follows:

Preventative or Routine minor Retrofit and Emergency Maintenance: This work was done by Expo staff who were on shift 24 hours a day, seven days a week. The Utilities/Facilities Maintenance group consisted of Supervisors, Technicians, Helpers and Painters, approximately 70 personnel. (Total for all shifts.) The Site Maintenance group consisted of Supervisors, Foremen and Technicians consisting of approximately 40 personnel (Total for all shifts.)

Major Repair and Major Retrofit Maintenance: This work was carried out by outside contractors whose activities were coordinated by General Maintenance Departments' supervisory staff.

Expo Centre, which operated from May 2, 1985 to October 14, 1985 provided an opportunity to design, implement and test the organizational set up and program on a limited basis. This experience allowed for refinements in organization to effect smoother operations for May 2 to October 13, 1986.

GENERAL WAREHOUSING DEPARTMENT (Materials Handling and Distribution)

General warehousing, receiving and distribution was a fundamental support group within the Operations Division of EXPO 86. The primary mandate was to provide ongoing storage and supply of the goods needed for effective operation and maintenance of the Expo site, systems and structures.

Its responsibilities included:

Undertaking the correct receipt and and detailed identification of goods from offsite suppliers; providing categorization, accurate inventory control and tracking of all goods handled; linking, via paper flow -- the accounting of payables with purchasing and -- the accounting receivables to user groups; giving orderly secure storage of goods received; furtherance and distribution of goods to various internal user groups on site.

The General Warehousing Department responded to all departments and services within the Operations and Administration Divisions of EXPO 86 which might require materials handling and distribution.

For EXPO 86 and distribution needs, two physically separate warehouses were laid out. The warehouses fronted each other, and with the inclusion of the office complex, were contained within a security controlled compound adjacent to the Exposition site. They were:

Receiving and Distribution Centre: The building totalled 25 000 sq. ft. comprising storage racking, shelving, mezzanine, cold storage and freezer areas. This warehouse supplied all Expo-operated food concessions and merchandising outlets located sitewide.

General Warehousing: This warehouse consisted of a 55 000 sq. ft. layout over four floors. This had low level racking, shelving and bulk storage area divisions. The general warehouse handled all other materials needed in the maintenance of the buildings, performances, rides, grounds and related services on site.

Both warehouses incorporated the use of mechanical aids standard to the materials handling industry. These items ranged from pallet jacks and forklifts to delivery vehicles.

The staffing and training levels were increasingly commensurate with the amount of activity as Opening Day approached. In place on opening day was a full 24 hour, seven-day a week operation consisting of 69 and 35 warehouse employees respectively.

Many learning experiences were gained by servicing the Expo Centre operation. The warehousing staffs became familiar with goods supply to merchandizing concessions and maintenance systems during that five month event. They built on this knowledge and refined the internal handling systems to accommodate the demands of the Exposition.

The Department was responsible for the upkeep of all structures built by EXPO 86 in regards to repairs, preventative maintenance of mechanical systems and electrical installations. The Department operated 24-hours a day, seven days a week. The technical staff was capable of carrying out most disciplines in the construction industry, including electricians, plumbers, heating and ventilation technicians and carpenters among others. Local construction companies were "on-call" to provide back-up manpower and expertise when required.

The functions were divided as follows:

Preventative Maintenance: This operation consisted of systematic checks of all Expo buildings, identifying potential problems and deficiencies (replacing lamps, lubricating mechanical equipment, replacing drive belts and filters, adjusting door hardware, touch-up painting, roof repairs, etc.). Response to emergency situations.

Landscape Maintenance: A team of landscape technicians carried out maintenance functions to approximately 1800 trees, 600 shrubs and 200 planters with a variety of flowers which were located throughout the site. Maintenance functions included plant-watering and fertilization, grass-cutting, dead-heading, replacement of plant materials, pruning and pest control. upkeep of asphalt and paved areas, pools, fountains, site furnishings, fencing and queueing rails.

GROUNDS SERVICES DEPARTMENT

The four main areas of responsibility for the Ground Services Department were Site Cleaning; Janitorial Services; Waste Management; and Pest Control:

Site Cleaning: The primary function of site cleaning was to maintain the site in a clean and safe manner while it was open to the guests. Site cleaning included cleaning the site on a continuous basis, picking up litter; cleaning up debris in the water around the site in False Creek; cleaning and stocking all washrooms on a continuous basis; emptying all waste containers on site on a continuous basis; cleaning all Expo-operated facilities during the open hours to maintain top cleanliness.

Janitorial Services: The primary function of the janitorial services was to clean the entire site and buildings at night so that it was like new when the site reopened each morning. Janitorial Services included cleaning all Expo-operated facilities each night (dusting, vacuuming, washing and waxing); washing the grounds outside each night with high pressure hoses; cleaning all Expo exhibits on a rotation basis to maintain all exhibits in top shape.

Waste Management: The primary function of waste management was to rid the site of solid waste in a sanitary and odourless way that would not inconvenience the visitor and to dispose of kitchen waste. Waste Management was to store waste in a sanitary manner free from odour and with no inconvenience to the visitor and with the minimum amount of labour; to remove the solid waste from the site only at night so as not to disturb the visitor during the open hours.

Pest Control: The primary function of pest control was to look after rodents and insect pests by beginning a program of rodent control 18 months before the site opened and maintaining the control throughout the course of the exposition. Pest Control required monitoring all rodent activity on site and taking corrective action where necessary; maintaining perimeter control of rodents especially along the False Creek shoreline by baiting; monitoring and controlling rodents and crawling insects in all buildings on site; controlling all flying insects especially in food service areas by providing spray equipment or electronic bug zappers.

Certain basic principles guided the development of the Ground Services Department Programs. Some of these were:

All operations were to be done with a minimum of inconvenience, noise or disruption to the EXPO 86 visitor. The standard of cleanliness for the exposition was to be very high and equal to that used in the American theme park industry.

The site was washed completely every morning so that visitors in October saw essentially the same exposition and not one that had deteriorated over the course of the summer. The site washdown crew washed the entire outdoor area to clean the hard landscape of dirt, spills and stains. Ground Services Department also operated a boat and crew whose sole responsibility was to clean the water around the entire EXPO 86 site along the shoreline.

No vehicles were allowed on site during the operating hours, therefore all work was to be done by hand and on foot. The Ground Services crews worked in two shifts to cover the entire operating day. Using pans and brooms they picked up litter throughout the site in the public areas. The objective was not to allow litter be on the ground for more than two minutes.

No solid waste was to be seen or smelled by the visitor once it was deposited in the site waste receptacles. To implement this it was decided that enough small compactors would be distributed on site to contain one day's entire output of solid waste. Fifty-five compactors were used around the site with each one capable of containing approximately 30 cubic metres of uncompacted waste. These were emptied only at night. Fourteen hundred zone-coloured containers were situated around the site so that the visitor did not have to go more than 25 metres to throw away any garbage. The receptacles were especially designed for EXPO 86 to have closing flaps to prevent birds and other pests from getting into the garbage.

Each set of washrooms had a janitor room to store supplies and cleaning equipment so that an attendant of the same sex could look after it while it was used. This was done on a continuous basis with special attention to the female washrooms. The number of washroom fixtures (WC's and urinals) was to be equal to 1.7 percent of the maximum on site attendance.

For pest control it was essential to begin the control program during the construction phase so that the site would be essentially pest free during the exposition. Control was then extended to the interior of the buildings as they became complete and were enclosed. Pest control was done entirely by an outside contractor.

Janitorial services were carried out by the staff of EXPO 86. The reason for this was the experience of Expo Centre which showed that EXPO 86 did not have enough quality control when an outside firm was contracted to clean at night. The staff was hired and trained by EXPO 86.

The experience that was gained during the Expo Centre operation was invaluable and many of the systems were used during the Exposition. As of January 31, 1986, the Grounds Services Department had 35 of the 55 compactors in place with the rest to be in place in February; had hired the entire complement of 500 staff, some were already trained; all supervisors and coordinators were working; everything was in place for February 3 to begin site and building cleanup on an area by area basis; all equipment had been ordered and most of it was ready in the warehouse.

All Participants were required to clean their own pavilion nightly, including leaving all waste in a designated collection location. The participant was also asked to pick up litter and debris inside the pavilion during the operating hours, as well as around the queue lines. It was the responsibility of the Participants to arrange for clean up of the outside of their Pavilion to the extent of their own particular plot lines.

Services provided without cost to the participants were: removal of waste each night from the Pavilion; pest control and cleaning of all common areas, as well as public washrooms situated around the site.

During the day, emergency cleaning crews could be dispatched on short notice to help cope with emergencies which came up from time to time. A charge to participants was made for this service, but only for the actual time used.

Grounds Services Department Estimated Statistics (EXPO 86 Operating Period):

Paper Towels used:	134 560 rolls
Toiler Paper:	200 000 rolls
Hand Soap:	17 000-one litre containers
Garbage Bags:	82 500
Garbage:	9 079 tonnes (18 158 lbs)

vii. Signage Department

CONCEPT AND OBJECTIVES

The function of this department was to provide all the signs needed by the EXPO 86 Corporation to build and operate the Exposition. The department was set up 24 months in advance of the Exposition opening to begin assessing the signage needs of the Exposition and begin designing and implementing them. During the exposition this same department was responsible for monitoring the signs on site, for repairs and cleaning as well as to provide the inevitable changes to signs that were needed because of changes to operations. This department also looked after the requirements of the entertainment department for signs and provided changes to all the signs.

Responsibilities included: setting up guidelines for the implementation of all signs at the Exposition to ensure uniformity where needed by designing, printing and distributing the 100-page Signage and Graphic Standards Manual; monitoring the signs of all participants and concessionaires for suitability and for compliance with EXPO 86 regulations; working with all the operating departments to set up all signage requirements for buildings and facilities on site; designing and implementing the visitor orientation system including all site maps and directional signs; managing the sign budget for the corporation and contracting all the sign manufacturing and installation, setting up a small sign shop on site that could quickly produce signs for emergency requirements as well as effect repairs and changes to existing signs on site.

Development and Implementation: The program began February 1, 1984 with a Manager to put together the timeline and budgets for the entire signage Program. May 1984 an Assistant Manager joined the Signage Department and began to assess all the sign companies available to do work. June 1984 work began on the Signage and Graphics Standards Manual. Early designs were done for some of the signs and budgets were refined and changed to reflect changing needs. October 1984 first draft of Signage and Graphics Standards Manual was complete. Prototypes were made of some signs to test designs and final designs and copy go to typesetting in November. Distribution began in January 1985, of the manual. It was sent to all 80 sign companies which were registered and pre-qualified allowing easy specification of standards for EXPO 86 by referring to the manual for specs. The Manuals were also sent to all concessionaires, participants, designers and architects involved with the Exposition.

From January through April 1985, the Signage Department executed the signs required to operate the Expo Centre area. Three more people were hired in this period to assist in the work. This allowed for the testing of the designs during the operation of Expo Centre. Throughout this period final designs and sign packages were being executed so that most signs were completed by January 1986. The exceptions to these were signs for facilities which were not named until the end of January either because of indecision regarding names or because sponsors became involved which caused a name change. As of January 31, 1986, most of the signage was in place, either already on the buildings or being contracted, and was ready to go.

The Official Corporate Colour of EXPO 86 was blue with silver and white and this was used site-wide to identify EXPO 86-related buildings.

Signage site embellishments were in keeping with the overall "Festive Technology" thematic statement and followed the six colour zone system which was designed to simplify visitor orientation and add to the festive spirit of the site.

International pictographs were used on common service signs such as washrooms, restaurants and parking. Informational signs displayed English text in Rockwell typeface. All essential services such as First Aid, Security and Guest Relations were in French and English.

Banners and flags were also zone-coloured as were the landscaping elements of flowers, paving designs and lighting fixtures.

The total number of signs ordered was 65 945. The total number manufactured in-house was 18 268 making a grand total of 84 213 signs.

The plan of action as it was originally conceived was implemented without a great deal of difficulty and the trial period at Expo Centre during 1985 allowed for refinements that could not otherwise be done. The greatest problem facing the Signage Department was the orientation signs, especially the site orientation maps. This was a problem because the deadline for participants to decide whether they were coming kept being extended. The solution to this was to create a flexible system of executing the site maps and hold off making them as long as possible.

viii. Security, Fire and Safety, Emergency Services Department

All these services were at three strategic locations on site and to some extent at Canada Pavilion.

A dispatch centre on the site received calls and the emergency phone number 6666 was on the face plate of all telephones on site.

Fire Services: The EXPO 86 Fire Services responded rapidly to all alarms on site to determine the nature of the call or of the alarm and responded to minor fires. The Vancouver City Fire Department with five fire halls strategically located close to the site provided back-up services.

First Aid: Three First Aid Stations were located on site and were capable of paramedic response. The First Aid Stations were located in the B.C. Pavilion Complex, Building B; adjacent to the Roundhouse; opposite the Ontario Pavilion and at Canada Pavilion. The Stations also had facilities for the use of mothers nursing infants.

First Aid Stations were open from 1000 to 2200 hours, with the First Aid Station in the B.C. Pavilion Building Complex remaining open 24 hours to provide emergency services to Expo After Hours Guests and night staff.

The First Aid Stations had four registered nurses and ambulance attendants on staff for each shift. There was no charge for First Aid services.

Security: The main communications control centre for all emergency services was located in the Red Zone near the Ontario Pavilion. The control centre operated 24 hours a day, responding to all emergency calls. Two other security centres were located adjacent to the Roundhouse and in B.C. Pavilion, Building B. There was also a security post at Canada Pavilion.

The Expo security staff of approximately 70 were located at the Main Gates and provided basic services to the perimeter area; handled staff gates; patrolled the service areas; enforced parking regulations; and provided round the clock patrol service on the site. Participants designated their own staff security person as liaison. A clearly identifiable security boat

patrolled the False Creek waterfront. Any Expo employee on site could be approached for emergency assistance.

The Security Operations maintained a liaison with the local police department (six Vancouver Police personnel were on site each day), the RCMP and other agencies involved in security matters.

See Appendix/Security; Also Security First Aid Statistics and Occurrence Report.

Crowd Control Services: During the Exposition there were times when events on site attracted such large numbers of visitors that in the interest of public safety crowd control procedures had to be implemented.

See Appendix/Crowd Control Services.

xi. Rides, Transportation and Parking Department

The Rides, Transportation and Parking Department, which is one department within the Operations Division of EXPO 86 came into being in 1985 as a result of a merging of the Ride Engineering and Operations Department and the Transportation and Parking Department. This resulted in a single department having responsibility for both the operation and maintenance of all amusement rides, transportation systems and parking, both, on and off the site.

The organizational changes made in 1985 were successful in providing the necessary support to resolve issues and confirm programs, particularly those related to off-site transportation and parking. For the purpose of this report the responsibilities, planning and programs will still be separated into two specific areas: Ride Engineering and Operations -- Transportation and Parking.

RIDE ENGINEERING AND OPERATIONS

Planning and Objectives: Develop designs for amusement rides and on-site transportation systems, including monorail, gondola skyrides, ferry services and intersite water link. Prepare specifications and plans, award and monitor contracts for amusement rides and transportation systems. Develop and implement engineering programs to ensure safe operation and maintenance of all equipment. Determine layout, design logistical needs and equipment to support a maintenance facility.

Hire skilled technical people and Operations staff to ensure objectives are met. Develop and implement training programs for both Operations and Maintenance staffs to ensure a high level of proficiency is achieved. Develop policies and procedures to ensure the safe operation of all attraction facilities including crowd control and other guest related expertise. Develop and implement testing procedures for Operations staff to ensure that required standards have been met.

Monitor on a regular basis all of the policies, procedures and operations to ensure that the standard required is maintained throughout the period of the Exposition.

Responsibilities: The responsibilities of the Department were to operate and maintain in a safe and proficient manner five major amusement rides, a 10 train monorail, two gondola skyrides, a False Creek ferry service and a water link between the EXPO 86 main site and Canada Pavilion. To effectively fulfill these responsibilities in the hiring and training of Operations and Maintenance staff, it was necessary to develop detailed manuals covering all aspects of facilities and necessary safety policies and procedures to support such operations.

Development: The Department came into being in January 1985 with the appointment of a Manager of Ride Engineering and steadily increased until January 31, 1986, at which time there was a total staff of 35 people.

Implementation: Free on-site transportation modes were provided by Monorail, skyride gondola cars, and intra-site ferries.

The Monorail was sponsored by Canadian Tire. It ran the length of the main site. To allow as many rides as possible, passenger travel was restricted to halfway around the 5.6-kilometre route at any one time. Signs at each of the seven Monorail stations (East Gate, Space Tower, Canada Portal, West Gate, Stadium Gate, Bridge Station Eastbound and Bridge Station Westbound) clearly showed loading and unloading points.

There were two gondola car skyrides. The Canadian Pacific Air Lines Skyride (East) operated between Folklife and the Pavilion of Promise. The Air Canada Skyride (West) operated between the Air Canada and General Motors pavilions.

Free intrasite ferries criss-crossed the waters of False Creek carrying passengers between the East Port (next to the Northwest Territories Pavilion), Centre Port (behind the U.S.S.R. Pavilion) and West Port (behind the California Pavilion). Seven vessels ranging from stern wheelers to an industrial transporter were leased for this operation.

A Ferry Tour service was offered between Canada Pavilion and the main site. Two hovercraft and the restored MV Hollyburn provided the visitor with the opportunity to tour out from Burrard Inlet, around the point of Stanley Park into the False Creek, landing at the Marine Gate on the Expo main site. There was a charge to the public for this service.

TRANSPORTATION AND PARKING

Planning/Objectives: To prepare inventories of existing transportation and parking capacities in the vicinity of Greater Vancouver. To prepare forecasts of traffic, parking and transit demand to be generated by EXPO 86. To coordinate a planning process with responsible agencies such as the City of Vancouver, B.C. Highways, B.C. Transit, Canada Place, Port of Vancouver, and Transport Canada with the objective of developing plans to accommodate the transportation demand generated by EXPO 86.

To develop opportunities for EXPO 86 participants to operate demonstration transportation equipment in actual passenger service on or near the EXPO 86 site, and to administer the operation of such services. To prepare

forecasts for on-site flows for the pedestrian and transportation networks for intra- and inter-site movements. To design on-site transportation services and prepare specifications and operating plans for such services including ferries and monorail.

To develop and operate terminals and parking areas for buses, including advance computer reservation systems. To plan and operate parking areas for EXPO 86 employees, participants and concessionnaires. To develop and operate an AM band radio network, broadcasting information on traffic and parking conditions, as well as EXPO 86 site activity. To provide sufficient guest car parking for design day attendance projections (125 000). To plan and operate shuttle services from participant housing areas and along the site service road for all employees.

Responsibilities: The responsibilities of the Department were to plan for the efficient and effective movement of visitors within the False Creek EXPO 86 site, between the False Creek site and Canada Pavilion, as well as to and from the site.

The Department also held operating responsibility for on-site employee, participant and concessionaire parking, intersite/intergate shuttle buses, participant and employee shuttles. The Department operated three bus terminals, and a parking area for charter and tour buses. A coordinating operating role in the form of managing the operation of EXPO 86 Radio Network, and continued liaison responsibility with the visitor parking contractor, the City of Vancouver and B.C. Transit.

Development: The Department was initiated in late 1983 with the appointment of the Chief, Transportation Systems. In August 1984 a Transportation Planner was added. As some of the transportation planning activities began to wind down in the autumn of 1985, the responsibilities of the Manager and Assistant Manager of Parking were transferred to the Chief Transportation Systems, and the Transportation Planner. In June 1985 additional staff were hired to operate the guest parking facilities for Expo Centre.

As the planning activity decreased and preparation for operations became the dominant activity, the functions of the department were merged with Ride Operations and Engineering Department. This brought control of all on-site and off-site transportation together in a single department. In January 1986 the responsibility for the EXPO 86 Radio Network was added to the department.

Implementation: The Department commissioned a number of studies, including computer models for on- and off-site transportation flows. This information was used to determine the requirements for on-site transportation facilities and services which would be operated by the Rides Department. The information was also provided to outside transportation agencies to assist them in their planning. The Department established a Transportation Working Group that provided a coordinating and clearing house role for transportation activity in the Lower Mainland.

The following services were operational up to and including January 1986:

Administered contractual arrangement with outside agency to operate EXPO 86 owned 2500 car off-site parking lots. Implemented on-site reserved parking permit system for employees, participants and concessionaires. Operated 1000-car guest parking lot for Expo Centre Guests in July and August 1985. Began accepting reservations for charter and tour bus terminals and platforms.

Transportation: A shuttle bus service was provided for Participants' staff from the Participants Village at UBC to the EXPO 86 site. There was a monthly fee for this service.

This Department worked with the Provincial Ministry of Highways and the City of Vancouver, Traffic Engineering Department to ensure that all routes leading into Vancouver and to the Expo site were signed to assist incoming visitors.

Free inter-site bus transportation was provided between the Canada Pavilion and the main Expo site (the SkyTrain link was operated by B.C. Transit). During the Specialized Periods there were demonstration vehicles augmenting this intersite service.

An employee tram service operated which ran the full length of the site on the service road. Employees in wardrobe or uniform were not permitted to use the Monorail, skyrides or intra-site ferry systems.

Parking: Facilities were provided for 250 charter buses and 2500 EXPO 86 Corporation employee and volunteer spaces. There was covered parking for approximately 440 vehicles were available for the public at Canada Place on Burrard Inlet.

EXPO 86 entered into an agreement with Imperial Parking Limited (Impark) to supply off-site visitor parking services. Impark staffed and administered approximately 7400 temporary parking spaces for the Exposition, in addition to the 10 000 parking spaces already available. Provision was made for a number of parking stalls to be designated for parking for the disabled. Parking fees ranged from \$6.00 - \$8.00 per day.

Provision was made for parking motorcycles close to the Exposition grounds and 800 bicycle stands were located at the main gates. Bicycle stands were provided on the service areas for 600 stand to be used by employees.

Negotiations were successfully concluded to have park-and-ride lots in the suburbs which were adjacent to SkyTrain (Rapid Transit) stations.

In May 1986, Expo Radio 530 AM and 1600 AM went on air as a result the cooperation of the B.C. Institute of Technology, CKNW, CKWX and the sponsorship of Proud Partner Shoppers Drug Marts, Expo Radio was licenced by the CRTC and reached from Horseshoe Bay to Blaine and from Langley to Tsawassen, close to the U.S. Border. This community service provided instant data on traffic flow and also directed visitors to the 20 000 available parking spaces. Broadcast hours were from 0800 to 2200 hours.

The station was located in the studios of the B.C. Institute of Technology and employed six of the B.C.I.T.'s professionally trained students. The radio station used the back-up antennas of CKNW and CKWX.

Traffic and parking information was gathered by Oracle, a federally funded B.C. company specializing in the computer application of urban transportation. Input came from B.C. Transit, B.C. Ferries, British Columbia Highways Department, the Vancouver City Police, Vancouver City Traffic Engineering Department, border crossing and parking lots. Instant communication with the parking lots provided information as to which lots were full and which could accommodate more vehicles. This data was broadcast in bulletins every three minutes. Visiting motorists were alerted to the broadcast service by some thirty 1.5 square metre (4 sq. ft.) signs strategically located on main high-traffic arteries into the city. Parking lots maps were prepared by and distributed through Shoppers Drug Marts outlets.

See Appendix/Rides Department Statistics.

x. Retail, Concessions and Licensing Department

PRELIMINARY REVIEW OF PERFORMANCE

Both departments exceeded their budgeted gross revenue objectives which of course, was partially due to the additional attendance that EXPO 86 realised against plan. Neither department achieved their per capita objectives because of the increase in attendance and the high seasons pass utilization. Net contributions dollars were ahead of plan in both departments and in the case of merchandise net contribution percentage, ran ahead of plan due to the fact that our souvenir program, which was the largest royalty contributor in our merchandise program, was more successful than anticipated and enjoyed a 66 percent share of the merchandise market against a plan of 57 percent.

Other than the souvenir program in the Merchandise area the other categories that significantly outperformed their objective were the candy shops, the Korean gift shop and the jewellery shops.

In the Food Services Programme, the notable categories were the two German Festhauses, the BBQ buffeterias and the "traditional" fast foods whether sold from a "cart" or a fast food unit, e.g. Belgian Waffles, Hot Dogs, Ice Cream, Cotton Candy.

Facilities providing some kind of entertainment generally did better than others and in this regard units outside of the original "Night Life Area" benefitted from the change in site operating hours.

Other than the change in operating hours shortly after the opening of the Exposition, the other significant change that impacted on this Department was the decision in June to concession the Corporation-operated food and merchandise facilities.

When the Exposition opened on May 2, 1986 the Corporation was operating three restaurants, 44 food carts, four rental shops, five balloon concessions, one art shop, two film and tobacco shops, three film and tobacco carts, two sunglasses carts and two video game concessions. Over the span of two months (June 6 - August 15) the operations of these units were concessioned out.

Summary: An analysis was made to merit the decision to concession out the EXPO 86 operated units. The analysis used two approaches -- a review of the per capita and revenue to EXPO 86. Per capita sales data were performed to determine where the Corporation lost or gained revenue from concessioning out the units -- a summary of obvious costs and savings from various departments. The net gain or loss from direct revenues was estimated. The resulting bottom line indicated a favourable return to the Corporation for concessioning out the units.

See Appendix/Retail, Concessions and Licensing Department.

8. PARTICIPANTS DIVISION

Vice President, Participants: Klaus Fuerniss (as of October 13, 1986)

GOALS AND RESPONSIBILITIES

The Participants Division was originally conceived in late 1984 and came into being in January of 1985 with the principal objective of facilitating communications between the international participants and the various elements of the Expo 86 Corporation.

Prior to the existence of this division, the participants found themselves at a stage where they lacked a cohesive point of contact through which they could channel their needs and inquiries to the Expo 86 Corporation.

The original mandate of the division was set down by its Vice President as follows:

"When participation is agreed and confirmed, this department becomes a central source of information, an informed link between operating divisions of the Corporation and the Participants, providing assistance and disseminating information on Policy and Procedures to the Participants.

The timely development and monitoring of schedules for site installations; module construction; fit out; exhibits, both interior and exterior; and plaza design, together with the coordination of administrative requirements such as exhibits shipping, customs, immigration, etc., are only some of the areas of concern for the Participants Division's consideration. Merchandise and food concessions, Specialized Periods and Royal Bank/EXPO 86 World Festival activities concern Participants, as do all the technical aspects of the Participation Guide. The department...is responsible to ensure questions and concerns of participants are properly addressed by the Expo 86 Corporation."

Originally composed of four managerial and two support staff, the Participants Division grew to 17 members by the end of 1985 (eight managerial and nine support staff).

Apart from the Vice President with his coordinating responsibilities, the initial stages also saw the presence of the Deputy Commissioner General whose primary role was to assist countries in the transitional stage from contractual negotiation to working on their pavilion plans. Equally important was the input of two managers, one specializing in the handling of all construction and exhibitry matters and the other dealing with all operational aspects.

By the autumn of 1985 it became necessary for the Division to reorganize and expand to meet increasing participant requirements. Each manager was responsible for a fixed set of participants which had grown to include corporations as well. The Managers were generalists but to ensure access to the appropriate expertise each manager took on a specialty

area. Thus the Division had specialists in construction and scheduling, operational matters, exhibitry and administration.

A critical path chart was established with target dates and working drawing submission levels. Managers pursued the prompt review of these drawings by the Construction Division and PACO (Project Approval Control Office, an independent corporation set up by EXPO 86 to review all drawing and issue building permits for on-site construction) and the return of their comments so Participants could continue. At the appropriate time, they also facilitated the establishment of local architects and contractors as well as the turnover of the pavilion to the Participant.

The approach was such that by December 31, 1985, thirty-four of the 45 committed participants had their heavy construction work well underway. Among the Provincial and Corporate Participants which designed and built their own pavilions fully, 17 out of 19 were very advanced.

The Participants Division was also responsible for a publication entitled the Participants Update. Its content was of a technical nature and served as a vehicle for conveying Corporation wide policy changes, information updates, requirements and reminders in a handy format. Published on a monthly basis its circulation increased steadily and it also proved useful as an internal document.

By February of 1986, the Participants Division's activities were at a level of high intensity. Almost all committed participants had heavy construction work underway or complete.

Another aspect of the Participants Division's mandate became the establishing and monitoring of exhibitry shipment dates to ensure participant materials arrived with enough time to spare to allow installation and completion prior to opening day. Shipments were numerous, and were followed in detail on a weekly basis right down to the means of transportation involved. Critical shipments were flagged and if there was any risk of arrival after set deadlines, participants were requested to expedite the matter.

As March came to an end, the push was on to get all containers and heavy equipment off site by a set date. More importantly though, the Division had to ensure not only that the Participants were ready on time but that they fully complied with and obtained an occupancy permit without which they could not open to the public.

All pavilions opened on schedule, May 2, 1986, in accordance and compliance with the regulations.

With the opening of the 1986 World Exposition, the Participants Division entered into the second phase of it's mandate. All the international, corporate and provincial pavilions had been readied on time and it now became part of the Division's responsibility to assist their day-to-day operations.

A Duty Officer system was brought into use, in such a fashion that there was always a manager available, seven days a week, 12 hours a day. This representative would also attend the Corporation's daily Duty Officers' meeting in order to be informed on current issues from every department, impart to them any items of importance and receive the visitor complaint forms relating to the pavilions.

There were three categories of exhibitor participants at EXPO 86: nations, states/provinces/territories, and corporations. Canada's reputation for excellence, the aggressive posture of the Provincial Government in supporting the project and the cooperation and participation of the Federal Government ensured that participation exceeded projections. EXPO 86 was the largest Special Category Exposition based on international participation.

EXPO 86 had more than 90 participants -- international, state, provincial, territorial and corporate. More than 50 international participants made EXPO 86 the largest special category World Exposition ever held. In addition, three states, seven Canadian provinces and both Canadian territories took part.

Corporate investment totaled more than \$175 million and included nine individual corporate pavilions as well as sponsorship of Expo entertainment, theatres and on-site facilities. Corporate participants also acted as Official Suppliers.

III. Innovations

1. Tomorrow Begins Today Symposia Series

Symposium I - January, 1984
Symposium II - March, 1985
Symposium III - May 8-9, 1986

EXPO 86 provided the forum for a serious meeting of minds dedicated to realizing mankind's transportation and communications potential. Drawing on expertise from around the world, Expo hosted the symposium series, Tomorrow Begins Today, to establish broad lines of development for the future of the global transportation system.

In-depth analyses of issues, with emphasis on economic, social, scientific and technical factors were highlighted. The final symposium in the series was held in May, 1986, the opening month of EXPO 86. It was a summation and resolution session where participants sought an informed international consensus on future objectives and opportunities. As a result, the World Union of Transportation was established. The Founding Conference will be held in May of 1986 in Vancouver. (See Entertainment -- Symposium Series.)

More than 70 related seminars and conferences were planned for Vancouver during the series.

2. Specialized Periods: See Entertainment Division.
3. Theme Events: See Entertainment Division
4. Special Events: See Entertainment Division
5. Community, Education, Volunteer Programs

More than 90 communities throughout the province had formed EXPO 86 committees and held Expo-related tourism events during the year.

To ensure that residents of the host province of British Columbia gained maximum benefits from the Exposition, many province-wide programs were implemented. Volunteer EXPO 86 Committees were activated in communities in every region of the province, organizing a wide variety of programs and events. Displays and exhibits promoting the Exposition were staged throughout the province, and further afield.

Municipal and regional tourism committees, hospitality and service-industry associations and business organizations were involved through the travel industry and small business programs of EXPO 86.

Community and volunteer programs were an important aspect of the awareness plan. A volunteer speakers bureau, made possible through Toastmasters International, provided hundreds of volunteers to speak on Expo's behalf while community activities made EXPO 86 a household word from Watson Lake to Fernie.

See also Communications Division, Operations Division.

6. Superhost Program

In preparation for the millions of visitors during 1986, the city is increased and improved its facilities and services, and the people of Vancouver stood ready with a warm welcome for guests. The Provincial Ministry of Tourism initiated a Superhost Program which provided training for employees in the service industry. Training seminars were held province-wide, which ensured high standards and fair prices in Vancouver and the balance of British Columbia.

7. Expo Centre, 1985

Expo Centre, a distinctive 17-storey geodesic sphere on the east end of the EXPO 86 site, housed two theatres, displays, a restaurant and lounge. Expo Centre, built and opened in 1985 one year prior to the opening of EXPO 86, served as the focus for familiarization tours to Vancouver, arranged for travel agents, tour bus and cruise line operators. Expo Centre conveyed the quality, scope and style of the Exposition to all visitors.

8. Expo Display Centre

The Expo Display Centre with the 1:100 model of the entire Exposition site engendered enormous local support, interest and enthusiasm for the people of British Columbia to invite their friends. From October 8, 1985 to May, 1986 the Expo Display Centre Model was on display at The Bon Store, 3rd & Pine, Seattle, Washington. Hosts and hostesses were in attendance to answer questions about the model and The 1986 World Exposition. 1986Ma

9. ResWest

ResWest, an accommodation reservation agency, was appointed by the British Columbia Ministry of Tourism. The province-wide system provided travellers with access to accommodation throughout the province. It included hotels, motels, campgrounds, RV facilities, trailer parks, resorts, and bed-and-breakfast rooms. A \$5 fee was charged for completed bookings. ResWest: (604) 662-3300.

Accommodation could also be booked directly using the Tourism B.C.'s Accommodation 1986 guide.

10. Disabled Services

On-site arrangements for mobility, sight and hearing impaired visitors were extensive. A Visitor's Guide to Disabled Services, which covered programs, rentals and facilities, was available from Guest Relations and information booths.

The EXPO 86 site was planned for the enjoyment and safety of all of its visitors. Stairs were marked with tactile warning strips, handrails were extended and stair treads were coloured to be easily seen by visually impaired guests.

Any public area of the site was accessible by wheelchair. This included all pavilions, gates, restaurants, shops, cabarets and theatres.

Rides and on-site transportation systems were designed to accommodate patrons with disabilities. All plazas could be entered by wheelchair. Entrances, restrooms and drinking fountains were also designed for wheelchair accessibility.

Theatres were equipped with entrance ramps and spaces for wheelchairs. Restaurant tables were at a suitable height for wheelchair patrons.

11. Children/Design Criteria Considerations

Consideration was given to child health and safety in a number of areas, such as: design of railings on the seawalk; changes of surface and levels; avoiding use of poisonous plants and toxic finishes; protection/removal of sharp objects; ride inspections.

Various problems facing children (and disabled visitors) such as viewing height, reach, step, grasp, and strength were considered in design and placement of drinking fountains, telephones, toilets, and exhibit viewing areas throughout the site.

IV. Legacies

1. Canada Place

The Canada Harbour Place Corporation is a federal Crown corporation established in June, 1982, to design and construct Canada Place on Burrard Inlet.

The Canada Pavilion was the first tenant of the huge trade and convention centre component of the \$144.8 million Canada Place project. The pavilion was built according to the terms of a federal-provincial agreement signed in April, 1982. As Canada's front door to EXPO 86, the Canada Pavilion offered visitors entertainment and exhibits.

2. British Columbia Place Limited

In 1980, an initial land package was purchased by the Government of British Columbia through the newly created Crown corporation, British Columbia Place Ltd. The 90-hectare British Columbia Place project, the largest urban redevelopment project in North America, will take 25 years to complete. As part of its mandate, British Columbia Place Ltd. provided most of the main site for EXPO 86.

The British Columbia Place Stadium, Canada's first 60 000-seat, multi-purpose, covered stadium was the first component of the British Columbia Place project to reach completion.

3. The British Columbia Pavilion

British Columbia's showcase to the world was managed by the British Columbia Pavilion Corporation, an independent subsidiary of British Columbia Place Limited.

4. ALRT -- Regional Rapid Transit

Eventually linking the downtown core with all of the city's suburbs, SkyTrain, British Columbia's new regional rapid transit system was a project of British Columbia Transit. The \$854 million budget for the first phase of the system connected Vancouver with New Westminster. The dedicated system linking EXPO 86 on False Creek with the Canada Pavilion on Burrard Inlet, was itself a major feature of the Exposition.

V. EXPO 86 Style Guide

For all references to EXPO 86, the 1986 World Exposition, the following were standard usage:

EXPO 86: This was a registered trademark. When Expo and 86 were used together, Expo was written in capital letters. For example: Welcome to the EXPO 86 site.

Exception: the Expo 86 Corporation

a provincial Crown corporation

the Corporation

Expo: When used by itself, only the "E" was capitalized. For example: Welcome to the Expo site.

Expo Ernie

Exception: EXPO INFO

the Exposition (specific to EXPO 86)

an exposition (general use)

the 1986 World Exposition

the World Exposition (specific to EXPO 86)

a world exposition (general use)

B.C.'s/Vancouver's World Exposition

a special-category Exposition (specific to EXPO 86)

Canada Pavilion at Canada Place on Burrard Inlet

Commissioner(s) General

The theme was: transportation and communications

The theme statement was: World in Motion -- World in Touch

VI. Appendix

Due to time constraints, Appendix documents are reproduced in the format in which they were received. The Appendix contains longer reports, supplemental reports, statistics, the Calendar of Events, and reports received after the completion of the main document.

The Appendix contains the following documents:

DOCUMENT 1

Report to the Council of the International Bureau of Expositions by the Commissioner General of the 1986 World Exposition, Vancouver, Patrick Reid

DOCUMENT 2

Steering Committee Report written by E.R.I. Allan OBE, Chairman of the Steering Committee

DOCUMENT 3

Calendar of Events

DOCUMENT 4

Operating Statistics (includes EXPO INFO response figures)

DOCUMENT 5

National Day Visitors

DOCUMENT 6

Official Visits: EXPO 86 Province of British Columbia

DOCUMENT 7

BIE Report - EXPO INFO

DOCUMENT 8

Direct Mail Summary

DOCUMENT 9

EXPO Information Management Group Flow Chart

DOCUMENT 10

Management Resources (U.S. Marketing Report)

DOCUMENT 11

The Planning and Construction of EXPO 86: An Unofficial Chronological Overview

DOCUMENT 12

Specialized Periods Final Report

DOCUMENT 13

EXPO 86 Project Staff Hires vs Terminations

DOCUMENT 14

Statistics of Operations Staffing Department

DOCUMENT 15
EXPO 86 Wardrobe Statistics

DOCUMENT 16
The Guest Relations Department, An Overview

DOCUMENT 17
Guest Relations Statistics

DOCUMENT 18
EXPO 86 Operating Services Package

DOCUMENT 19
Security

DOCUMENT 20
Security, Fire Safety, Emergency Services Department First Aid Statistics
and Occurrence Report

DOCUMENT 21
Crowd Control Services

DOCUMENT 22
Rides Department Statistics

DOCUMENT 23
Official Report Operations Division: Progress Report up to January 31, 1986
of the Retail, Concessions and Licensing Department

REPORT TO THE COUNCIL
OF THE
INTERNATIONAL BUREAU OF EXPOSITIONS
BY THE COMMISSIONER GENERAL
OF THE
1986 WORLD EXPOSITION, VANCOUVER
AMBASSADOR PATRICK REID

It is appropriate that I should report to this illustrious Council during its 100th session, since the Exposition about which I have the honour to speak was the celebration this year of the 100th anniversary of the founding of Vancouver, British Columbia, Canada. It is a time for reflection, and I am not unmindful of my tenure as President of the Bureau when it celebrated its 50th anniversary five years ago. At that time we were intent on examining the World Exposition in its modern form and, as I speak to you for the last time as a delegate of Canada - a task I have enjoyed for a quarter of a century - I am compelled to talk not only about the highly successful event just concluded in Vancouver but about the medium itself.

By every statistical measurement the 1986 World Exposition was the most outstanding specialized exposition ever held. It attracted fifty-four international participants, nine domestic governments and a vast array of corporate support, including six major pavilions. Over 22 million visits were recorded, and well over two thousand special events, conferences and symposia were held in conjunction with EXPO 86. Almost 100,000 performers - ranging from opera singers to motorcyclists - entertained close to 8 million patrons. All this is reflected in attachments to this report and in a pictorial record I am pleased to offer delegates separately.

There were four essential elements in this success. First, there was the political will to host the Exposition well, to provide an adequate budget and to accept that there would inevitably be a deficit. Second, there was sufficient belief by enough participating governments that the timing, theme, location, market and preparations for EXPO 86 merited a positive response. Third, the Exposition was well designed, with an efficient infrastructure and a solid marketing program. Fourth, there was an extraordinary effort to maintain the integrity of the theme of transportation and communications.

The Chairman of the Steering Committee of the College of Commissioners General, Mr. E.R.I. Allan, has already tabled his report to the Bureau. Throughout his tenure, which at times was difficult, Mr. Allan was a firm, articulate spokesman for the foreign participation and worked hard and most effectively on behalf of all exhibitors. As a Vice-President of the Bureau he represented you with sensitivity and courage. I have noted his report, support it generally and understand his criticism of certain aspects of the administration of the Exposition.

There were a number of distinctive features of EXPO 86 that bear examination. There was a preoccupation that developing countries be well and honourably represented. The Government of Canada became materially involved in this endeavour. All regions of the world were featured and the result was a

triumph. These countries lent both style and conscience to the Exposition. There are no short cuts to this goal, and all developing nations deserve exceptional cooperation from exposition organizers. They also need the understanding of a solid array of traditional participants: whose presence, and contribution, at Vancouver were superlative.

There was a need to cater to two audiences - the general public and, even more important, the audience that is professionally interested in the theme. To ensure the latter, an experiment was undertaken. The theme was broken down into fourteen components and each had a "specialized period", when that particular sub-theme was examined exhaustively in seminars, demonstration projects and pavilions. Without this sort of concentration on the theme it is, in my view, increasingly difficult for industrialized nations to justify their presence in a specialized exposition with a technical theme. The dilemma is that a proper preoccupation with the theme can discourage the large, general, paying audience which is required to justify the holding of such an exposition in the first place. EXPO 86 was outstandingly successful in attracting a general audience; and a considerable effort was mounted to attract the vital specialized audience, with reasonable success.

There was the need to ensure that the Exposition would be meaningful in its prime function of focussing a peaceful congregation of nations on a theme of importance to humankind. In two unique, illustrative ways this came to pass. There was an outstanding Symposium Series, called "Tomorrow Begins Today", which opened in January 1984 and concluded in

May 1986. Out of it has come a concrete, feasible and internationally-supported plan to initiate a World Union of Transport in May 1987. The founding conference will be in Vancouver.

On an entirely different plane, the wonderful young people who came to Vancouver in the glorious summer of 1986 created their own sense of community. They revelled in cultural happenings like the Drum Festival, when groups and individual drummers played together, some 200 drummers in all from twenty-four countries - the first time such a gathering had happened in history. The young people created their own "Peace Choir" and sang together during the closing ceremony; when the staffs of pavilions exchanged flags as they entered the stadium, so that spectators were soon unable to determine which individuals belonged to which pavilion.

For these sublime reasons alone, EXPO 86 was worth all the time, money and effort expended on it. And certainly Vancouver, British Columbia and Canada benefitted considerably from hosting it. Few previous expositions have had virtually unanimous local support, a wonderful setting, no security, transportation or accommodation problems, a strong involvement from across the host nation, splendid weather, positive media commentary both at home and abroad, great pavilions and entertainment and happy and relaxed visitors.

EXPO 86 took place at a time when there was a general belief - certainly among North American commentators - that the world exposition medium was in jeopardy. The resources required to mount a successful event were immense, other means of communication had become more immediate, relevant and manageable and the search for participants who would exhibit significantly at what had become annual events (1984, New Orleans; 1985, Tsukuba; 1986, Vancouver; 1987, Milan; 1988, Brisbane) was becoming frantic. While it is conceded by virtually all observers that EXPO 86 in Vancouver retrieved the credibility of the medium as a viable means of international cooperation it is likely that this retrieval will be short-lived if the International Bureau of Expositions as well as the organizers of future expositions neglect the essence of the report of the Chairman of the Expo 86 Steering Committee.

There are some fundamental issues. The paramount concern must be that an exposition fulfils the objectives of the participants as comprehensively as it seeks to meet the aspirations of the organizers. This means that participants should be treated as partners rather than as concessionaires, that the terms of participation as announced at the outset be rigorously fulfilled and, if required, interpreted in favour of the legitimate needs and concerns of the College of Commissioners General; and that the theme be the dominant characteristic of the creative development of a specialized exposition, even if this limits to some extent its appeal to

the general public. This in turn, unfortunately, calls into question the conventional view of the specialized exposition, since no recent event of this description has survived, or indeed could survive, without the widest possible range of visitor and media support.

Also of great concern is the repeated assertion of Steering Committees, certainly without exception since Expo 70 Osaka, that the host national government must exercise authority over a world exposition commensurate with its obligations under the Convention, and its responsibility as the government that invited other national governments to join in a great international endeavour. The unfettered delegation of that responsibility has, without exception, brought local considerations to the fore; leading, again without exception, to frustrations and misunderstandings on the part of the participants. While the problems may often be petty, and readily enough settled, their very existence leads to a diversion from the main purpose of the exposition, and the lessening of resolve among participants to contribute to the maximum to that main purpose. The persistence of the International Bureau of Expositions in permitting the alternative scenario of a world exposition being mounted without such direct host government control has contributed to the proliferation of specialized world expositions and to their relative lack of support and success. In my view the continued absence of rigorous application of Article 10 of the 1972 Protocol, which demands that the inviting national

government be accountable, will inevitably lead to the demise of the specialized world exposition; and the probability that the universal world exposition will either suffer the same fate or have its nature radically altered.

Inherent in this dissertation is the implication that there are too many world expositions, and that there is a very real limit to the ability or desire of nations to participate routinely in them. For those of us who cherish the medium for what it has done, and can do, for understanding and peace in this turbulent world there is a great anxiety that this Bureau face these concerns squarely, and make future world expositions so rare, so unique, so compelling and so well founded as to ensure that nations will look forward with enthusiasm to the opportunity to participate in them.

I understand, of course, that it is relatively easy for me, as the retiring Commissioner General of a world exposition that has met most of the important criteria for international and local success, to speak forth with equanimity. However, I should tell you that - even with adequate financing and an impeccable attitude on the part of the Governments of Canada and British Columbia - there were innumerable differences, both large and small, between the pragmatic machinery of the local organization and the more sublime aspirations of the creative minds and hearts of Canadian and foreign purists. A more secure base, and basis for mutual understanding, would have been desirable. These are readily enough attainable if the preceding thesis is followed.

TO: ALL COMMISSIONERS GENERAL & COMMISSIONERS

SUBJECT: STEERING COMMITTEE REPORT

Herewith the final version which has received approval from our Canadian friends as well as the other international participants.



E R I ALLAN OBE
Chairman - Steering Committee

22 October 1986

REPORT BY MR E R I ALLAN ON THE WORK OF THE STEERING COMMITTEE
OF COMMISSIONERS GENERAL AT THE 1986 WORLD EXPOSITION, VANCOUVER,
BC, CANADA, 2 MAY - 13 OCTOBER 1986.

1. Much has been and will be written about the 1986 World Exposition. With attendance over 22 million and a larger number of International participants (54) than at any previous specialised category exposition, its success is evident and congratulations in full measure are due to the Governments of Canada and British Columbia. Thanks are also due to the City of Vancouver for the hospitality accorded to those who came from many parts of the World as participants or visitors.
2. The purpose of this report is to draw attention to matters which will be helpful in the good running of future events. I know that if the report is to be read it will have to be short: reports produced by Steering Committee Chairman of recent exhibitions seem very rarely to be the subject of any careful study at the BIE.

RECOMMENDATION: That in future the report submitted by Steering Committee Chairmen be formally debated, in conjunction with the report of the Commissioner General of the Exposition, by the Executive Committee of the BIE and circulated to member states. Such reports should also be made available to those who are planning a participation in future exhibitions, and indeed to those organising events.

3. I have reduced the remainder of my report to a series of recommendations each of which is based on experience here at this very successful exposition.
4. The robustness of the management style adopted by the Expo 86 Corporation led at times to a disregard of the wishes or requirements of the international participants. It was a disincentive to the close cooperation desirable between organiser and participant.

4. I need do no more than repeat here the following extract from the final report of the Steering Committee (which was chaired by a distinguished Canadian) for Expo 70.

"It is reasonable to assume that the government that applies for, and receives, permission to host a World Exhibition should maintain direct responsibility for its implementation. The practice has grown up that some other form of organisation is designated. The resulting spread of responsibility can result in difficulties for foreign participants."

"It is maintained that the host government must accept its direct responsibility, develop procedures and amendments to existing laws and regulations to permit efficient implementation of planning, coordinate the jurisdiction of sub-governments involved with the site, give the host Commissioner General control of the exhibition organisation, and present to the foreign participants a straightforward command structure and a simple method of approaching problems."

5. The Canada Pavilion was located on a separate site from the main exhibition: for all that excellent transportation links were provided a number of Commissioners General regretted the absence of the host nation's pavilion from the main emplacement.

RECOMMENDATION: As has previously been discovered the divorcing of a pavilion from the main exhibition site is a disadvantage: when this concerns a major attraction it is bound to have a weakening effect on the structure of the exhibition as a whole.

6. In any event as complex as an international exhibition rules and regulations will multiply: it is clear that the general and special regulations can never anticipate all of the areas on which organisers will later seek to apply restrictions or offer guidance. Expo 86 produced large quantities of paper: in the end much of it went unread or was at best poorly understood.

6. There were, in fact, substantial misunderstandings about the implications of a number of clauses in the documentation which need to be more thoroughly reviewed before publication. At Expo 86 the confrontational management style was such as to lead to a disagreement with participants on a number of such issues, and although some (but not all) points were resolved, it was at a cost of eroded trust.

RECOMMENDATION: The College of Commissioners General needs to have the authority vested in it to ask the BIE for changes in special regulations if these are seen to be unworkable. However, new rules or interpretations of the special regulations proposed by the organisers should automatically require the approval of the College. A majority vote of the College should be necessary for such actions to be undertaken.

7. The following recommendations relate to specific areas of discord between participants and the Expo 86 Corporation.

RECOMMENDATION: That where the buildings are provided to participants they should be exhibit-ready and should not require the expenditure of budgets on non-creative construction, such as floors.

RECOMMENDATION: As long as specialised exhibitions exist their theme needs to be honoured by the organisers as well as by the participants. Although the Corporation did not in the end charge admission, the Corporation Pavilion for Egyptian archeology was a witness to a disregard for both the theme and of the expressed view of many participating countries.

RECOMMENDATION: A cost guide on all aspects of participation should be provided at an early stage major variations from which should be reviewed by the College of Commissioners General. This recommendation was also made by the Steering Committee at Tsukuba Expo 85. For instance, although at Expo 86 the organisers provided an excellent cost guide they then subsequently sought to apply a 15% surcharge on electrical bills without prior agreement. They were dissuaded from doing so after some difficulty.

8. The regulations of Expo 86 prohibited the use of National symbols or names without the express approval of the Commissioner General in question. But the list of items covered by this excellent regulation did not include badges. This loophole was exploited by the monopoly souvenir contractors appointed by the Expo 86 Corporation who, without prior consultation, issued a number of International Pavilion badges. This situation contrasted with the firm copyright control maintained by the Expo 86 Corporation, which restricted the use that could be made by participants of the Expo name and logo.

RECOMMENDATION: The commercial activities and monopoly incentives of organisers can, if too narrowly pursued, lead to obstacles in good relationships between International participants and the exhibition management. Special regulations need to be carefully analysed so that without unreasonably inhibiting healthy commercial activities these are not so vigorously exploited as to create tensions and unfair restrictions on participating nations.

RECOMMENDATION: Far from being restricted in the use of the exhibition logo and title participants should be encouraged to make use of this in their promotional activities.

For a World Exposition there seemed to be an unseemly drive to make money, sometimes at the expense of participants. A classic was the introduction of so-called VIP's who, having paid a large fee to the Expo 86 Corporation for various services, were to be given priority of entry into pavilions of their choice; even though the Commissioners General or Commissioners concerned would not necessarily agree with their ratings as VIPs.

The authority of the College can only be demonstrated if they are prepared to standby collective decision making. Here again a majority vote should be decisive.

RECOMMENDATION: The dictum that no charges can be levied except for gate admission, amusement rides, food and merchandise should be made categorical and fundamental

9. The role of Commissioners General (and their deputies) at such exhibitions in future needs to be carefully defined. In Vancouver there were a number of excellent Commissioners General who were present throughout the whole period. There were also others (no less worthy) who were able to visit their pavilions from time to time. There were others who were rarely to be seen. This trend has become increasingly evident in past exhibitions:

RECOMMENDATION: It may well be time for the BIE to review the role of Commissioners General: additionally the standing of Commissioners General, and their continued presence on site, adds substantially to the authority of the College. Where a Commissioner General is absent from the site the presence of a deputy is necessary.

10. The Steering Committee worked well as a vehicle for discussion on points of policy difficulty but it became apparent that a second chamber was needed which could discuss day to day technical matters. I therefore invited Pavilion Directors to form a working group that would report to the Steering Committee under the able Chairmanship of Dale Morrission, Deputy Commissioner General, US Pavilion. The IPDWG performed a valuable role.

RECOMMENDATION: I would strongly commend this system of utilising Pavilion Directors as a junior committee at future exhibitions

11. Mention must also be made of the good relationship that developed between the Steering Committee and the Committees of Corporate and Provincial Pavilions. In much of this deliberation the International Steering Committee assumed the role of the senior partner.

RECOMMENDATION: I would commend the co-existence and co-ordination of Committees of other participants.

RECOMMENDATIONS: The role of Chairman of the Steering Committee is an onerous one. In future, some secretarial assistance from the organisers would be helpful. In order to maintain the independence of view necessary consideration might be given to such assistance being provided by the BIE from registration fees or by contribution from the participants whose interests are served by the Chairman.

12. The general standard of technical control achieved by the Expo 86 Corporation was excellent. It does not appear that we shall ever totally solve the problem of line-ups outside pavilions, particularly those who choose to use pulsed visitor control into cinemas. Fortunately there was enough variety in Pavilion design to minimise those problems. Line-ups remain a problem, but the splendid street entertainers, and strolling players did much to enliven the site and entertain the waiting visitors.

RECOMMENDATION: The use of such entertainers deserves close study by future expositions.

13. Expo 86 demonstrated the value of the Pavilions of the developing world in the overall International significance of the event. A number of their exhibits spoke eloquently of their differing transport and communication needs.

Expo 86 are to be congratulated on the arrangements they made for the participation of a rich variety of countries from all parts of the world.

RECOMMENDATION: No International exhibition can reasonably exist without the presence of the developing world. Where extra assistance is needed in grouping nations or in otherwise providing assistance the investment can produce generous returns.

14. Expo 86 brought new standards in public entertainment and control, in marketing and promotion, and in spectator appeal, which can not be disregarded.

RECOMMENDATION: The organisation responsible for the conduct of an exhibition should undertake early studies helping participants to express the Expo theme, to present their country in the best way possible and to generate the most benefit to the participant as well as instruction or entertainment for the visitor.

15. In an effort to encourage the importance of the theme Commissioner General Patrick Reid introduced a novel and at times rewarding innovation to the medium in which participants were invited to take part in 'Specialised Periods'. At these, specific communication and transport themes were reviewed in greater depth by specialist audience and speakers. Combined with demonstrations of various modes of transportation, most of these events provided an international forum of high quality. The high quality of the best specialised periods were echoed by the three annual symposia, each of which examined the international relationships between transport, communications, and human need. Here again, at their best these were an inspiring example of what can be achieved at expositions.

RECOMMENDATION: I heartily commend the specialised period experiments for future events. The number of them needs, perhaps, to be limited: and the objective should always be to stress the International nature of the debate, where this is appropriate.

16. RECOMMENDATION: The world festival which accompanied Expo 86 was of high quality and added to the International significance of Expo 86 as a means of communication. There are participating Nations who feel that the proliferation of such festivals of the arts nevertheless presents a resource problem which may have to be examined in the futur

17. This, then, was Expo 86: Imaginatively conceived and designed, superbly planned, and with a day to day technical and maintenance quality which was excellent. Congratulations are rightly due to the organisers for setting a new standard in many areas of service to the visitor. Congratulations are due, too, to the high quality of the International presence, which combined with the role of the Provincial and Canadian Corporate Pavilions created a rich quality of entertainment for the visitors.
18. I wish to commend the dedication to the principles and practices of the BIE of Expo 86 Commissioner General Patrick Reid and his staff. They carried out a difficult task with distinction, and were excellent ambassadors for Canada. I also wish to express my thanks to my colleague Commissioners General for their support through the period of this exhibition. Whether or not these exhibitions have any role in the future the International comradeship developed at Vancouver at least indicated one excellent quality: for 54 nations to be brought together in peace and with a desire for better understanding must surely be worthwhile.

EK Allan

Vancouver 21. Oct. 1986.

CALENDAR OF EVENTS

Note: This is a very abbreviated calendar of EXPO 86 events. For a more detailed listing of daily events, consult the EXPO 86 Information Manual and the Daily Showguides, available at the Provincial Archives, Victoria, British Columbia.

PRE EXPO 86

Celebration 86: Expedition 86 (Around-the-world flight in a PBY5A Canso Amphibian) Arrival April 1986

Celebration 86: EXPO 86: To the Ends of the Earth (North and South Pole Expeditions) November 1985 - May 2 1986

Celebration 86: Odyssey 86 June 7-August 8

Steger International Polar Expedition March 3-May 1

Celebration 86: Canadian Information Processing Society Annual National Conference April 28 - May 2

Celebration 86: Man in Motion World Tour (Around the world tour by wheelchair athlete Rick Hansen)

Celebration 86: Montreal to Vancouver via the Northwest Passage by Zodiacs May - September

Celebration 86: EXPO 86 Voyager (North America High Speed Boat Race from St. John, N.B. to Vancouver via Panama Canal) April - October

April 6

Vancouver Centennial Day

Vancouver Centennial Week March 29-April 6

Week 1

APRIL 27 - MAY 3

May 2

Opening Day Ceremonies

World Festival: Opening Gala

Canadian Snowbirds Aerobatic Team Flypast

Intersite Bus Demonstration Service May 2-October 13

Vancouver Port Corporation Vessel Award

Integrated Transportation Information Systems May 2-October 13

May 3

World Festival: Carmen May 3-12
Celebration 86: Heritage Festival May 3-5

Week 2

MAY 4 - MAY 10

May 4

World Festival: Vancouver Symphony Orchestra/Dame Kiri Te Kanawa May 4-5
Celebration 86: Vancouver's 15th Annual International Marathon
Canadian Business Aircraft Association Conference May 4-6
International Polar Transportation Conference May 4-7

May 5

Specialized Period: Polar Transportation and Communications May 5-11
World Festival: Beijing People's Art Theatre May 5-10
All Terrain Vehicle Display May 5-11
Arctic & Bush Aircraft Flypast & Display
Pipeline Transportation Systems Symposium May 6-7

May 7

Special Day: Canadian Pacific Ltd.

May 8

Symposium III: Tomorrow Begins Today May 8-9
7th B.C. Towboat Industry Conference May 8-10

May 9

Special Day: European Community -- Robert Schuman Day

May 10

World Festival: Vancouver Symphony Orchestra/Dame Janet Baker May 10-12
Celebration 86: Heritage Festival May 10-12

Week 3

MAY 11 - MAY 17

May 11

Mid-Year Meeting of the Motor Transportation Division Executive
-- National Safety Council May 11-14
World Conference on Transport Research May 11-15

May 12

Specialized Period: Search and Rescue May 12-18
Canadian Aeronautical/Space Institute Conference May 12-13
Rescue 86: The Royal Lifesaving Society of Canada's World Conference
on Aquatic Rescue May 12-17
Royal Lifesaving Society International Lifeguard Competition May 12-17
Search & Rescue Equipment Display May 12-18
Search & Rescue Vessel Sailpast
Marine Search & Rescue Demonstrations
National Marine Safety Advisory Council Semi-annual Conference May 12-16

May 13

Ambulance/Paramedic Display May 13-15
Lifeboat Rescue
Marine Rescue & Breeches Buoy Demonstrations May 13-18
Air and Sea Rescue Demonstration
Alpine Rescue Techniques Seminar Aerial Tramway Rescue Demonstration
The Rapid Racing World Cup

May 14

National Day: Union of Soviet Socialist Republics
World Festival: Kirov Ballet - Swan Lake May 14-17
Celebration 86: Canadian Stage Band & National Jazz Festival May 14-18
Hovercraft Seminar
International Conference on Maglev & Linear Drives May 14-15
Marine Search & Rescue Demonstrations May 14-15
Canadian Aeronautics and Space Institute
International Conference on Satellite Aided
Search and Rescue May 14-16
Mountain Climbing and Rescue Demonstration May 14-17

May 15

World Festival: Australian Elizabethan Theatre Trust May 15-25
International Council of Air Safety Investigators Conference May 15-16
International Aquatic Exposition May 15-17
International Medical Symposia May 15-September 25
Rigid Hull Inflatables Conference
Survival Equipment Demonstration May 15-16
Air and Sea Rescue Demonstration
The Rapid Racing World Cup

May 16

Search & Rescue Seminar
Air and Sea Rescue Demonstration
Lifeboat Rescue

May 17

Celebration 86: Heritage Festival May 17-19
Fire Truck/Rescue Vehicle Display May 17-18
Marine Search & Rescue Demonstrations

Week 4

MAY 18 - MAY 24

May 18

World Festival: Kirov Ballet - Knight in the Tiger's Skin May 18-19
False Creek Air/Sea Rescue Demonstration
Lifeboat Rescue Finals

May 19

Special Day: Alberta

May 20

Sail Fest 86 May 20-September 28

May 21

National Day: Senegal

May 22

World Festival: State Theatre of Heidelberg May 22-28

Celebration 86: Heritage Festival May 22-24

World Congress on Education and Technology May 22-25

Belgian Maritime Day

May 23

Special Event: STEAMEXPO May 23-June 1

Special Event: STEAMEXPO Train Arrival (900-2300)

Special Event: STEAMEXPO Grand Parade of Steam

Vintage Steam Festival May 23-June 1

World Festival: Vancouver Bach Choir/In Celebration of Whales

May 24

Special Day: Oregon

Special Event: STEAMEXPO Steam Locomotive Display

World Festival: Vancouver Symphony Orchestra/Maurice Andre May 24-25

The British Columbia Society of Model Engineers Demonstration & Display of Steam Locomotive Scale Models) May 24 (Parade) - May 30

Mini-Locomotives 86 May 24-June 1

Week 5

MAY 25 - MAY 31

May 25

World Festival: Philadelphia Orchestra May 25-26

Celebration 86: 17th Annual National Transportation Week May 25-31

May 26

Special Day: Washington State

May 27

National Day: People's Republic of China

Canadian Transportation Research Forum May 27-30

May 29

National Day: Norway

May 30

Celebration 86: 38th Annual West Coast Conference

of Women's Traffic & Transportation Clubs May 30-June 1

May 31

Celebration 86: Heritage Festival May 31-June 1

Celebration 86: International Congress on Trail & River Recreation

May 31-June 4

Week 6

JUNE 1 - JUNE 7

June 1

Celebration 86: International Young Art Exhibition
(Emily Carr College of Design & Art) June 1-September 30

June 2

National Day: Hungary

June 3

Special Event: STEAMEXPO Steam Train Departure

June 4

Canadian Institute of Marine Engineering - Annual General Meeting and
Convention June 4-7

June 5

DC-3 Airmada and Rally June 5-7
Third International Maritime Law Seminar June 5-6

June 6

National Day: South Pacific Islands
World Festival: Antologia de la Zarzuela with Placido Domingo June 6-8

June 7

Special Event: DC-3 Airmada
World Festival: Vancouver Symphony Orchestra/Katia & Marielle Labeque
(May 7-9)
British Columbia Truck Roadeo June 7-8

Week 7

JUNE 8 - JUNE 14

June 8

International Symposium on Heavy Vehicle Weights and Dimensions
June 8-13

June 9

National Day: Kenya
Specialized Period: Trucks and Intercity Buses June 9-15
Vintage and Historic Trucks and Buses Display June 9-15

June 10

Celebration 86: Wesconnex Conference (Institute of Electrical & Electronic
Engineers) June 10-12
Canadian Trucking Association Conference June 10-14
International Highway Transportation Exhibition June 10-12

June 12

National Day: The Philippines

June 13

World Festival: Vancouver Symphony Orchestra/Maureen Forrester June 13-17
Celebration 86: Canadian Alfa Romeo Convention June 13-15
Truck/Bus Demonstration June 13-15

June 14

National Day: Italy
World Record Skydiving Attempt June 14-15
Hong Kong Dragon Boat Festival June 14-15

Week 8

JUNE 15 - JUNE 21

June 15

Canadian Urban Transit Association Conference & Bus Roadeo June 15-19
1986 Annual Conference of the Canadian Society for Industrial
Security June 15-18

June 16

Specialized Period: Urban Transit June 16-30
Advanced Light Rapid Transit/People Movers/Traditional Transit/Urban Bus/
Paratransit Demonstrations June 16-30

June 17

Bus Driving Competition

June 18

National Day: Australia
American Public Transit Association Security Workshop/Trade Show June
18-20
Urban Bus Vehicle Seminar

June 19

Vancouver Advanced Light Rapid Transit System Symposium

June 20

World Festival: National Theatre of Great Britain, Animal Farm June 20 -
July 5
Technical Seminar on the Soule People-Mover Demonstration System

June 21

Special Day: Northwest Territories

Week 9

JUNE 22 - JUNE 28

June 25

Special Day: Quebec

June 27

Canadian Open Aerobatic Competition June 27-30

June 28

8th Annual World Championship Handcar Races June 28-30
Can-Am BMX Challenge June 28-29

Week 10

JUNE 29 - JULY 5

June 29

Celebration 86: 1986 TransCanada Car Rally from Halifax to Vancouver
June 29-July 6

June 30

Gift of Wings - Canadian Paraplegic Association Cross-Country Flight by
Ultralight June 30-August 25
Can-Am BMX Freestyle Challenge June 30-July 1

July 1

National Day: Canada
World Festival: Vancouver Symphony Orchestra/Canada Day Concert
Canadian Snowbirds Aerobatic Team Flypast

July 4

National Day: United States of America

July 5

Can-Am Mountain Bike Challenge July 5-6

Week 11

JULY 6 - JULY 12

July 6

Transportation and Highways Display July 6-18
Vintage International Antique Auto Show July 6-9
Specialized Period: Automobiles July 6-19

July 7

National Day: France
World Festival: Urban Sax

July 8

World Festival: Royal Ballet/Romeo and Juliet July 8-10
Kit Car (Replicar) Display & Demonstration

July 9

International Hang-Gliding Competition & Rally July 9-20
Canadian Classic M.G. Club Display

July 10

1986 Pacific Rim Lotus Meet July 10

July 11

Special Day: Ontario

Celebration 86: Western States '86 International Conference of Jaguar Clubs
(Whistler, B.C.) July 11-13

Innovative Vehicle Design Competition July 11-18

July 12

National Day: Britain

World Festival: Royal Ballet/Triple Bill July 12-13

6th Historic Race Weekend (Vintage Racing Club of British Columbia)
July 12-13

Week 12

JULY 13 - JULY 19

July 14

National Day: Japan

World Festival: World Drum Festival July 14-27

Innovative Vehicle Design Competition Display

Autorodeo Vaz, auto stunt show from the USSR. July 14-19

July 15

National Day: Cote d'Ivoire

World Festival: 42nd Street July 15-26

Vehicle Disassembly/Assembly July 15-17

Pacific International Street Rod Assembly

July 16

Alfa Romeo Club Display

July 17

National Day: Republic of Korea

Totem Thunderbird Club Display

July 18

Special Day: Hong Kong

Ships of the World: July 18-21

Porsche Concours d'Elegance

Special Event: Ships of the World July 18-21

Week 13

JULY 20 - JULY 26

July 20

Specialized Period: Crown Life Communications and Mobility for Elderly
and Disabled People July 20-25

Fourth International Conference on Mobility and Transport For Elderly
and Disabled Persons July 20-24

International Cruiser Race (Powerboats)

Mobility/Sensory Equipment Demonstration July 20-25

Disabled Sports and Demonstrations July 20-25
A Life of Independence (film documentary) July 20-25
Vancouver Sea Festival July 20-31 Planning for Transportation and
Communications in Communities,
a Special Regional Conference of the Washington State Chapter
of the American Planning Association July 20-22

July 21

National Day: Belgium
World Festival: Vancouver Society for Early Music/Huelgas Ensemble
Specialized Period: Marine Commerce July 21-August 2
Cargo Vessel Open-House July 21-31
Cruise Ship Open-House July 21-26
Harbour & Terminal Tours July 21-31
Cargo Vessels & Cargo Handling Demonstrations July 21-31
Fourth International Conference on Mobility and Transport for Elderly
and Disabled Persons July 21-23

July 22

National Day: Thailand
World Festival: Royal Thai Ballet July 22-24
O.E.C.D. Maritime Transport Committee Meeting July 22-25 Vancouver
Harbour Tours

July 23

12th Canadian Medical & Biological Engineering Conference July 23-27

July 24

National Day: Sri Lanka

July 25

National Day: Cuba
Annual Conference of the Canadian Nautical Research Society in conjunction
with the B.C. Underwater Archaeology Association July 25-27

July 26

A Maritime Transportation Symposium Relating to B.C. Maritime History July
26-28
Canadian Coast Guard Open House

Week 14

JULY 27 - AUGUST 2

July 27

Vancouver Harbour Tours
River Work Boat Parade
Joint Annual Meeting of the Institute of Transportation Engineers July
27-31

July 28

National Day: Spain

World Festival: Orchestre Symphonique de Montreal July 28-29

World Energy Autocross July 28-August 16

July 29

World Festival: Theatre sans fil/Lord of the Rings

July 30

National Day: Federal Republic of Germany

World Energy Autocross July 30-August 16

July 31

National Day: Peru

August 1

National Day: Switzerland

Specialized Period: Aviation August 1-10

August 2

Special Day: Nova Scotia

The 1986 Three Flags Econorally August 2-13

Week 15

AUGUST 3 - AUGUST 9

August 4

Special Day: British Columbia

Aerobatic Teams Demonstration August 4-8

AIR FAIR 86 August 4-10

Flight Into History Flypast August 4-7

August 6

Special Day: California

Aerospace -- Meeting the Challenges of a Changing World

Symposium August 6-7

August 8

Special Day: Saskatchewan

Specialized Period: Alternative Fuel and Power Systems For Transportation
August 8-17

Abbotsford International Airshow August 8-10

1986 Canadian National Parachuting Championships August 8-17

Gaseous Fuels For Transportation Conference August 8-10

Methanol Heavy Vehicle Demonstration Project August 8-17

Canadian Snowbirds Aerobatic Team Flypast

August 9

National Day: Singapore

Canadian National Parachuting Championships August 9-17

Electric Vehicle Association of Canada Rally & Symposium August 9-16

Week 16

AUGUST 10 - AUGUST 16

August 10

Wooden Boat Festival August 10-17

Alternate Fuels and Power Systems for Displays and Demonstrations August 10-17

Liquid Natural Gas Fueled Aircraft August 10-11

Project Mile (Methanol in Large Engines) Demonstration August 10-17

August 11

Celebration 86: Dance in Canada Conference '86 August 11-17

International Symposium on Alternative and Advance Automotive Engines August 11-12

August 12

World Festival: Dance in Canada August 12-14

August 14

National Day: Pakistan

World Festival: Ballet Gala August 14-16

August 15

World Festival: Indonesian Dance August 15-17

August 16

World Festival: HIGHWAY 86 Dance Event

Celebration 86: Pacific Jazz and Blues Festival August 16-24

World Energy Autocross

Marathon Canoe Racing National Championships August 16-18

World Women's Sailing Competition August 16-26

Week 17

AUGUST 17 - AUGUST 23

August 18

Special Day: Yukon

Specialized Period: Crown Life Transportation For Recreation August 18-24

Celebration 86: The 1986 Jeep Cup August 18-24

Transworld Skateboard Championships August 18-27

International Travel Camping Showcase August 18-24

Crown Life Salute to Recreation August 18-24

August 19

Women's World Sailing Competition August 19-29

August 20

National Day: Indonesia

World Festival: Vancouver Symphony Orchestra/Gamelan Festival

August 21

National Day: Malaysia

19th Annual Conference of the Human Factors Association of Canada August 21-23

August 22

National Day: Romania

Celebration 86: Jeep Cup Participants Arrival
Off-Road Vehicle Display August 22-24

August 23

National Day: St. Kitts/Nevis; Grenada; St. Vincent and the Grenadines

Cruise Ship Open-House

Pacific Ultralight Flyers Association Rally August 23-24

Week 18

AUGUST 24 - AUGUST 30

August 24

National Day: St. Lucia

World Festival: La Scala/I Lombardi August 24-September 4

August 25

Special day: Montserrat

Specialized Period: Human Powered Transportation August 25-31

Celebration 86: 1986 Transportation & Communication Conference
of the Institute of Industrial Engineers August 25-26

Designs For the Future - Human Powered Vehicle Display August 25-31

Human Powered Vehicles and Craft Display August 25-27

12th Annual International Human Powered Championships August 25-31

August 26

National Day: Organization of Eastern Caribbean States

August 27

National Day: Antigua and Barbuda

Third International Human Powered Vehicle Scientific Symposium August 27-28

Northwest Aviation Council Conference August 27-29

August 28

National Day: Dominica

Celebration 86: 1986 World Championships of BMX Freestyle August 28-30

Third International Human Powered Vehicle Scientific Symposium August 28-29

August 29

National Day: Barbados

Historic Parade of Cycles

Hot Air Balloon Rally/BALLOONFEST 86 August 29-September 1

Human Powered Land Speed Competition August 29-31

Human Powered Marine Speed Competition August 29-31

August 30

World Festival: La Scala/Requiem August 30-September 1
Offroad Bicycle Championship August 30-31
Arrival of Glwa

Week 19

AUGUST 31 - SEPTEMBER 6

September 2

National Day: Czechoslovakia
World Festival: Carbone 14/Le Rail September 2-7
AGTRANSP0 86 conference September 2-4
Managing Transportation and Communications Projects conference
and exhibit September 2-5

Week 20

SEPTEMBER 7 - SEPTEMBER 13

September 7

Specialized Period: Communications September 7-13

September 8

Special Day: United Nations
Concrete in Transportation Conference September 8-10

September 9

International Communications and
Computer Exhibition September 9-11
FIBRESAT International Conference on Satellite
& Fibre Optic Communications September 9-12

September 10

Northwest Systems Conference September 10-12

September 11

Conference on Advanced Road Technologies for Developing Countries
September 11-12

September 12

Specialized Period: Underwater and Offshore Resources September 12-21
International Symposium on Coal Transportation September 12-16
Sea The Future Symposium -- Perspectives in Ocean Technology
September 12-14
Diving Tank and Exhibits September 12-21

September 13

World Festival: Ballet Folklorico de la Universidad de Guadalajara
September 13-14

Week 21

SEPTEMBER 14 - SEPTEMBER 20

September 14

World Festival: Vancouver New Music Society/Steve Reich
Aerospace Industries Association of Canada Conference September 14-18
Emergency Response 86 - Symposium on Emergency Response Systems for
Hazardous Material Spills September 14-18

September 15

National Day: Mexico
World Festival: Toho Theatre Company/Medea September 15-20

September 16

"Challenge of Offshore Development from an International Perspective"
conference September 16-17

September 17

Canadian National Truck Roadeo September 17-20

September 20

1986 Inter-Regional Meet of the Rolls Royce Enthusiasts' Club
CanAMex Rally September 20-October 11

Week 22

SEPTEMBER 21 - SEPTEMBER 27

September 22

Special Day: Prince Edward Island
World Festival: Charlottetown Festival/Anne of Green Gables
September 22-27
World Festival: Necessary Angel Theatre Company/Mein September 22-28

September 23

National Day: Kingdom of Saudi Arabia

September 25

National Day: Costa Rica
Wood Expo 86 September 25-27

September 27

World Festival: Vancouver Playhouse/Paracelsus September 27-October 5

Week 23

SEPTEMBER 28 - OCTOBER 4

September 28

Pan Pacific Sister Ports Seminar September 28-October 4

September 29

National Day: Brunei Darussalam

Specialized Period: Modern Rail September 29-October 5

Passenger/Freight Equipment Display September 29-October 5

September 30

Swissrail Symposium on "Modern Rail: The View From Switzerland"

September 30-October 1

October 1

National Day: Kingdom of Tonga

World Festival: State Symphony Orchestra of the Soviet Union October 1-2

October 2

American Railway Engineering Association's Conference October 2-3

October 4

National Day: Yugoslavia

World Festival: Vancouver Symphony Orchestra October 4-6

World Festival: Vancouver Opera/From the House of the Dead

Celebration 86: Vancouver Master's 19th Annual Road Runners

Championships October 4-5

Week 24

OCTOBER 5 - OCTOBER 11

October 7

World Festival: Tarragon Theatre/Albertine, In Five Times October 7-12

October 8

National Harbour Masters/Operations Conference October 8-10

October 10

World Festival: L'Ensemble Vocal de Lausanne with Vancouver Chamber Choir

Week 25

OCTOBER 12 - OCTOBER 18

October 12

World Festival: Closing Gala/Jessye Norman

October 13

Third International Heavy Haul Conference October 13-17

Closing Day Ceremonies, B.C. Place Stadium

Canadian Snowbirds Aerobatic Team Flypast

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F May 02	107,189	5016	4.68	667	0.62	5683	5.30	133
S May 03	118,517	4638	3.91	0	0	4638	3.91	128
S May 04	118,843	3454	2.91	0	0	3454	2.91	124
M May 05	75,375	4926	6.54	558	0.74	5484	7.28	152
T May 06	92,912	4425	4.76	790	0.85	5215	5.61	150
W May 07	81,986	4202	5.13	473	0.58	4675	5.70	149
T May 08	91,740	4292	4.68	716	0.78	5008	5.46	141
Totals	686,562	30953		3204		34157		977
Ave./Day	98,080	4422	4.66	458	0.51	4880	5.17	140
F May 09	111,213	4608	4.14	432	0.39	5040	4.53	141
S May 10	132,856	3918	2.95	0	0	3918	2.95	123
S May 11	100,200	2713	2.71	0	0	2713	2.71	130
M May 12	73,381	5369	7.32	397	0.54	5766	7.86	123
T May 13	93,464	5013	5.36	943	1.01	5956	6.37	124
W May 14	99,074	4738	4.78	816	0.82	5554	5.61	129
T May 15	104,354	4515	4.33	260	0.25	4775	4.58	120
Totals	714,542	30874		2848		33722		890
Ave./Day	102,077	4022	4.51	407	0.50	4817	4.94	127
F May 16	94,875	4206	4.43	52	0.05	4258	4.49	129
S May 17	111,094	3830	3.45	0	0	3830	3.45	111
S May 18	105,128	3057	2.91	18	0.02	3075	2.93	111
M May 19	146,771	4221	2.88	0	0	4221	2.88	114
T May 20	101,524	4459	4.39	1381	1.00	5840	5.75	134
W May 21	113,940	4188	3.68	553	0.49	4741	4.16	140
T May 22	112,357	4194	3.69	323	0.29	4517	4.02	138
Totals	785,689	28155		2327		30482		877
Ave./Day	112,241	4022	3.63	332	0.26	4355	3.95	125
YTD Totals	2,186,793	89982		8379		98361		2744
Ave./Day	104,133	4285	4.27	399	0.42	4684	4.69	131

OPERATING STATISTICS (Includes EXPO INFO figures)
 May 2-October 13

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F May 23	129,419	4209	3.25	280	0.22	4489	3.47	132
S May 24	133,658	3655	2.73	0	0	3655	2.73	122
S May 25	125,143	2543	2.03	32	0.03	2575	2.06	119
M May 26	93,388	3618	3.87	456	0.49	4074	4.36	130
T May 27	114,976	3702	3.22	342	0.30	4044	3.52	139
W May 28	110,579	3364	3.04	480	0.43	3844	3.48	141
T May 29	<u>113,141</u>	<u>3379</u>	<u>2.99</u>	<u>169</u>	<u>0.15</u>	<u>3548</u>	<u>3.14</u>	<u>138</u>
Totals	820,304	21091		1759		26229		921
Ave./Day	117,186	3013	3.02	251	0.23	3747	3.25	132
F May 30	123,300	3563	2.89	333	0.27	3896	3.16	125
S May 31	116,912	3159	2.70	0	0	3159	2.70	111
S June 01	99,446	2392	2.41	0	0	2392	2.41	113
M June 02	103,475	3671	3.55	401	0.39	4072	3.94	129
T June 03	105,258	3314	3.15	411	0.42	3725	3.54	140
W June 04	103,847	3148	3.03	577	0.56	3725	3.59	159
T June 05	<u>102,668</u>	<u>3251</u>	<u>3.17</u>	<u>273</u>	<u>0.27</u>	<u>3524</u>	<u>3.43</u>	<u>129</u>
Totals	754,906	22498		1995		24493		906
Ave./Day	107,844	3214	2.99	285	0.27	3499	3.25	129
F June 06	119,156	3386	2.84	328	0.28	3714	3.12	
S June 07	102,803	3162	3.08	0	0	3162	3.08	105
S June 08	112,612	2121	1.88	0	0	2121	1.88	124
M June 09	111,517	3543	3.18	333	0.30	3876	3.48	131
T June 10	114,939	3130	2.72	175	0.15	3305	2.88	131
W June 11	109,956	3133	2.85	588	0.53	3721	3.38	128
T June 12	<u>110,734</u>	<u>3063</u>	<u>2.77</u>	<u>306</u>	<u>0.28</u>	<u>3369</u>	<u>3.04</u>	<u>137</u>
Totals	781,717	21538		1730		23268		756
Ave./Day	111,674	3077	2.76	247	0.22	3324	2.98	126
YTD Totals	4,543,720	155109		13863		172351		5327
Ave./Day	108,184	3693	3.60	330	0.33	4104	3.92	130

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F June 13	113,462	3052	2.69	199	0.18	3251	2.87	131
S June 14	89,232	2918	3.27	0	0	2918	3.27	105
S June 15	107,938	2385	2.21	0	0	2385	2.21	105
M June 16	111,802	3325	2.97	197	0.18	3522	3.15	130
T June 17	125,683	2895	2.30	352	0.28	3247	2.58	131
W June 18	121,899	3090	2.53	341	0.28	3431	2.81	140
T June 19	<u>108,840</u>	<u>2787</u>	<u>2.56</u>	<u>187</u>	<u>0.17</u>	<u>2974</u>	<u>2.73</u>	<u>133</u>
Totals	778,856	20452		1276		21728		875
Ave./Day	111,265	2922	2.65	182	0.16	3104	2.80	125
F June 20	131,148	2853	2.18	173	0.13	3026	2.31	126
S June 21	128,278	2764	2.15	0	0	2764	2.15	108
S June 22	117,451	2080	1.77	0	0	2080	1.77	121
M June 23	128,408	3471	2.70	236	0.18	3707	2.89	119
T June 24	131,181	3083	2.35	287	0.22	3370	2.57	127
W June 25	127,831	3074	2.40	103	0.08	3177	2.49	123
T June 26	<u>130,884</u>	<u>2611</u>	<u>1.99</u>	<u>276</u>	<u>0.21</u>	<u>2887</u>	<u>2.21</u>	<u>128</u>
Totals	895,181	19936		1075		21011		852
Ave./Day	127,883	2848	2.22	154	0.12	3022	2.34	122
F June 27	121,843	2703	2.22	201	0.16	2904	2.38	136
S June 28	112,241	2325	2.07	0	0	2325	2.07	116
S June 29	100,011	1891	1.89	0	0	1891	1.89	107
M June 30	142,308	3927	2.76	182	0.13	4109	2.89	112
T July 01	128,839	4871	3.78	0	0	4871	3.78	82
W July 02	132,792	3455	2.60	369	0.28	3824	2.88	107
T July 03	<u>116,254</u>	<u>3147</u>	<u>2.71</u>	<u>140</u>	<u>0.12</u>	<u>3287</u>	<u>2.83</u>	<u>133</u>
Totals	854,288	22319		892		23211		793
Ave./Day	122,041	3188	2.58	127	0.10	3316	2.67	113
YTD Totals	7,072,045	217816		17106		238301		7847
Ave./Day	112,255	3457	3.22	272	0.26	3783	3.48	125

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F July 04	136,735	3117	2.78	214	0.16	3331	2.44	113
S July 05	124,079	2819	2.27	0	0	2819	2.27	110
S July 06	115,215	2477	2.15	0	0	2477	2.15	101
M July 07	138,576	4891	3.53	155	0.11	5046	3.64	95
T July 08	146,870	4324	2.95	153	0.10	4477	3.05	97
W July 09	150,624	3843	2.55	156	0.10	3999	2.65	103
T July 10	<u>100,724</u>	<u>3452</u>	<u>3.43</u>	<u>180</u>	<u>0.18</u>	<u>3632</u>	<u>3.61</u>	<u>110</u>
Totals	912,823	24923		858		25781		729
Ave./Day	130,403	3560	2.81	123	0.09	3683	2.83	104
F July 11	142,273	3247	2.28	195	0.14	3442	2.42	
S July 12	151,015	2973	1.97	0	0	2973	1.97	
S July 13	144,277	2384	1.65	0	0	2384	1.65	
M July 14	143,501	3394	2.37	232	0.16	3626	2.53	111
T July 15	108,258	3084	2.85	184	0.17	3268	3.02	118
W July 16	126,739	3075	2.43	137	0.11	3212	2.53	115
T July 17	<u>114,972</u>	<u>2943</u>	<u>2.56</u>	<u>135</u>	<u>0.12</u>	<u>3078</u>	<u>2.68</u>	<u>118</u>
Totals	931,035	21100		883		21983		462
Ave./Day	133,005	3014	2.30	126	0.10	3140	2.40	116
F July 18	173,422	3269	1.88	147	0.08	3416	1.97	110
S July 19	150,647	2836	1.88	0	0	2836	1.88	105
S July 20	123,300	2306	1.87	0	0	2306	1.87	103
M July 21	138,215	3101	2.24	160	0.12	3261	2.36	116
T July 22	144,425	2868	1.99	199	0.14	3067	2.12	121
W July 23	142,848	2797	1.96	127	0.09	2924	2.05	119
T July 24	<u>137,061</u>	<u>2838</u>	<u>2.07</u>	<u>93</u>	<u>0.07</u>	<u>2931</u>	<u>2.14</u>	<u>114</u>
Totals	1,009,918	20015		726		20741		788
Ave./Day	144,821	2859	1.98	104	0.07	2963	2.06	113
YTD Totals	9,925,821	283854		19573		306806		9826
Ave./Day	118,165	3379	3.01	233	0.22	3652	3.22	117

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F July 25	131,935	2837	2.15	111	0.08	2948	2.23	117
S July 26	132,850	2390	1.81	0	0	2398	1.81	105
S July 27	136,268	2125	1.56	0	0	2125	1.56	101
M July 28	135,794	3197	2.35	145	0.11	3342	2.46	112
T July 29	148,409	2954	1.99	134	0.09	3088	2.08	112
W July 30	146,425	2716	1.85	121	0.08	2837	1.94	106
T July 31	<u>131,442</u>	<u>2862</u>	<u>2.18</u>	<u>58</u>	<u>0.04</u>	<u>2920</u>	<u>2.22</u>	<u>102</u>
Totals	963,123	19089		569		19658		755
Ave./Day	137,589	2727	1.98	81	0.06	2808	2.04	108
F Aug 01	127,793	2813	2.20	118	0.09	2931	2.29	108
S Aug 02	121,177	2525	2.08	0	0	2525	2.08	105
S Aug 03	128,456	2391	1.86	0	0	2391	1.86	103
M Aug 04	174,709	3649	2.09	0	0	3649	2.09	94
T Aug 05	151,488	3115	2.06	326	0.21	3441	2.27	103
W Aug 06	156,932	3165	2.02	91	0.06	3256	2.07	102
T Aug 07	<u>150,261</u>	<u>2917</u>	<u>1.94</u>	<u>92</u>	<u>0.06</u>	<u>3009</u>	<u>2.00</u>	<u>109</u>
Totals	1,010,816	20575		627		21202		724
Ave./Day	144,402	2939	2.04	90	0.06	3029	2.09	103
F Aug 08	130,693	2974	2.28	84	0.06	3058	2.34	97
S Aug 09	139,705	2393	1.71	0	0	2393	1.71	103
S Aug 10	137,040	2013	1.47	0	0	2013	1.47	96
M Aug 11	153,217	3238	2.11	107	0.07	3345	2.18	98
T Aug 12	150,389	2883	1.92	146	0.10	3029	2.01	115
W Aug 13	161,411	2833	1.80	74	0.05	2907	1.80	97
T Aug 14	<u>143,164</u>	<u>2920</u>	<u>2.04</u>	<u>137</u>	<u>0.10</u>	<u>3057</u>	<u>2.14</u>	<u>99</u>
Totals	1,015,619	19254		548		19802		705
Ave./Day	145,088	2751	1.90	78	0.05	2829	1.95	101
YTD Totals	12,915,379	342772		21217		367468		12010
Ave./Day	123,004	3264	2.80	203	0.19	3500	2.98	114

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F Aug 15	137,073	2927	2.14	119	0.09	3046	2.22	98
S Aug 16	138,553	2425	1.75	0	0	2425	1.75	91
S Aug 17	136,013	2185	1.61	0	0	2185	1.61	94
M Aug 18	140,841	3297	2.34	104	.07	3401	2.42	102
T Aug 19	152,289	3010	2.00	94	.06	3104	2.04	100
W Aug 20	153,286	2897	1.90	77	.05	2974	1.94	103
T Aug 21	155,526	2834	1.83	64	.04	2898	1.86	102
Totals	1,013,581	19575		458		20033		690
Ave./Day	144,797	2796	1.94	65	.04	2862	2.00	99
F Aug 22	132,808	2845	2.14	55	.04	2900	2.18	106
S Aug 23	144,183	2633	1.85	0	0	2633	1.83	95
S Aug 24	146,425	2306	1.58	0	0	2306	1.58	85
M Aug 25	128,543	3317	2.58	140	.11	3457	2.69	96
T Aug 26	137,148	2755	2.09	101	.07	2856	2.08	99
W Aug 27	126,931	2668	2.10	49	.04	2717	2.14	99
T Aug 28	120,365	2344	1.95	75	.06	2419	2.01	94
Totals	936,483	18868		420		19288		674
Ave./Day	133,783	2695	2.04	60	.05	2755	2.07	96
F Aug 29	120,750	2812	2.33	60	.05	2872	2.38	94
S Aug 30	143,023	2374	1.66	0	0	2374	1.66	92
S Aug 31	156,749	2251	1.44	0	0	2251	1.44	85
M Sept 01	130,111	2477	1.91	0	0	2477	1.91	83
T Sept 02	96,231	2983	3.10	112	.02	3095	3.23	92
W Sept 03	112,479	2824	2.51	69	.06	2893	2.57	94
T Sept 04	125,780	2920	2.32	82	.07	3002	2.38	94
Totals	885,123	18641		323		18964		634
Ave./Day	126,446	2663	2.18	46	.03	2709	2.23	91
YTD Total	15,750,566	399856		22418		425753		14008
Ave./Day	125,004	3173	2.67	178	.16	3379	2.83	111

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F Sept 05	128,608	3147	2.44	47	0.04	3194	2.48	84
S Sept 06	168,850	2695	1.59	0	0	2695	1.59	81
S Sept 07	152,521	1979	1.29	0	0	1979	1.29	97
M Sept 08	113,695	3060	2.69	95	.08	3155	2.78	90
T Sept 09	124,659	2782	2.23	85	.07	2867	2.29	89
W Sept 10	125,133	2905	2.32	42	.04	2947	2.35	92
T Sept 11	120,440	2844	2.36	13	.01	2857	2.37	81
Totals	933,906	19412		282		19604		
Ave./Day	133,415	2773	2.13	40	.03	2813	2.16	88
F Sept 12	156,976	3196	2.04	79	.05	3275	2.09	85
S Sept 13	184,876	2567	1.39	0	0	2567	1.39	88
S Sept 14	164,322	2260	1.38	0	0	2260	1.38	84
M Sept 15	141,839	3378	2.38	40	.03	3418	2.41	93
T Sept 16	134,515	2966	2.21	44	.03	3010	2.24	90
W Sept 17	140,219	2798	1.99	64	.05	2862	2.04	85
T Sept 18	133,181	2619	1.97	33	.03	2652	1.99	89
Totals	1,055,928	19784		260		20044		
Ave./Day	150,847	2826	1.91	37	.03	2863	1.93	88
F Sept 19	173,810	3065	1.76	43	.03	3108	1.78	90
S Sept 20	200,412	2642	1.32	0	0	2642	1.32	83
S Sept 21	175,080	2388	1.36	0	0	2388	1.36	80
M Sept 22	137,634	3177	2.31	33	.03	3180	2.31	88
T Sept 23	95,668	2981	3.12	48	.05	3029	3.16	75
W Sept 24	127,369	2979	2.34	12	.01	2991	2.35	86
T Sept 25	136,050	2868	2.41	23	.02	2891	2.13	79
Totals	1,046,023	20100		159		20229		
Ave./Day	149,431	2871	2.05	23	.02	2889	2.06	83
YTD Ttl.	18,785,393	459152		23119		485630		14267
Ave./Day	127,792	3123	2.59	157	.14	3304	2.61	97

	DAILY ATTEN.	INCOMING CALLS	% CALLS/ ATTEN.	INCOMING MAIL	% MAIL/ ATTEN.	TOTAL	% TOTAL	DCP & PCP
F Sept 26	153,018	3097	2.01	44	0.03	3141	2.05	87
S Sept 27	182,675	2845	1.56	0	0	2845	1.56	--
S Sept 28	166,159	2409	1.45	0	0	2409	1.45	70
M Sept 29	130,204	2959	2.73	35	.03	2994	2.29	95
T Sept 30	128,541	2905	2.26	65	.05	2970	2.31	86
W Oct 01	133,419	2994	2.24	35	.03	3029	2.27	78
T Oct 02	127,226	2737	2.15	33	.03	2770	2.18	84
Totals	1,021,242	19946		212		20188		
Ave./Day	145,892	2849	2.06	30	0.03	2879	2.02	71
F Oct 03	167,045	3163	1.89	25	0.02	3188	1.91	80
S Oct 04	228,749	2928	1.28	0	0	2928	1.28	81
S Oct 05	225,232	3197	1.42	0	0	3197	1.42	65
M Oct 06	166,484	3447	2.07	30	.02	3477	2.08	82
T Oct 07	177,526	3704	2.09	19	.01	3723	2.09	79
W Oct 08	183,586	4143	2.26	18	.01	4161	2.27	74
T Oct 09	194,740	3966	2.04	24	.01	3990	2.05	77
Totals	1,343,362	24548		116		24664		
Ave./Day	191,909	3507	1.86	17	0.01	3523	1.87	77
F Oct 10	235,190	4228	1.79	47	0.02	4275	1.82	74
S Oct 11	256,535	4888	1.91	0	0	4888	1.91	70
S Oct 12	341,806	6318	1.85	0	0	6318	1.85	48
M Oct 13	128,050	3503	1.86	0	0	3503	1.86	--
Totals	961,581	18937		47		18984		
Ave./Day	240,395	4734	2.07	12	0.005	4746	2.08	48
Final								
Totals	22,111,578	522583		23494		549466		14463
Ave./Day	134,010	3167	2.51	142	0.13	3330	2.63	88

NATIONAL DAY VISITORS

European Community (Special Day) (May 9) Commissioner
Willy De Clercq

U.S.S.R. - (May 14) Minister of Communications,
Vasiliy Aleksandrovich Shamshin

Senegal - (May 21) Ministre du Commerce/Minister of
Trade, Abdourahmane Touré

China - (May 27) Vice Premier, State Council, Yao Yilin

Norway - (May 29) Their Royal Highnesses Crown Prince Harald
and Princess Sonja

Hungary - (June 2) Minister of Foreign Trade,
Peter Veress

South Pacific Island States - (June 6)

Papua New Guinea - Ambassador to USA and United Nations
Permanent Representative, H.E. Kiatro Abisinito

Vanuatu - Minister of Foreign Affairs and External Trade,
Hon. Sela Molisa

Solomon Islands - No representation

Fiji - Minister for Economic Development, Policy and Tourism,
Peter J.B. Stinson

Western Samoa - No representation

Tonga - Chief Tourism Officer, Semisi Taumoepeau

Cook Islands - Director, Tourist Authority, Chris Wong

Nauru - Minister of Works and Community Services, The
Hon. Buraro Detudamo and Mrs. Detudamo

Kenya - (June 9) Minister for Transportation and
Communications, Arthur K. Magugu and Mrs. Magugu

Philippines - (June 12) Minister of Transport and
Communications, Hernando B. Perez

Italy (June 14) President Francesco Cossiga

Australia - (June 18) Minister of Employment and
Industrial Relations, Ralph Willis

Canada - (July 1) Minister of International Trade,
Pat Carney

U.S.A. - (July 4) - Ambassador Fred Hartley

France - (July 7) - Minister of Transport,
Jacques Douffiagues

Britain - (July 12) Prime Minister, The Right
Honourable Margaret Thatcher and Mr. Thatcher

Japan - (July 14) Parliamentary Vice Minister of
Transportation, Shizuka Kamei and Mrs. Kamei

Côte d'Ivoire - (July 15) Minister of Commerce,
H.E. Nicolas Kouandi Angba and Mrs. Angba

Korea - (July 17) Minister of Trade and Industry,
H.E. Jin-Ho Kum and Mrs. Kum

Hong Kong (Special Day) - (July 18) Governor
Sir Edward Youde and Lady Youde

Belgium - (July 21) Minister of Communications and
of Foreign Trade, H.E. Herman De Croo and Mrs. De Croo

Thailand - (July 22) His Royal Highness Crown Prince
Maha Vajiralongkorn

Sri Lanka - (July 24) Prime Minister, The Right
Honourable R. Premadasa,

Cuba - (July 25) Minister of Fisheries, H.E.
Jorge Fernandez Cuervo

Spain - (July 28) His Royal Highness Crown Prince
Don Felipe de Borbon y Grecia, Prince of Asturias

FRGermany - (July 30) Minister of Transport, H.E.
Dr. Werner Dollinger

Peru - (July 31) Ambassador of Peru to Canada,
H.E. Dr. Oscar Maurtua de Romana and Mrs. Maurtua

Switzerland - (Aug. 1) Federal Councillor and Head
of the Federal Department for Transportation,
Communications and Energy, H.E. Leon Schlumpf

Singapore - (Aug. 9) Minister of Education, H.E. Dr.
Tony Tan Keng Yam and Mrs. Tan

Pakistan - (Aug. 14) Federal Minister of Commerce,
Prince Mohiyuddin Baluch

Indonesia - (Aug. 20) Minister of State for National
Development, and Chairman of the National Development
Planning Agency, Dr. Johannes B. Sumarlin

Malaysia - (Aug. 21) Minister of Trade and Industry,
The Hon. Tengku Razaleigh Hanizah

Romania - (Aug. 22) Ambassador of Romania to Canada,
H.E. Emilian Rodean

St. Kitts/Nevis - (Aug. 23) Prime Minister, The Right
Honourable Dr. Kennedy Alphonse Simmonds and
Mrs. Simmonds

Grenada - (Aug. 23) Prime Minister, The Right
Honourable Herbert Blaize and Mrs. Blaize

St. Vincent and the Grenadines - (Aug. 24) Prime
Minister, The Honourable James Mitchell

St. Lucia - (Aug. 24) Minister of Trade, Industry &
Tourism, The Honourable George Mallet

Montserrat (Special Day) - (Aug. 25) Chief Minister,
The Honourable John Osborne

Organization of Eastern Caribbean States - (Aug. 26)

Antigua and Barbuda - (Aug. 27) Minister of Economic
Development responsible for Trade and Investment,
The Honourable Hugh Marshall

Dominica - (Aug. 28) President, H.E. Clarence Augustus
Seignoret and Lady Seignoret

Barbados - (Aug. 29) Deputy Prime Minister and Minister
of Education and Culture, The Honourable L. Erskine
Sandiford and Mrs. Sandiford

Czechoslovakia - (Sep. 2) Prime Minister, H.E. Lubomir
Strougal

United Nations - (Sep. 8) Assistant Secretary General,
Office of the Secretary General of the United Nations
in New York, Mr. James O.C. Jonah

Brunei Darussalam - (Sep. 9) Visit postponed upon arrival of His Excellency PLKDR Pengiran Bahrin, Minister of Law cum Minister of Communications when he was recalled because of the death of Sir Muda Omar Ali Saifuddin, the former King of Brunei.

Mexico - (Sep. 15) Under-Secretary of the Ministry of Communications and Technological Development, H.E. Javier Jimenez Estriu

Saudi Arabia - (Sep. 23) Minister of Communications, H.E. Hussain Al-Mansouri

Costa Rica - (Sep. 25) First Vice President, The Honourable Victoria Garron de Doryan

Brunei Darussalam - (Sep. 29) Rescheduled - Minister of Law cum Minister of Communications, H.E. PLKDR Pengiran Bahrin

Tonga - (Oct. 1) His Majesty King Taufa'ahau Tupou IV and Her Majesty Queen Mata'aho

Yugoslavia - (Oct. 4) President, Federal Chamber of Economy, Milan Pavic

OFFICIAL VISITS - EXPO 86
PROVINCE OF BRITISH COLUMBIA

In 1984, the Province of British Columbia, the host province, established an Official Visitors program to ensure, inter alia:

- (1) attendance at EXPO 86 of select political, business, professional and other leaders from around the world who could best contribute to the international success of EXPO 86; and
- (2) a provincial presence in the handling of other influential visitors invited by the Government of Canada and others.

Ian E. McPherson, Q.C. was appointed Coordinator, Official Visits - EXPO 86 to plan and administer the program.

In order to identify, in a general way, the types of visitors who would be invited or otherwise attend EXPO 86, and to establish standards of treatment for them, the following list was made.

OFFICIAL VISITOR CATEGORIES

- | | |
|------------|---|
| CATEGORY 1 | Heads of State, Heads of Government or Representatives of Participating Countries. |
| CATEGORY 2 | Premiers of Canadian Provinces, Heads of Government of the two Canadian Territories, Governors of States of the U.S.A., Comparable Officials of other Foreign States. |
| CATEGORY 3 | Cabinet Ministers of Foreign States, Cabinet Ministers of Canadian Provinces and Territories, Cabinet Ministers of States or Provinces of Foreign Federal Countries. |
| CATEGORY 4 | Representatives of Business, Trade, Finance and Industry. |
| CATEGORY 5 | Federal Ministers, Specific Federal Officials and their Invited Visitors. |
| CATEGORY 6 | Other Official Visitors. |
| CATEGORY 7 | Official Visitors of Foreign, Provincial, State and Corporate Pavilions (exclusive of the Canada and B.C. Pavilions). |
| CATEGORY 8 | Conferences and Conventions. |

These categories allowed the Coordinator, under the Ministry of Intergovernmental Relations, and the Ministry of International Trade, Science and Investment which handled the Category 4 Official Visitors, to provide the resources requisite to ensure that appropriate hospitality and services were extended not only to the Official Visitors invited by the Province but to guests of the Government of Canada and the Participants in EXPO 86.

Visits Officers arranged itineraries for each Official Visitor, which included: transportation, accommodation, visits to EXPO 86, meetings with government, business, professional and academic leaders, and general hospitality. Most of these itineraries covered activities beyond the EXPO 86 site and frequently outside Vancouver, eg. trips to the provincial capital, Victoria.

The Official Visits program was most successful. During the course of EXPO 86 in excess of 10,000 Official Visitors were processed. Over 8,000 of these fell within Category 4 -- Representatives of Business, Trade, Finance and Industry -- and approximately 2,000 within the other Categories which included many Heads of Government and other leading representatives of governments from around the world.

BIE Report - EXPO INFO

INTRODUCTION

A study commissioned in 1984 to create projections for telephone and mail inquiries showed that with a baseline attendance to the Exposition of 15 million visits, EXPO 86 could anticipate 290,000 inquiries in 1985, and 1.57 million inquiries in 1986. The challenge for EXPO INFO management was to create a highly trained inquiry response team with the technical back up that would allow them to handle such high volume inquiries efficiently and to turn inquiries into a commitment to attend the Exposition. It was determined from previous world expositions that during the exposition year, each inquiry would represent on average, 10 site visits.

Information on the project, which changed almost as quickly as it became available, was in demand from a highly diverse audience. Local and international media required up to the minute information on participants, exhibits and budgets. Inquiries from the public ranged from questions by the Vancouver community on Expo related parking congestion to inquiries from literally around the world on Expo's entertainment, event schedules, ticket prices and accommodation.

To meet this demand, a wide variety of services needed to be developed including:

- English and French language service.
- Telecommunications Device for the Deaf (TDD).
- Charge-by-phone ticket sales.
- Automated systems for label generation for information kits and direct mail campaigns to handle up to 8000 inquiries per day.
- A highly sophisticated electronic information retrieval system for handling 'on-line' inquiries.
- Subscription system
- Comments system

DEVELOPMENT

JUNE 1984

- An operating supervisor and 3 information officers hired.
- Three '187' telephones (a phone with 3 incoming lines) were installed.
- Data base consists of corporate structure chart and participant roster.
- Marketing of the EXPO INFO system began with publication of the number in all promotional brochures.

JULY 1984

- ACD (Automatic Call Distribution) system installed.
- Data base grows based on questions asked.
- Personnel calls screened by EXPO INFO and application procedures given.

AUGUST 1984

- EXPO INFO provides public with information on tendering process for construction contracts, including bid opening results.
- Screening of Retail Operations calls, providing application procedures.

OCTOBER 1984

- Expo Display Centre opens for public viewings. Public reservation service offered via EXPO INFO through IBM 36 terminal.

DECEMBER 1984

- Electronic data base development begins (includes label creation for information kits, subscription list management for 7 periodicals, and Events Management System.)

FEBRUARY 1985

- Charge-by-phone ticket sales begin using a manual system.

APRIL 1985

- 10 Information Officers hired.
- Electronic data base implemented.

MAY 1985

- Expo Centre opens.
- Electronic Comments System put into use.

AUGUST 1985

- US fulfillment house retained in Seattle, Washington (Manus Direct Mail Service). A magnetic tape of information kits requests from EXPO INFO sent via daily courier to Manus.
- US marketing campaigns promote Manus for written information and EXPO INFO for telephone inquiries.

SEPTEMBER 1985

- Automated charge-by-phone ticket sales system implemented.
- Expo Display Centre closes.

OCTOBER 1985

- TV Ad Campaign across Canada begins October 21. Call-to-action is to call or write EXPO INFO.
- Expo Centre closes.
- End of first pricing period (October 13).
- 4 new Information Officers hired.

NOVEMBER 1985

- TV Ad Campaign in Western United States begins November 4.

JANUARY 1986

- End of second pricing period (January 6).
- 12 new Information Officers hired January 6.
- 14 new Information Officers hired January 20.

January 31, 1986

Major accomplishments achieved by January 1986 included:

- Setting up an electronic ticket sales system for credit card telephone sales. The program automatically tallied the ticket order in U.S. or Canadian funds through analysis of credit card numbers.
- Automatic tallies of inquiries by type.
- Computer storage and analysis of inquiries by location and/or dates (See Item #2 Area of Dominant Influence Report).
- Established a computer based paragraph library for generation of letters in response to frequently asked questions.
- In conjunction with the editorial department all brochures for inquiry response information packages were redesigned and updated to ensure the public was fully apprised in the current state of the Exposition's development.
- Telephone equipment customization was completed to increase efficiency of service to the public. A "speed call" key was added to all telephone sets for high speed transfers of calls to Expo related agencies, such as the British Columbia government, Ministry of Tourism and Expo's official accommodation agency, ResWest, as well as frequently called departments within the corporation, such as Group Sales.

IMPLEMENTATION

Creating awareness of the Exposition was a key objective for the corporation from its inception. At every possible opportunity the public was advised to contact EXPO INFO for further information. From 1983 through to December of 1985, 16 million brochures were distributed with a 'telephone or write EXPO INFO' call-to-action. From April 1985 to December 1985 the call-to-action was also included in every Expo information kit and periodical - a distribution of an additional 2.9 million pieces. (Item #1 Direct Mail Summary.) From its beginning, to September 1984, EXPO INFO operated from 0800 - 1800, Monday through Friday. Since October 1984, EXPO INFO has offered a daily service, and further extended its daily hours beginning in April 1985.

Expo's first four telephone information officers were hired in June 1984. Each officer, in addition to handling telephone and mail inquiries, was assigned duties as a mission specialist in preparation for future staff training. Mission assignments included: writing manuals for computer technical training, data base research, establishing staff training procedures and scheduling and administration.

In April of 1985, 10 additional information officers were recruited and the mission specialists were promoted to supervisory and group leader positions. In October of 1985, 4 information officers were hired, and in January 1986, 26 new information officers were added to the team.

Training of new staff consisted of a rigorous two week program. Half of the training consisted of computer and telephone equipment training and the half covered public service training including:

- Data base familiarization
- Telemarketing techniques
- Travel counselling
- "Superhost" training

A large part of the staff training also consisted of discussion of the importance of service to the public and responding to the needs of the caller. In order for the corporation as a whole to work more efficiently in meeting the needs of the public, a "Comments System" was established. When the public called EXPO INFO with complaints, suggestions or congratulations the comment was keyed into the computer and forwarded to the appropriate area manager for response with a copy to the responsible Vice President. A letter was also automatically generated for the caller thanking him or her for taking the time to register their comment. A copy of every comment was forwarded to the chairman of Expo Board to ensure he was apprised of public opinion.

In 1984 IBM Canada Ltd. joined Expo as a corporate sponsor (publicly announced in March, 1985). The sponsorship agreement included provision of hardware and software, for the creation of a state-of-the-art data retrieval system which would allow information officers to retrieve information within seconds of having a caller posing a question.

The IBM system customized for EXPO INFO is known as the Professional Office System (PROFS). The system is particularly appropriate to EXPO INFO as it offers quick access to the data base, electronic messaging, electronic mail, a scheduling program and spreadsheet capacity.

By January of 1985 the PROFS system with the EXPO INFO data base had been operational for seven months. With updates and new material being added to the data base daily, the objective for 1985 was to continue to update both software and brochure contents for information packages - both of these developments were crucial to streamlining the inquiry response process. The 2.5 minute time response (which originally served as a basis for the budget) was thus reduced to 2 minutes as a direct result of this updating and streamlining process.

Based on information from past expositions, it was estimated that 45% of exposition visitors stay with family or friends in the host city or region. To promote Expo to this market, the B.C. Invites The World program was initiated in September of 1985. The program called upon all British Columbians, as residents of the host province, to send to EXPO 86 lists of the names of their friends and relatives and Expo in turn would issue on their behalf a customized invitation bearing the signature of Premier Bennett. EXPO INFO provided the skill and manpower for designing the program, issuing bid requests, and program implementation for promotional literature (including all B.C. householder, display cards for banks, gas stations, supermarkets), window banners, data entry of submissions, laser printing of letters and distribution. Using the PROFS system, information officers were also used to input up to 3 invitee names (per caller) directly into the computer and offer information on where to mail longer lists of invitees. By December 4, more than 1.2 million people had been invited. With such an overwhelming response, it was decided to extend the program into spring, 1986.

ASSESSMENT

- A total of 349,926 inquiries were processed from June 1984 to January 1986. Of those 284,982 were telephone inquiries, 63,140 were mail inquiries, and 1,804 were walk-ins.

- From January 1985 to December 1985 inquiries per month increased from 6,974 to 27,900.

- Under the unique 'Comments' quality control program, 1,900 items from the public were logged and acted upon. (See item #4 Sample comments.)

- Ticket sales became a pivotal issue in our corporate success. EXPO INFO staff sold 282,401 site visits by December 31, 1985. The corporation as a whole had achieved firm sales for a total of 9,023,000 million site visits - 66% of our projected visits.

- A specific evaluation of the services has not been formally conducted with the public. Internal monitoring of our level of service to the public (through ACD telephone reports) shows that our goal of 80 per cent of all incoming telephone calls being handled within 30 seconds of being received has been consistently surpassed.

The efficiency of the EXPO INFO operation is perhaps best indicated by our productivity measure. With a data base of over 100,000 words and inquiries on every conceivable Expo-related subject, productivity for December 1985 was rated at 2.9 minutes per inquiry.

In the exposition year, Expo anticipates handling 1.5 million inquiries. Additional staff has already been hired, with 12 new information officers to start in February.

Our objectives for the pre-Exposition year have been achieved and we begin 1986 with a sense of confidence in being able to handle an incredible volume of inquiries for what promises to be a highly successfully exposition.

DIRECT MAIL SUMMARY

During 1985, a total of 2.9 million pieces of mail were coordinated through the EXPO INFO department. This total included 1.5 million periodical publications with regional, national and international market destinations. Most of these publications were distributed on a monthly basis.

As of November 1, 1985, EXPO INFO distribution staff of 4 also took on the responsibility for coordination of all direct mail programs generated by the EXPO 86 Corporation. This coordination included 330,300 pieces of mail for Group Sales, Travel Industry Sales and Entertainment markets.

DISTRIBUTION SUMMARY - 1985

TOTAL DISTRIBUTION 1985: 2, 991, 100

JANUARY

B.C. Network	Circulation	9,000	
Neighbours News	Circulation	59,000	
Expo Update	Circulation	17,000	
Business Bulletin	Circulation	10,000	
Express	Circulation	400	
			95,400

FEBRUARY

B.C. Network	Circulation	9,000	
Neighbours News	Circulation	59,000	
Expo Update	Circulation	17,000	
Business Bulletin	Circulation	10,000	
Express	Circulation	500	
			95,500

MARCH

B.C. Network	Circulation	10,000	
Neighbours News	Circulation	59,000	
Expo Update	Circulation	18,500	
Business Bulletin	Circulation	11,000	
Express	Circulation	500	
			99,000

APRIL

B.C. Network	Circulation	10,000	
Neighbours News	Circulation	59,000	
Expo Update	Circulation	20,000	
Business Bulletin	Circulation	11,000	
Express	Circulation	550	
Communique - English	Circulation	45,000	
Communique - French	Circulation	2,500	
			148,050

MAY

B.C. Network	Circulation	10,000	
Neighbours News	Circulation	62,000	
Expo Update	Circulation	20,500	
Business Bulletin	Circulation	11,000	
Express	Circulation	550	
Householder * (B.C. residents)	Circulation	1,200,000	
			1,304,050

JUNE

B.C. Network	Circulation	10,000	
Neighbours News	Circulation	62,000	
Expo Update	Circulation	21,500	
Business Bulletin	Circulation	11,500	
			105,000

JULY

B.C. Network	Circulation	10,000
Neighbours News	Circulation	62,000
Expo Update	Circulation	22,000
Business Bulletin	Circulation	11,500

105,500

AUGUST

B.C. Network	Circulation	10,000
Neighbours News	Circulation	62,000
Expo Update	Circulation	25,000
Business Bulletin	Circulation	11,500
Communique - English	Circulation	47,000
Communique - French	Circulation	2,500
Report To M.P.s	Circulation	560

158,560

SEPTEMBER

B.C. Network	Circulation	10,000
Neighbours News	Circulation	62,000
Expo Update	Circulation	26,000
Business Bulletin	Circulation	11,500
Report To M.P.s	Circulation	560

110,560

OCTOBER

B.C. Network	Circulation	10,000
Neighbours News	Circulation	62,000
Expo Update	Circulation	26,000
Business Bulletin	Circulation	11,000
Report To M.P.s	Circulation	560
World In Motion/World In Touch	Circulation	7,000

116,560

NOVEMBER

B.C. Network	Circulation	10,000
Neighbours News	Circulation	62,000
Expo Update	Circulation	52,000
Business Bulletin	Circulation	11,000
Report To M.P.s	Circulation	560
World In Motion/World In Touch	Circulation	57,000
Group Sales, B.C. Corporations	Circulation	104,000
Symposium Newsletter	Circulation	4,500
World Festival Mail Drop	Circulation	175,000

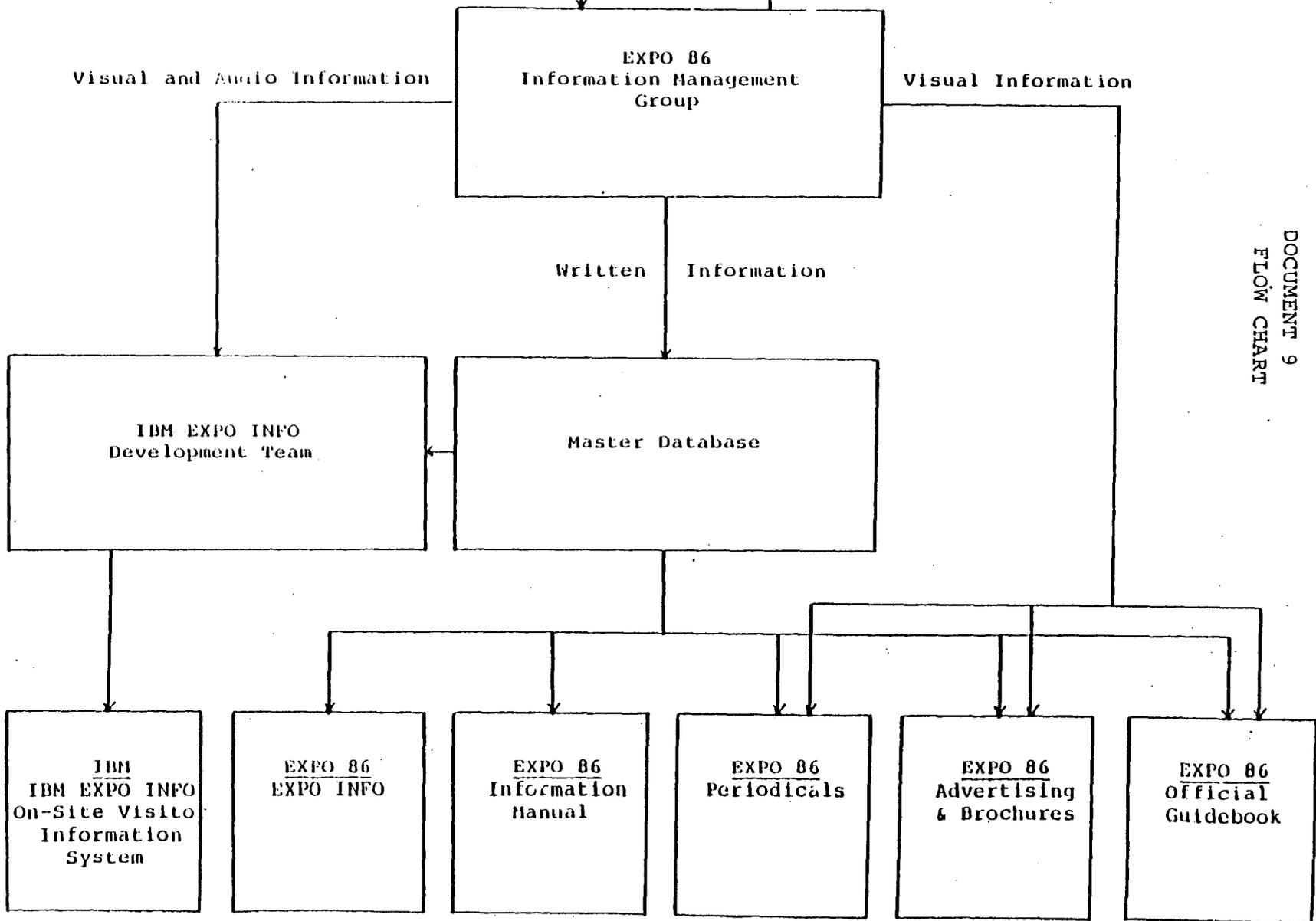
476,060

DECEMBER

B.C. Network	Circulation	10,000
Expo Update	Circulation	52,000
Business Bulletin	Circulation	11,000
Report To M.P.s	Circulation	560
World In Motion/World In Touch	Circulation	57,000
Retail Sales, Seasons Pass Holders	Circulation	1,800
Travel Industry Newsletter	Circulation	32,000
Group Sales, QN and PC Corporations	Circulation	13,000

177,360

INFORMATION OBTAINED FROM: EXPO '86 CORP. & OFFICIAL PARTICIPANTS - NATIONS, STATES, PROVINCES, TERRITORIES, AND CORPORATIONS



ALSO EXPO INFO CABLE TV CHANNEL, EXPO RADIO, AND THE AIRLINE INFORMATION SERVICES.

MANAGEMENT RESOURCES (U.S. Marketing Report)

CONTRACTUAL OBLIGATIONS

Management Resources provided Expo 86 a major marketing and promotional effort in the Western United States, specifically in California; Los Angeles, Orange County, Riverside/San Bernardino, San Francisco, San Jose, San Diego, Sacramento/Stockton, Fresno, Chico, Redding, Bakersfield, Salinas/Monterey, Eureka, in Oregon; Portland and in Washington; Spokane. The program was divided into 3 major categories; target market promotions, target market presentations and a major sweepstakes promotions program. The goal of the entire program was to establish a marketing presence in the market from May of 1985 to July of 1986 and promoting the Exposition in those markets.

Management Resources utilized the following advertising mediums in the target market promotions:

Newspapers, magazines, radio stations, television, retailers (including clothing and food stores), shopping malls, special events, fast food outlets and/or Expo corporate sponsors.

The target market promotions consisted of a minimum of 56 separate promotions and included some of the following:

Ticket giveaways, parades, photo opportunities, visits by Expo Ernie, educational programs and special events.

Management Resources was committed to 100 special presentations to targeted travel audiences and Magic Kingdom Club Chapters. These personal presentations were given to targeted groups, employee groups of major corporations and other travel related industries.

The major sweepstakes promotion was intended to maximize awareness and exposure for the Exposition by involving a major retailer and radio stations. The promotion consisted of multi-level prize packages featuring all expense paid trips to the Exposition. The retail partner was to be a major grocery or merchandise retailer in the market such as Safeway, Alpha Beta, J.C. Penny, Sears or a retailer of similar size and market impact.

The retailer supported the major sweepstakes promotion with the following; banners, bags, bag stuffers, employee buttons, point-of-sale materials etc. A pre-determined portion of its advertising, including television, radio and print media was devoted to the sweepstakes. It was intended 1440 trips to the Exposition were to be offered. The media value of this major sweepstakes was to be a minimum of \$4,000,000.

REVISIONS TO CONTRACT

Early on Management Resources realized that the awareness level in the Western United States was very low. Promotional plans had to be adjusted accordingly to compensate for this. Management Resources focused on creating awareness and generating more information in the United States by utilizing Expo Centre in their promotional message in the early Fall.

The final revision was made in regards to the length of the original contract. Management Resources was originally committed to work through July of 1986. Expo 86 chose to extend the contract through the run of the Exposition. Special promotional emphasis during this extension was to be placed in the San Francisco/Bay Area and Los Angeles/Orange County areas.

RESULTS

Target Markets Promotions

Expo's demographics in the Western United States' markets included adults aged 25+ and families with household incomes of \$35K+. In putting together promotions, these demographics were key factors in the pursuit and selection of promotional partners from media promotions to special events and package goods promotions. The objective in the target market promotions was to supplement the existing marketing elements by extending or adding impact to the Expo and British Columbia message being relayed via their paid advertising, sales and publicity programs. Management Resources leveraged the British Columbia and Expo products by providing maximum exposure at a minimal cost to Expo or British Columbia Tourism.

Management Resources commitment was to conduct promotions in each of the 14 markets for a total of 56 promotions; all to take place over a 13 month period. The 13 month period could have ended with Expo's opening month of May. As it turned out, Management Resources conducted over 72 target market promotions and Expo extended the contract though the end of the Exposition. The promotions Management Resources conducted ranged from "grass roots" promotions with special events such as holiday parades in which Helium Ernie appeared, to national promotions with partners such as the Disney Channel on cable television, in which the Expo message was broadcast to over 2.5 million households. The majority of the target market promotions Management Resources conducted included a media partner whose demographics met Expo's requirements. On Expo's behalf, Management Resources leveraged as much media exposure as possible.

Expo Centre opened in May of 1985 to showcase what was to come in May of 1986. Management Resources felt that this "preview show" was outstanding with the highlight being a film on the world's largest OMNIMAX screen. This feature, combined with an audience participation show called "Future's Theatre", provided an excellent forum for early awareness/promotion activity. This also provided an excellent opportunity to begin working with Expo Media Relations, British Columbia Tourism, Canadian Pacific Airlines, Holland America Cruise Lines and local hotels. Management Resources put together a series of remote radio broadcasts from the Expo site, Vancouver and Victoria. It provided Expo the opportunity to raise awareness levels at a minimal cost. Seven remote broadcasts took place during Expo Centre's six-month run between May and October of 1985. Radio stations meeting the demographic criteria from Los Angeles, San Diego and San Francisco came to Vancouver via Canadian Pacific Airline; did a live, remote broadcast on location and in some cases, traveled beyond to Victoria and other parts of British Columbia. These stations publicized their remotes with a minimum of two-week, on-air time prior to their visits and took prize winners along with them.

Management Resources conducted remotes after the closing of Expo Centre in October of 1985 to prepare for the 1986 opening. Participating stations viewed the Expo remote as an opportunity to set themselves apart from their competition and loved bringing the preview first hand with interviews with Expo officials, international participants, etc. to their listening audiences.

The 72 target market promotions covered all 14 target market areas. Additional markets such as Arizona, Hawaii, Nevada and Alaska were also impacted. Over \$2,000,000 USD of media was generated by the target market promotions. (see attachment A)

Target Market Presentations

Target market presentations were given to travel related organizations that had the propensity to travel or that influenced travel planners, as well as employee groups of major corporations. Over 103 presentations were made during the period from August of 1985 to June of 1986.

Management Resources was instrumental in bringing about a marketing partnership between Disney and Expo 86 that opened the door to deliver the Expo message to Disney's six million plus Magic Kingdom Club Members. This was accomplished primarily through Disney's News Magazine as well as by being featured in Disney's regular meetings with Magic Kingdom Club Chapter Directors. Disney's travel company put together travel packages that combine Expo with other Pacific Northwest destinations. The Magic Kingdom Club is the largest recreation club in the world and has virtually every sizable organization in California, Washington and Oregon as chapter members.

Management Resources conducted a direct mail invitation introducing the "Expo Speakers Bureau" to travel related organizations. The response was overwhelming bringing the Expo story before some very large travel organizations. Many of these presentations were done in conjunction with the Tour and Travel Department of Expo's planned travel show and seminar schedule. Where possible, Management Resources and Expo combined efforts to maximize impact. In other words, if Expo was conducting or attending a tour and travel show or seminar, Management Resources would organize additional activity for the Expo representatives with newspapers interviews, radio interviews, etc.

Special interest groups included organizations such as the Tour and Travel Research Association based in Los Angeles. Expo's Advertising Director, Michael Powell, was asked to address this prestigious group. Also, a special Expo presentation was made to the exclusive Commonwealth Club of San Francisco by Expo 86's top governmental official, Patrick Reid - Commissioner General. (see attachment B)

Major Sweepstakes

Management Resources committed to a major promotional activity that would cover all markets and maximize awareness and exposure at a time when the paid advertising and other marketing programs were in full swing. This promotional activity needed to stand out from all the clutter of destination advertising and promotions hitting the consumer.

Management Resources developed three promotional partners: Canadian Pacific Airlines, Holland America Westours and Safeway. In so doing, each partner was assured the maximum amount of exposure. As the Official Airline of EXPO 86, Canadian Pacific Airlines was a natural for the program and they also were after an increased share of the California market. Holland America Westours, the Official Cruise and Cruise Tour Company for EXPO 86 agreed to participate assuring them maximum exposure for their cruises from California to Alaska. Finally, Safeway was selected as the retail vehicle because of their overall west coast market position, number of stores (more points of entry and 6 million in store traffic per week) and of course their media budget.

The total prize package or "goody bag" consisted of 2000 airline seats, 2000 room nights and 6000 one day admission tickets to Expo. As a consumer visiting a Safeway store, you could win a 3 day - 2 night trip for two to EXPO 86. Depending on the market size, the number of trips offered would vary from 30 trips as in the case of Portland, Oregon to 400 trips as in the case of the Los Angeles market. Management Resources coordinated with five different Safeway divisions to participate. Not only did Management Resources have to convince them to participate, the numbers of trips for each division had to be negotiated. In addition, each division had to be convinced to convert as much of their media dollars as possible, specifically, television, radio, print and in-store for a 4-6 week period to the sweepstakes during January/February/March to coincide with Expo's hype.

All west coast Safeway divisions participated, including Hawaii and Arizona. In each of the 645 stores, displays of sweepstakes window banners, bags, mobiles, bag stuffers, etc. dominated the stores' theme for 4-6 weeks. A major share of the media from radio, television, and newspapers was converted to the "Don't Miss It For The World" Sweepstakes. The media value to Expo and its partners reached over \$5,000,000 USD. Safeway has proclaimed it the most successful promotion to date with over 10 million entries received. (see attachment C)

CONCLUSION

The goal of the attendance projections from California was estimated to reach 1.5 million visits. In fact, over 2 million visits have been generated from California alone. More importantly, recent information accumulated by British Columbia Tourism indicates a substantial amount of new visitors to British Columbia from the United States. These numbers are indicative of the long-term benefits to British Columbia. Not only has Expo 86 been successful, it has also served as a great catalyst for future tourism growth for British Columbia.

The Planning & Construction of EXPO 86
An Unofficial Chronological Overview

FEBRUARY 1978

Architect Randle Iredale delivers "concept study" development proposal of Marathon lands in False Creek for Provincial Recreation and Conservation Minister Sam Bawlf. Objective is to develop concepts for event during Vancouver's 100th birthday, 1986. Bawlf had suggested multi-use stadium. Iredale adds the Roundhouse complex as a technical museum, a convention centre and international trade exposition facilities, a transportation centre, eating and service facilities, parks, and a series of canals. The concept encompasses many of the BC Place/Expo elements on a smaller scale. Bawlf proposes as one possibility: "An international exposition to complement Vancouver's 1986 centenary."

MARCH 1978

The Iredale proposal is publicly released as possible final north shore phase of False Creek development. It is endorsed by Larry Bell (who worked on detailed planning of False Creek south shore development), Paul Manning, and Martin Zlotnick. The National Harbours Board unveils harbour-front scheme which includes Provincial Secretary Grace McCarthy's recommendation for a convention centre on Pier BC. The Vancouver Board of Trade adds support.

APRIL 1978

Jack Volrich defeats May Brown to succeed Art Phillips as mayor of Vancouver. Volrich opposes False Creek site, preferring the PNE as the location for a new stadium. "Stadium for Downtown Vancouver Association" formed to oppose Volrich stand. It includes Paul Manning and Larry Bell (who will later be asked to recommend location), Gordon Campbell, Martin Zlotnick and Frank Rigney (who would together develop the Georgian Court Hotel adjacent to the stadium site), ex-mayor Art Phillips, and Randle Iredale.

MAY 1978

McCarthy announces Trade and Convention Centre concept for Pier BC. Finance formula sets budget at \$25 million and opening for spring of 1981.

JUNE 1978

In London, England, at the Cavalry Club, McCarthy and Patrick Reid discuss possibility of hosting a world exposition in Vancouver.

OCTOBER 1978

As president of the Bureau International des Expositions, Reid cannot appear to favour Canadian application over others. Thus, he writes McCarthy indicating that this initiative must come from British Columbia, suggesting that intentions should be made known to the Secretary of State for External Affairs in Ottawa.

NOVEMBER 1978

Dr. L.J. Wallace, Agent General at BC House in London, telexes McCarthy referring to Reid's earlier message. Wallace indicates that the upcoming BIE meeting in Paris, on December 14, will be the appropriate occasion for the Canadian delegate, Jacques Noiseaux, to informally announce British Columbia's intentions.

Such communication with the BIE must go through Federal channels. Thus, Wallace supplies the wording for an official declaration of intent from Premier Bennett to the Honourable Don Jamieson, Secretary of State for External Affairs.

DECEMBER 1978

McCarthy approaches Premier Bennett on December 6, stressing the high priority of making the decision quickly. She points out that the Exposition's theme would fit in well with transit funds and likely help with acquiring additional Federal funds. Within a week, on December 13, Bennett transmits message of intent to Jamieson and such message is delivered to the BIE the following day, December 14, 1978.

The informal application referred to the year 1985, in competition with Japan and France, with 1986 as a second choice. Japan, however, asks for 1985 at the December 14 meeting and seems likely to get that year. On December 20, Wallace writes Provincial Secretary Hugh Curtis advising British Columbia to indicate to the BIE a firm intention for the year 1986 and the theme of transportation.

While Premier Bennett has committed to Jamieson "total responsibility for administration and financial viability," while expecting Canada to provide "normal" responsibilities of protocol, liaison, Commissioner General and staff, and a Federal pavilion, there is no indication of the degree of Federal involvement. Formal presentation must be made by June, 1979.

JANUARY 1979

Jamieson alludes to Federal Government support while cautioning that matters require consultation between departments and with British Columbia. BC begins preparation of firm statement of intention for March, 1979, to be followed by application in June. Government distributes British Columbia Resource Corporation shares and Premier urges investment.

FEBRUARY 1979

Initial planning envisions a four-month event located at the Pacific National Exhibition site. Included in the concept is a trade and convention centre as part of the PNE grounds complex. Also envisioned is a transportation system from the PNE to the downtown core as a key theme element.

MARCH 1979

Reid, Wallace, Curtis, and others meet in Vancouver to formulate specifics for firm statement of intention to the BIE. This statement is forwarded to Paris. Prime Minister Trudeau calls general election for May.

APRIL 1979

The Honourable Evan Wolfe assures the public that the worst-case Transpo deficit scenario is \$12 million.

MAY 1979

The Progressive Conservatives win the Federal general election. The Hon. Joe Clark becomes Prime Minister.

JUNE 1979

Formal application is submitted to the June 20, 1979, meeting of the BIE in Paris. The year requested is 1986, the centenary of the City of Vancouver and the arrival of the first transcontinental passenger train at West Coast tidewater. The proposed location divides the event between the main site at Pier BC and a secondary site at the PNE's Exhibition Park. International and host pavilions would be located at Pier BC while corporate, state, and provincial pavilions, as well as amusement elements, would be set at the PNE. A light, rapid urban transit system would join the sites.

In this application, and the accompanying brochure, the name Transpo 86 and the theme "Man in Motion" are used for the first time, as is the formalized "International Exposition: Progress in Transportation."

In addition to the Pier BC convention centre and the PNE locations, other planned venues are named in the presentation brochure. They include as secondary sites Jericho Park, site of the United Nations Conference on Habitat, the Vancouver International Airport, and the Boeing plant in Seattle. The City of Victoria is suggested as a site for technical meetings, presentations, and symposia. False Creek is not proposed. Prime Minister Joe Clark and the Progressive Conservatives take office. The Pier BC project is named: The Pacific Rim Trade and Convention Centre.

AUGUST 1979

Federal-Provincial negotiations regarding cost-sharing are opened.

SEPTEMBER 1979

Paul Manning is hired by Premier Bennett to study stadium site.

OCTOBER 1979

Federal Government agrees to give "full support" to Transpo. This lends international credibility to application.

NOVEMBER 1979

Japan accepts 1985 and France drops earlier application. The BIE accepts Vancouver's application for a special category exposition and approves status. Pre-enquete team ordered for following April.

DECEMBER 1979

Manning-Bell Report recommends Transpo be linked to the stadium, and thus located at False Creek site. Ten other locations have been evaluated. They note that the 1986 100th anniversary of Vancouver would be an appropriate occasion and allude to the traditional 50/50 cost-sharing of the Federal Government, based on the Expo 67 and Montreal Olympics models. Premier Bennett also requests \$50 million cost-sharing of stadium with Prime Minister Joe Clark's Conservative Government. Though City Council endorses Transpo and pledges support and involvement, Mayor Jack Volrich criticizes haste and control of report procedure, accusing Manning and Bell of having been less than objective in assessment.

JANUARY 1980

Premier Bennett announces the BC Place concept, the 60,000-seat stadium, and support for Transpo, the "trigger for development," on January 29. No site is specifically confirmed for Transpo, but the use of False Creek site plans at announcement indicates prevailing preference. Final decision must be made in concert with BIE "pre-enquete" team. The Trade and Convention Centre on Pier BC is now targeted for December, 1982. Projected cost has risen to \$48 million. Though an earlier-commissioned City report opposes the False Creek site, City Council affirms endorsing and Mayor Volrich switches position to support False Creek. The first Transpo 86 committee is formed to prepare official bid to BIE. (Manning, Hillman, Cole, Ruppenthal, McNea, Hildebrand, Mayrs, Hilker, Vrlak, and Robinson, with Paul Manning as coordinator.) To assist them, Evan Wolfe, Hugh Curtis, and Jack Volrich in their preparations, Patrick Reid and Lawrie Wallace arrive from London. While Premier Bennett suggests full expectation of 50/50 Federal cost-sharing, he postpones the issue until after the upcoming Federal election.

FEBRUARY 1980

Mike Burns is hired as general manager. Transpo begins staffing. Negotiations are underway for acquisition of the CPR/Marathon False Creek acreage with estimated \$75 million selling price. Mr. Trudeau defeats Mr. Clark but BC elects no Liberals. Finance minister reminds new Government that BC still expects Progressive-Conservative Federal commitment to be honoured.

MARCH 1980

Evan Wolfe, minister responsible, submits preliminary briefing to BIE. Briefing illustrates two sites: The west end of False Creek from the Granville Bridge to Pender Street and the Burrard Inlet waterfront from Pier BC to the CN Pier. The Federal Liberals reassume majority control. Premier Bennett asks Prime Minister Trudeau to commit to equal cost-sharing as per Expo 67 precedent.

Alvin Narod named CEO of BC Place. BC Place board, known as the "Action Committee for BC Place," listed Paul Manning; Alan Laird; Lucille Johnstone; Edgar Kaiser, Jr.; Bruce Howe; and Environment Minister Stephen Rogers, as Chairman of the Committee.

APRIL 1980

Prime Minister Trudeau pledges 60 million dollars towards rapid transit system plus support to Transpo. Equal cost-sharing is not mentioned. The BIE pre-enquete team (from The Netherlands, Poland, and France) arrives in Vancouver.

MAY 1980

Bill 19 establishes Transpo 86. Pre-enquete team in Vancouver. Wolfe and Manning host their tour. Pacific National Exhibition, Jericho Park, and False Creek under consideration for main site. Chairman of BIE team lauds application as best prepared in recent history. A Federal Cabinet committee headed by Senator Bud Olsen visits Victoria and pledges cautious approval and support for Transpo but declines to offer financial committment. Preliminary budget sent to Ottawa. Shared financing still expected.

JUNE 1980

BIE pre-enquete team unanimously endorses Vancouver, and BIE recommends False Creek site on June 12. Canada to host. Acceptance practically assured; there are no competing applications for 1986. Budget 150 million dollars.

JULY 1980

Bill 19 passed in legislature and Transpo confirmed. Bill 46 introduced to set up BC Place. Opposition criticizes expropriation power. Alderman and mayoral candidate Michael Harcourt writes Patrick Reid asking BIE to reject BC's application. Further, he warns Reid that, if elected, he will oppose EXPO 86. Government of Canada proceeds with final BIE registration. Grace McCarthy strikes first sledgehammer blow to begin demolition of Pier BC.

AUGUST 1980

Transpo staff begin preparation of final BIE presentation.

SEPTEMBER 1980

Preliminary impact study shows 62 million dollars in direct revenues to Government, 10,000 man-hours of work, and 360 million dollars in incremental economic activity. Support grows. Tourism working with Transpo on BIE final presentation.

OCTOBER 1980

Canadian Embassy in Paris informs BIE of desire to submit final registration application. BIE publication runs article on Vancouver and Transpo virtually conceding acceptance.

NOVEMBER 1980

On November 6 Premier Bennett strikes \$60-million-plus land deal with Marathon Realty to acquire False Creek site. Agreement involves \$30 million in cash, \$30 million in property-swap, plus other benefits for 175 acres to BC Place.

On November 26 the BIE gives final approval, the final ratification of the application, and Transpo 86 becomes fact. Once again, Mayor-elect Harcourt serves notice that he opposes Transpo and attempts to nullify approval process. Harcourt also opposes development of Pier BC.

DECEMBER 1980

General regulations and a site brochure are produced for Transpo. Minister of Municipal Affairs Bill Vander Zalm announces ALRT.

JANUARY 1981

Despite reluctance to "officially" recognize Transpo, City Council agrees to nominate three representatives for the Transpo Board of Directors. Transpo 86 general regulations are officially issued. The search begins for a Chief Architect. Patrick Reid is named Commissioner General.

FEBRUARY 1981

An agreement between the Government of Canada and the Province of British Columbia results in the prime responsibility for planning, construction, operational, and financial requirements of the Exposition being assumed by a Crown Corporation known as Transpo 86. With this act of legislature, known as Bill 16, the planning and construction functions become part of the Corporate mandate.

On February 23 the first Transpo Board of Directors is named. The Board includes: Clark Bentall, Peter Brown, Herb Capozzi, Jean-Claude Delorme, and Keith Mitchell, with Michael Burns, Ian Thompson, and Barry Kelsey as interim directors. The three representatives for the City of Vancouver are Don Hamilton from the Centennial Commission, housing consultant Doug Sutcliffe, and False Creek resident's representative Alison Robinson.

Jim Pattison is named Chairman of the Board. In addition to being Commissioner General, Patrick Reid is named President of the Transpo Corporation. Michael Burns is named Interim General Manager and Deputy Commissioner General. The first Board meeting is held.

MARCH 1981

An international jury chooses Bruno Freschi as Chief Architect and Freschi begins to form a site planning team. International brochures are produced describing the site in general terms. Invitations to participate are sent to the 156 nations having diplomatic relations with Canada. Premier Bennett appoints Alvin Narod as Chairman and CEO of BC Place

APRIL 1981

Britain becomes the first international participant to announce. The Federal Government commits 60 million dollars to a rapid transit system tied to the site. Freschi begins work on site plan. Dillingham is pouring concrete footings to begin stadium. The Pier BC budget has risen to \$51.2 million.

MAY 1981

Site planning is hampered by difficulties in land acquisition. BC Place lands anticipated for Transpo site are being withheld for housing development. Vancouver City Council taking renewed hard stand against Transpo. Council votes \$8 million contribution towards convention centre but refuses to operate the facility.

JUNE 1981

Commissioner General Reid assumes management role of project. The 60 million dollars for the rapid transit is not transmitted though the Federal Government confirms commitment.

JULY 1981

Vancouver City Council votes 7 to 4 to support Transpo with Mayor Harcourt opposed. The Federal Government's threat to withdraw the support for rapid transit unless Transpo goes ahead is tempering Harcourt's position. In response to Harcourt's pressure, BC Place has recalled 40 acres for housing development, reducing the site commitment to the BIE by over 25 percent. Transpo now appears to have 110 acres assuming BC Hydro lands can be incorporated.

Conflict develops between Transpo and BC Place. In an attempt to resolve the problem, the two organizations form the Joint Development Committee. This Committee begins to pursue alternative land acquisition options. These include the Bay Forest Products' lease, BC Hydro rail operations acquisition, Urban Transit Authority acquisition, False Creek Marina and Ondine's (restaurant) access, plus extensive foreshore filling.

The ALRT grant becomes still more doubtful as it is recalled immediately prior to a scheduled announcement. A Greater Vancouver Regional District report predicts traffic chaos and suggests the need for considerable road and bridge improvement. The "Friends of the Roundhouse" present a long-term concept to preserve the entire CPR complex on the False Creek site.

Transpo considers feasibility of mooring the weather ship "Vancouver" at the east end of False Creek and converting the vessel to accommodate the Corporate offices. Michael Burns takes the Board of Directors on an eastern familiarization trip to several theme parks and related attractions. On this trip, they meet Michael Bartlett and Bob Smith at the newly built Canada's Wonderland in Toronto.

AUGUST 1981

Federal-Provincial briefings and meetings are described as encouraging although the rapid transit grant is not forthcoming. The situation is complicated by the Federal reluctance to forward the grant until they have assurance that Transpo will be held. Conversely, the Provincial Government is pressing Ottawa for equal cost-sharing. BC insists that the transit grant should not be related to the confirmation of Transpo 86. Further conflict develops between Transpo and BC Place, who claims the Exposition will cause major traffic problems. Freschi says all traffic concerns have been addressed. The Science Council of British Columbia agrees to consult on theme development. A manpower advisory board is established. Corporate marketing, licencing, copyright, purchasing, and graphics policy development are undertaken. Mike Hillman leaves.

SEPTEMBER 1981

Federal/Provincial negotiation continues detailed project budget reviews. Ottawa appears to be withholding \$60 million pending assurance of Transpo. Ottawa cites Transpo exposure as prerequisite to ALRT grant. Ottawa

also seeks assurance of increased Federal presence at Transpo and "visual recognition" of ALRT contribution. BC Minister of Municipal Affairs Vander Zalm offers visible logo identification on ALRT cars.

J.V. Clyne Committee recommends that BC Place demolition of the Roundhouse be postponed until October 31. Patrick Reid strongly supports the preservation of the complex. The Community of Port Moody pressuring to have the buildings dismantled and rebuilt there.

Planning and development of the project barely progressing. Patrick Reid announces that a space shuttle will land in Vancouver in 1986.

OCTOBER 1981

Patrick Reid initiates a name change, to EXPO 86, eliminating the trade fair connotation that Transpo may have implied and creating the "world-class event" image that the Federal Government requires if support is to be forthcoming.

The devaluation of the BC economy reaches its height with Victoria facing serious deficit. Many restraint cuts are contemplated. With ALRT, cost-sharing, and land-acquisition issues all stalemated, EXPO 86 is in clear danger of cancellation. Alvin Narod states publicly that the cancellation of Expo will allow the BC Place development schedules to be moved forward. Victoria warns Ottawa that EXPO 86 will be cancelled unless they cost-share the deficit. The Montreal experience has left Ottawa understandably cautious about commitment to covering deficits.

Senator Ray Perrault says cancellation is out of the question. He cites three options: 1. Ottawa and Victoria split the costs 50/50. 2. Ottawa takes over the project entirely. 3. A new formula is found, allowing Ottawa to play a much larger role in the Exposition. Perrault reiterates that without the Exposition there will be no transit grant.

Commissioner General Patrick Reid and Chief Architect Bruno Freschi undertake aggressive public appeal to keep the project alive. Reid maintains that deficit predictions are exaggerated and unfounded.

The Freschi planning team produces the first site concept which is incorporated into the new international promotional brochure. The site planning process is suffering serious delays because Freschi has no idea of the final configuration and BC Place has not developed a conceptual plan with which EXPO 86 might integrate. With the western end of the BC Place lands being reserved for housing, EXPO 86 is forced to buy out leases for acreage at the east end of the Creek. The cost of this acquisition is 50 million dollars. With the deficit rising, the Provincial Government informs Ottawa that without cost-sharing, EXPO 86 is unlikely to be held. Ottawa counters that there will be no transit grant without the exposition. To further complicate matters, the Federal Government also ties BC's contribution to the funding of the Pier BC trade and convention centre to the Federal funding of EXPO 86. Patrick Reid proposes the concept of the Exposition serving two target groups by introducing Symposia and Specialized Periods for special professional interests.

NOVEMBER 1981

The project is threatened. The BC press is urging Premier Bennett to save the exposition. Senator Perrault hints at Federal cost-sharing but no official offers are made. Freschi's planning schedule is six months behind. EXPO 86 has produced a site brochure featuring a colour spread of the exposition layout which includes all the east end properties under negotiation. A permanent Board of Directors has replaced the interim Board and Freschi has a full site planning team assembled. McCarthy and project chairman Gordon Shrum threaten to cancel Pier BC project unless Ottawa pays \$30 million needed. Concerned over escalating estimates for Pier BC, Ottawa refuses to commit beyond the \$17 million offered for the project.

They hint at broader involvement in Expo if BC funds the remainder of the convention facility. BC agrees to increase its contribution to the Pier BC project if Ottawa agrees to the cost-sharing of EXPO 86. The Pier BC/EXPO 86 link seems a possible but unlikely solution to the standoff. Clyne Commission recommends preservation of 1881 Roundhouse and turntable. Expo pledges to honour the Commission's report. Planning begins for Tall Ships parade. Freschi proposes that the ALRT route curve out over the waters of False Creek. Friends of the Roundhouse fail in bid to obtain injunction to halt demolition of the entire CPR complex, despite support from City Hall. All structures except Roundhouse and machine shop are razed.

DECEMBER 1981

The Federal Government, citing dissatisfaction with British Columbia's approach to financing, backs out of the Pier BC convention centre project entirely. In an announcement, Premier Bennett confirms that the project has been cancelled. EXPO 86, so closely tied to the rapid transit system, is put on hold while new Federal/Provincial negotiations begin. The cost is now estimated at \$300 million. Ottawa pledges renewed support and involvement in EXPO 86. The City agrees to leave Expo the 20 acres at the east end of False Creek. Despite the physical presence of Patrick Reid and his seconded staff, there is no official Federal involvement as the year ends. Burns is planning for disposal of assets and shutdown of project.

JANUARY 1982

The Federal/Provincial talks have bogged down again and are aggravated by a split in Vancouver City Hall as Mayor Michael Harcourt; citing escalating costs, mounts a heavy media attack against the project while his council urges Premier Bennett and Prime Minister Trudeau to resolve their differences and find a formula to make the exposition happen. Throughout this period, Patrick Reid and Bruno Freschi continue their intensive public appeal to keep EXPO 86 alive. Top international designers are commissioned to consult with the design and planning staff and this preserves a healthy and optimistic spirit during this uncertain period. The first BC Place Report is published.

FEBRUARY 1982

The Federal Government makes its offer. The original 60 million dollars for the rapid transit will be forthcoming whether or not the exposition is held. For EXPO 86, Ottawa offers 75 million dollars for a Canadian pavilion and 25 million dollars towards offset of the deficit. British Columbia would be expected to provide all the working capital.

The Province's expectation has been for equal cost-sharing, based on the Expo 67 and Montreal Olympics model. The unilateral financing of EXPO 86 is unacceptable. The prospects for the survival of the project and the staff morale are at a low ebb. The minister responsible, Evan Wolfe, promises final decision on fate of project by month's end. Premier Bennett publicly introduces restraint policies in Government spending. BC Place and City of Vancouver reach cost-sharing agreement on surrounding roadways.

MARCH 1982

The 60-million-dollar contribution to the rapid transit arrives, and Premier Bennett performs the ceremonial sod turning; but the cancellation of EXPO 86 is now a foregone conclusion in the media. Ottawa is accusing Premier Bennett of seeking an excuse to cancel the project. Mayor Harcourt lobbies Prime Minister Trudeau to commit to the Pier BC trade and convention centre after the demise of the exposition. The promised decision is postponed and silence sets in as Ottawa and Victoria continue negotiations. BC Place Report #2 is published as BC Place pledges improved cooperation with Expo.

APRIL 1982

On April 1, 1982, Premier Bennett makes a surprise announcement. The Government of Canada will construct a host Canadian pavilion on Pier BC. It will be designed for conversion to a trade and convention centre and cruise ship facility after 1986. British Columbia will assume management and financing of EXPO 86 unilaterally. Canada's commitment of 25 million dollars towards the deficit will be redirected towards the construction of the Canadian pavilion. The two sites will be connected by a dedicated rapid transit line. The assets of Pier BC are transferred to the Federal Government. An operating organization will assume management of the facility and neither government will retain an interest in ownership.

Finally, the creation of a new lottery, specifically designed to help finance the construction of EXPO 86, is announced. Thus, Vancouver gains a trade and convention centre financed by Ottawa, its rapid transit grant, and a funding device for its world exposition. Peter Hyndman is named new Provincial Minister Responsible and Senator Jack Austin, Minister of State for Social Development, is appointed Federal Minister Responsible.

The momentum of EXPO 86 activity accelerates rapidly under interim General Manager Michael Burns. Site planning finally advances beyond the rudimentary as the Freschi team refines development. An executive search is begun with emphasis on locating a Chief Executive Officer to replace Burns, who wished to end his temporary role. The Board of Directors is broadened to include new appointees. Site acquisition efforts are intensified as BC Place and EXPO 86 coordination is improved. The international marketing thrust resumes as Patrick Reid sets off in search of widespread participation. Office accommodation is sought for a burgeoning reborn Corporation. Prime Minister Trudeau performs sod turning ceremony for start of site preparation for Pier BC project.

Concurrent with the renewed activity, Bob Smith arrives in Vancouver. Having completed his mandate as construction head at Canada's Wonderland, and carrying his credentials of involvement with Expo 67, he seeks a new business opportunity in British Columbia. Smith makes contact with Michael Burns and offers his broad experience to the project.

MAY 1982

Bob Smith is named Director of Installations, in charge of all construction and design. Shortly afterwards, Burns splits the reporting system. All Installations and Operations personnel report to Bob Smith; and all Finance, Administration, and Marketing personnel report to Director of Finance Bart Tichelman. Chris Wooten is named Producer of Performing Arts, Ian McLennan is named Producer of Special Events, and Bob Dawson assumes International Liaison. Freschi presents site plan to advisory committee at City Hall.

JUNE 1982

Operations, Construction Management, and the Freschi design group are now consolidated under Bob Smith. Smith is demonstrating influence and effectiveness in the ongoing negotiations with BC Place. Though the Federal Government is the official host in BIE terms, it is now clear that the management and control of EXPO 86 is with the Province of British Columbia. Further, BC is being perceived as the host Government. Patrick Reid questions the credibility of EXPO 86's political structure, citing a recent US attempt at a regionally controlled world expositions which proved to be a critical and financial failure.

Bob Smith exercises control over the EXPO 86 planning directions. With authority over the design process, his differing philosophy signals a radical directional shift from the direction set by Chief Architect Bruno Freschi's team and that of Creative Director Frank Mayrs, a seconded Federal employee who authored the original BIE presentations.

As the search for a Chief Executive Officer continues, Bob Smith suggests Michael Bartlett for candidacy, to whom he reported on his last project. Confident that Bartlett could provide the leadership and expertise needed to replace Burns, Smith convinces Pattison and several members of the Board of Directors to inspect Bartlett's operation in Toronto. Burns has already recommended Bartlett to Pattison.

JULY 1982

Chairman Pattison is convinced that in Michael Bartlett he has identified the right man to build and run EXPO 86. Bartlett's American citizenship poses complexity because there is a matter of national pride and sensitivity involved. With Michael Burns wishing to leave his post, Pattison pledges hands-on management. Bartlett is hired as a consultant through a third-party Canadian firm.

The Federal Government forms a corporation to manage the Pier BC project as an order-in-council establishes Canada Place and the Canadian pavilion.

An EXPO 86 Resource Centre is established. A report is issued on off-the-shelf buildings for international pavilions. Mayor Harcourt, still opposing both BC Place and Expo, visits the Knoxville World's Fair and returns with a negative impression.

AUGUST 1982

The Freschi design team begins work on a site model. Evaluation begins on a series of proposals for alternate building systems for use as international pavilions as required for a BIE special-category exposition. A design advisory panel of expert consultants is formed for theme planning. The site planning team moves to a spacious working environment. Plans to moor a converted weather ship in False Creek as a head office are abandoned. Vancouver City Council issues legacy wish-list including an arts, science, and technology centre; False Creek shoreline development; a major park; a False Creek fountain; a peplemover to the downtown core; a False Creek-Burrard Inlet water connection; a performing arts centre; an outdoor amphitheatre; and political support for a new Cambie Street Bridge.

SEPTEMBER 1982

The Corporation moves to a larger, expandable office building on Georgia Street. The first electrical and mechanical consultants are hired. Bogue Babicki is engaged to develop a system of land- and water-based modules, custom-designed for the use of international participants. The first milestone charts are produced. On September 27, 1982, the EXPO 86 Board of Directors appoints Michael Bartlett as interim General Manager. The following day, he issues the clarification that he is in fact an outside consultant who will be responsible for the day-to-day operations of EXPO 86.

Project Meeting #1 is held. A planning model is begun. Michael Burns resigns.

OCTOBER 1982

An advisory panel of architects meets with the EXPO 86 creative and installations group. One of the invited is Dick Strong, a landscape architect who worked with Bob Smith on various projects including Expo 67. The site planning concept at this point relies heavily on water-based pavilions to provide much needed space. Five theme pavilions are planned. Separate from Smith introducing Strong to the project, Bartlett calls on Rich Battaglia and Management Resources, both of California, for logistical planning. Criteria for space planning, density, attendance patterns, participation, theme exhibits, entertainment, merchandising, and food services are developed.

Vancouver City Council votes to designate entire CPR Roundhouse complex as heritage site. BC Place defers responsibility to Expo and accuses Expo of wanting to raze the buildings. This sensitive issue is defused as demolition is postponed pending outcome of Randle Iredale usage study.

Claude Richmond is appointed Provincial Minister Responsible, replacing Peter Hyndman; Bartlett moves to Vancouver; and Premier Bennett drives the symbolic spike to begin site preparation. Expo 82 at Knoxville closes. Pattison seeking guarantee of labour peace from building trades.

NOVEMBER 1982

With the arrival of Bartlett and the Corporation consolidated in new premises, this month is largely organizational as the search for a full slate of vice presidents intensifies. A creative panel is held and basic scenarios for five theme areas are defined. They are: Nature, Time, Impact, Curiosity and Necessity, and Communication. Three module types under consideration: octagonal, hexagonal, and square. The roof is raised on the BC Place Stadium.

DECEMBER 1982

Bill 45 confirms name change from Transpo 86 to EXPO 86. Preliminary estimates for operating and capital costs of theme pavilions are developed. An electronic site model for the 1983 BIE meeting is ordered. The media begin attack on Michael Bartlett's background. Five vice presidents are contracted. Board committee and Chairman Pattison recommend Bartlett as President.

The model of the 137-million-dollar Canadian pavilion is unveiled by Prime Minister Trudeau. The Canada Place managing corporation is announced. It is to be called Canada Harbour Place. Bennett does not attend the ceremony.

JANUARY 1983

Jesse Ketcham (Communications), George Tawse-Smith (Marketing), Don McConachie (Corporate Participation), Keith James (Operations), and Roy Murphy (Administration) are announced as vice presidents. Frank Mayrs (Creative Director), Bart Tichelman (Finance), and Ian McLennan (Special Events) resign. Freschi is appointed interim Creative Director.

Mayrs criticizes Bartlett's style in media. Bartlett pledges quality product. Preview centre is planned for Roundhouse. A communications pavilion is being planned, and Bartlett orders an electronic 1:1500 site model to be built for the BIE meetings.

FEBRUARY 1983

A new executive slate is in place and there is pressure, particularly from Commissioner General Reid, to develop a plan for theme content. Specifically, there is pressure from Dr. Pat McGeer and the BC Science Council to develop a highly technological content. Though no creative staff has been hired, the Federal Transportation Development Centre is engaged to undertake scientific research for theme content. International plots are being chosen on a first-come/first-served basis and the site plan is changing daily. A criteria committee judges the Freschi-Babicki module the most appropriate for international participants. For expediency, Bob Smith moves the site planning function in-house and hires Dick Strong to direct site development. With Strong's appointment, the influence of Bruno Freschi begins to weaken.

Britain chooses the first international pavilion site. A promotional audio-visual presentation entitled Something's Happening Here goes into production. The "decision-band" compensation method is adopted. The new executive is presented to the British Columbia Cabinet and the appointments are confirmed. Preparations are underway for the Queen's visit. The opposition New Democratic Party is pressing Government to reveal Expo costs.

MARCH 1983

Her Majesty Queen Elizabeth II "invites the world" at BC Place. Bruno Freschi issues a site master plan as Dick Strong arrives. Strong imports staff of his Calgary office for support. Bartlett wants to expedite site development, finds Freschi esoteric, and relies on Strong's practicality. BC Science Council holds theme meeting and is exercising strong influence over content. Bartlett promises McGeer that the Creative Director, when found, will be supported by a Science Officer and a Director of Exhibits. Several promising projects are underway: The Human Odyssey with Heyerdahl, Sagan, Arthur C. Clarke, and Cousteau. Cousteau's own pavilion called "Ocean Frontiers." Douglas Trumbell's Showscan Theatre. A children's pavilion.

Montreal's Expo 67 star Emil Radok's three-show preview centre to be situated in the only existing Expo structure, the Roundhouse.

The Socred Party appears to be in danger of losing May election.

APRIL 1983

Chairman Pattison and the BC Government are pressing for hard budget projections. Bartlett must get something started to establish credibility before the BIE meetings. A businesslike face must replace the lofty and abstract rhetoric. Bartlett hires Management Resources and Disney consultant Rich Battaglia to develop comprehensive logistical and revenue projections for project. Budget is to be complete by September. Bartlett decides to schedule construction of food, merchandise and international pavilions six months early as hedge against labour unrest. Ron Woodall is hired as Creative Director and persuades Bartlett to shift preview centre from Roundhouse to major theme structure as anchor pavilion at east end of site. Model of Freschi site plan unveiled at Robson Square. Vancouver City Council approves Canada Pavilion complex. Provincial Opposition leader Dave Barrett announces NDP would lift wage controls and election momentum swings to Socreds. ALRT holds ribbon cutting for test run.

MAY 1983

Freschi presents site plan to BIE but the revenue-oriented Strong-Battaglia influence has already been approved by the Board of Directors. The CADD system is introduced, allowing all architecture and other site elements to be moveable. Architects design only to footprint, without environmental content. Expo has maximum flexibility to respond to evolving situation. Integration of site difficult under this system. A preview centre based on a geodesic dome has been approved in principle. Radok is hired to develop "ball in a ball show". Non-union Kerkhoff Construction challenges BC Place closed-site policy. Premier Bill Bennett is reelected.

JUNE 1983

On June 3, BC Place leases the False Creek site to Expo until June 30, 1987.

Contract negotiation difficulties between Bruno Freschi and Michael Bartlett are resolved and architectural design development begins on preview centre. Initial concept features an elevator tower allowing sphere to be entered from top. Interior planning includes a media centre with a television studio, broadcast facilities, image bank, and integrated site model and audio-visual presentation. High initial budget estimate forces reductions in size of geodesic. Demolition of CPR complex begins. Ian Carter is hired to coordinate design program for food and merchandise buildings, international pavilions, gates, and various other ancillary Expo structures. A European Plaza concept is proposed. Intersite hovercraft ferry announced by Seaspeed.

Architect Arthur Erickson, in joint venture with Phillips-Barratt, is commissioned to design the BC complex around the Plaza of Nations. BC Place seeking zoning concessions from City Hall. BC Place Stadium opens officially on June 19 with "Expect the World" gala. The ALRT test track opens. The absence of Federal logo on car exteriors antagonizes Federal-Provincial negotiations.

JULY 1983

Mayor Harcourt in Europe "to sell Vancouver and Expo." New executive offices open in Scotia Tower. Bartlett questions development direction of preview centre, partly because Operations prefers pulsed theatres over free-flow concept. Bartlett also opposes elevator tower. Favours full-colour computerized light show on sphere. Carter is appointed Director of Planning and Design over both Strong and Freschi. The site is divided into manageable zones.

Carter makes proposal call for architectural packages for Expo buildings in each zone. Jeff McNair replaces Keith James as Vice-President Operations.

AUGUST 1983

The architectural package concept is executionally efficient but aesthetically lacking. There is no site design briefing and no attempt to integrate packages. The preview centre undergoes continuing conceptual change. The entry tower is rejected. One of Emil Radok's proposals is replaced by the Omnimax Theatre. The Board approves a 20-million-dollar budget for the preview centre. The international module goes to tender. The one-thousand-day mark is passed.

SEPTEMBER 1983

Based on the Battaglia/Management Resources studies, Mike Bartlett issues the first project budget of 890 million dollars. Expo commits to Omnimax in the sphere theatre and enters contract negotiation with Imax Corporation for film production and theatre and projection equipment. Concern over budget control puts preview centre on hold. Rich Battaglia introduces a master plan for a massive, 22-ride, themed amusement area.

The Dick Strong design team completes its first site plan. Expo severs relations with the Federal Transportation Development Centre and the content direction begins to favour entertainment over technology.

Erickson master plan for BC Pavilion complex is presented to Cabinet and rejected.

OCTOBER 1983

Several major thrusts are begun. H.A. Simons Ltd begins development of a data control system while Robert Atkins begins setting up a cost control system. The Installations Procedures Manual is completed. Theme planning tightens as the Business Plan for Theme Realization is issued, and the Omnimax script is begun. The architectural firms chosen for the zone packages are briefed. There is criticism regarding the selection process. Bob Smith assumes full authority over the architectural program. Battaglia has also begun producing drawings for theme elements as well as the amusement area. The prototype module is under construction. The first piling and decking tenders are out.

The preview centre concept is a media newsroom with television broadcast capabilities, a mobile site studio, a resource centre, a multi-media show, and a home base for the Communications Division with VIP facilities. The Dick Strong site plan is adopted as the basis for development and Strong's involvement begins to lessen. The Expo Board delivers \$800-million-plus budget with projected deficit of \$311 million.

NOVEMBER 1983

Bruno Freschi and Bob McIlhargy are developing design guideline drawings, but too late to influence architectural packages. A design review procedure is also being developed. Ward Popenoe is preparing a construction cost reporting system. At the east end of the site, piling and decking go to tender, and the scope of work is being defined. Phil Knight sets a completion date target of December 31, 1984. Newco Investments planning 356-room hotel at east gate ALRT station.

The computer light show on the dome begins to prove too expensive. The first Omnimax script, with the working title The Leading Edge, is completed. The Imax Corporation agrees to produce the film in a package with the theatre and the projection equipment.

The first module is completed and Provincial Cabinet makes EXPO 86 a Special Economic Zone. Province on brink of general strike. Premier Bennett commissions Decima Research poll to determine level of support for project.

DECEMBER 1983

Michael Bartlett is appointed President and demands site plan sign-off for the fifteenth of the month. The zone architectural commissions are finally awarded and three weeks are given for presentation and sign-off of packages. An architectural design symposium is held the day after the sign-off of the architectural packages. Rich Battaglia is developing services and a floor-plan program. Programming for the Fields Building is underway.

Don McConachie pushing for "mini-corp" pavilions. Louis van Blankenstein of BC Place recommends Dominion Construction to build the "Gathering Place." Planning is underway for an "interfaith pavilion." Pile driving begins for the preview centre. The Leading Edge script is rejected by the Board of Directors as too technological.

Bartlett rejects concept of running existing film for preview year and sets May, 1985, as completion date for Omnimax film. Work begins on "do-able" script. Work on film and theatre contract underway and pre-production budget authorized.

Bob Smith produces target construction budget urged by Jeff McNair. Illness weakens Bob Smith's role in planning.

Decima Research poll establishes unanimous public support. Expo consultants Currie, Coopers and Lybrand predict \$2.8 billion incremental income to B.C.'s economy. Bay Forest Products, the last False Creek business to be displaced by EXPO 86, closes.

JANUARY 1984

Piling and decking are in for the preview centre but contract differences delay start of pavilion construction. Despite the seven million dollars in cost, the decision is made to use the Freschi-Babicki modules for international participants.

John Lauder joins as Director of Design Services and begins to tighten planning for the design functions. Six studies are launched: Landscape, Child's Play, lighting, screening, paving, and features.

The theme committee of the Board of Directors gives approval in principle to the Theme Realization Plan. Decision is reached that Expo Omnimax film will open with the preview centre, one year earlier, nullifying current pre-production planning. A new script entitled A Freedom to Move is begun to adjust to shortened shooting schedule. The first draft storyboard is presented and approved by Board of Directors.

FEBRUARY 1984

Louis van Blankenstein is named Vice-President, Installations Division. Richard Blagborne has joined the site design team. Bartlett pressing for intensified design statement for May BIE meetings. Bartlett orders massive 1:100 site model to convey impact of the site design effort to the BIE. The module steel is ordered. Expo and BC Place reach tentative agreement on cost-sharing for Plaza of Nations area. Monorail route is established and the use of the Roundhouse as retrospective pavilion is agreed upon. Clive Grout wins competition for BC Place replacement to Erickson design.

Contractual difficulties stall the production start of the Omnimax film and threaten ability to meet preview deadline. Van Blankenstein stresses emphasis on schedule and budget.

MARCH 1984

Foreshore work is underway at the east end of the creek but the start of construction on the preview centre is delayed because of problems with splitting pilings. The very late start will necessitate double-shifting to regain schedule. A dome has been chosen and the Board is deciding whether the preview centre will be a temporary or permanent legacy building.

Contractual difficulties delay start of Omnimax production another month. Schedule now critical. Fearing the onset of spring conditions, Imax finances Arctic location shoot on speculation without contract. Tentative agreement to contract Imax on basis of sequential approvals. Initial pre-production funding granted and pre-production research begins.

The drawings and documentation for the area architectural packages is complete. Design is underway for gates, tunnels, and ALRT station. A mini-corp pavilion concept, allowing combined participation by smaller corporations, is in the design process. Weekly exhibit meetings begin. Theme pavilion and theme plaza concepts are being refined to model planning stage. The "funk and flash" concept has been introduced for the Viaduct pavilions. CP Systems develops a critical path for exhibits. A structural plan for site planning and development is established and creative staffing and budget estimates prepared. Participant guidelines and information packages prepared for BIE and theme line is changed from "Man in Motion" to "World in Motion - World in Touch". Premier Bennett announces open-site union/non-union policy. Plebiscite votes to replace Cambie Bridge.

APRIL 1984

Labour difficulties centered on the open-site construction issue threaten continuation of the project. Jim Pattison has recommended to Premier Bennett that the project be cancelled unless a contract can be negotiated with the building trades. A freeze is placed on all hiring and spending. On April 13 Premier Bennett announces that the project will proceed and, if necessary, legislation will be invoked to assure its completion.

Agreement is reached on the cost-sharing of BC Place and the Roundhouse restoration. Work is underway for both projects.

The Planning Division is formed to absorb Exhibits from the Operations Division and Site Planning and Design Services from Installations. Richard Blagborne is appointed Vice-President of the new Division. Site preparation for preview centre virtually complete but construction running one month late. Foreshore work underway site-wide except area of False Creek Marina. Food and merchandise buildings to tender call. Renovation proposal for Fields Building under review. Negotiations underway with City for street closures around amusement zone but concern rises that Battaglia plan is seriously over budget. City approves Paul Merrick plan for Newco hotel complex at east gate ALRT station but developer cancels project.

Landscaping brief prepared. Signage and Graphics Standards Manual drafted.

Decision made to exclude Chinese Gardens as part of site. Computer light show concept for preview centre dome is rejected because of cost. Pinpoint lighting and strobes concept is substituted. Difficult contract negotiations cause Imax to freeze production. Renewed concern about schedule. Bruno Freschi protects site planning direction at Board of Directors' meeting.

Monumental wheel sculpture by Freschi and Babicki wins Expo symbol competition. Clive Grout delivers design detail for BC Place concept.

The preview pavilion is named the Expo Centre.

MAY 1984

The second international planning meeting of the BIE is held. The 1:100 model is installed in the prototype Expo Display Centre module to be shown to the delegates and later opened to the public.

Pressure from Bartlett to open Expo Centre on schedule causes Louis van Blankenstein to freeze design development. Underwater obstructions have caused more delay. The east end foreshore is complete and the precast decking is installed.

Extensive site-wide budget cutting to all elements is underway this month. Premier Bennett wants the 890-million-dollar Bartlett budget reduced to 806 million dollars. Concepts are presented for the two Viaduct theme pavilions, but one pavilion is sacrificed to the budget cuts and the other is threatened. Consideration is given to the concept of applying all remaining theme budget to outdoor exhibit spaces.

Site preparation for amusement zone is on hold as Battaglia reworks area master plan. Theme park quality finishing costs are proving seriously underestimated and far over budget. Scope of revision necessary threatens schedule. Planning Division urges adoption of "stage-set" temporary look to simplify budget and time problems. The loops at the extremities of the Monorail route have been cut and the elevator ride in the wheel symbol has been eliminated, leaving the feature a sculptural element only. No site for the wheel has been identified. Landscape architects have begun design development. A wall and roof contract for the modules has been awarded. The "Tower of Light" laser show for the preview centre is under consideration. Art gallery director Luke Rombout joins Expo and Jeff McNair presses for relocation of fine arts show from BC Place to the Roundhouse machine shop. Canada Pavilion announces plans for extensive treatment to the Canada Portal. BC Place design development is frozen. Skyway contracts are awarded. Finishes are chosen for the preview centre, and all pavilion shows are under development. Exhibits are attempting to acquire a Saturn V rocket booster and a Concorde SST airliner. Expo and Imax reach contractual agreement and, within days, filming begins in Europe.

After several labour disruptions Expo awards the first non-union construction contract to Kerkhoff Construction on May 30. Union problems are expected.

JUNE 1984

The Board of Directors confirms the anticipated reduction to capital budget. This results in site-wide down-scaling of design development. The amusement zone and north gate to Gastown and Chinatown are eliminated entirely, as is the wheel symbol and the Tower of Light laser show. The sports program is cancelled. The east gate design is simplified.

Staffing is postponed. The Viaduct pavilions are on hold. As construction of international pavilions begins labour unrest erupts, resulting in two lengthy work stoppages. The Board of Directors overrules Pattison and Kerkhoff begins work on Mini-Expo. Unions walk off and trades threaten to stop project. Expo asks Victoria to create open site by declaring Special Economic Zones.

Elimination of amusement zone forces extensive redesign to site. A new area is sought at the west end of the site. A "Night Life" area is created at BC Place and locations must be found for five amusement rides, a main theatre for big name attractions, a cabaret complex, and a variety of other features. Location of amusement elements adjacent to Canada Portal is opposed by Canada Pavilion and slows area development including ALRT/Monorail connection.

The foundation is laid for the Expo Centre preview pavilion but the project is far behind schedule and beginning to suffer cost overruns.

The Site Planning team moves to the prototype module to be near the 1:100 model. A building is being sought to house all Expo staff. The Battaglia planning to convert the Fields Building into a giant beer hall is abandoned with the loss of the amusement area. Now considered for Operations and Planning headquarters. Blagborne opposes as substandard.

The Roundhouse restoration design is complete and a proposal brief for the exhibit is issued to 33 international design firms. Planning begins on Roundhouse plaza, including consideration of steam locomotive. The cabaret complex previously in the amusement zone is moved to BC Place, dislodging the fine arts gallery. The gallery will occupy the machine shop area of the Roundhouse.

All Expo Centre shows have been awarded. The exhibit harbour concept has been signed off. The Museum of Anthropology has been contracted for research and acquisition assignments. A steam clock is under consideration. Development of site-wide lighting design is underway. The Land Plaza is doubtful but Exhibits urging full air-land-marine plaza group. Ferry boat being sought to provide alternative to lost Land Plaza but concept conflicts with planned water ski show.

Site Project Review seeks sign-off on design philosophy, surfaces, lighting, and planting. Richard Blagborne urges intensified interface between Planning and International Participants.

Colour zoning concept is introduced, including recommendation that all module walls be primed in zone colours. Recommendation rejected by Installations. Design on the spine begins. Relocation westward of Pacific Bowl under study. Concept to channel the fine arts budget into an enlarged "Creativity" Viaduct theme pavilion is rejected by Bartlett. The Folklifetheatre beams are being carved in the Chatham Building and detailing for the area is underway.

Piling and decking complete at both ends of site but piling delays leave Ontario Pavilion behind schedule. Installations demanding earlier sign-offs from internationals and Bartlett asks all participants to commit to January 1, 1986, construction completion. The revised plan for the reduced site area is presented to the Board of Directors.

Pattison and labour leader Roy Gautier agree on Expo/labour deal, including minimum wage figure. Agreement is overturned by Government and Expo Board. Board reconvenes and recommends Federal "fair-wage" scale, \$3.50 per hour less than the Pattison deal. Board urges Victoria to impose "economic development" legislation.

JULY 1984

Continuing work stoppages force Michael Bartlett to threaten cancellation of union contracts and the completion of construction with non-union labour. Non-union contractors quickly contact Bartlett and proclaim their ability to build the project. Unions decide to return and allow Construction Labour Relations Association to seek a resolution. Expo rejects demand that all workers get union pay rates.

The labour problems and redesign due to loss of amusement area has caused serious schedule slippage. Louis van Blankenstein warns Board of Directors of consequences of labour disruption--replanning, rebudgeting, rebidding--and urges stop to design changes.

Michael Bartlett proposes cutoff to new construction contracts. Some agreement reached over Canada Portal, and redesign of Night Life area underway. Creation of new west-end area confirmed and design begins. Site preparation accelerates. All rides are now committed and contracted. Construction of Pacific Bowl begins. The Roundhouse goes to tender. Fabrication of steel and walls for 148 modules underway and steel frame erection begins on Expo Centre.

In face of labour problems, Bartlett moves to present strong positive image to public by creating visitor centre at prototype module featuring 1:100 model. Site Planning team moves to Scotia Tower in downtown Vancouver. Plan to consolidate staff in single building is abandoned as more space is leased at Scotia Tower.

Omnimax production continues in North American locations and first rushes are screened for Expo Centre. Interior finishes for Expo Centre are chosen. Milestone schedule established.

Richard Blagborne urges participant's centre structure to assist internationals' planning. Pressure on to define use of Viaduct space. Combination pavilion and processional concept presented to theme committee. Board confirms that fine arts exhibition will go into Roundhouse machine shop. Site Development consultants are appointed. Board of Directors reject renewed union demands that non-union workers get equal pay. Board agrees to abide by Federal fair wage guidelines. Unions threaten international labour boycott of Exposition.

AUGUST 1984

The BC Government finally declares EXPO 86 a Special Development Zone, forcing union and non-union to work on adjacent but "separate" Expo projects.

Colour zone concept and emphasis on colour for site embellishment approved in principle by Bartlett. Los Angeles Olympics embellishment program reviewed by site design team. McIlhargy commissioned to formulate colour study and recommend site palette.

Decking and steel erection of Expo Centre complete. Panels being applied to geodesic dome. Mechanical and electrical roughed in. Water system being installed. Concrete precast is underway for international pavilions and steel frames and wall panels are being fabricated.

Effects of replanning are still being felt, particularly in delays and changes to food and merchandise buildings. The tendering process is streamlined. Little progress being made on resolution of Canada Portal location. Roundhouse tenders are in.

Pacific Bowl excavation begins. Construction power in installed site-wide. Site grading is complete and some paving about to start. Fields Building is turned over to Expo. The Expo Centre shows progress under close review. Decor and signage concepts developed.

Site design consultants present site overview concept, incorporating design rationale, element systems, water's edge, heraldic feature elements, lighting, flags, and banners, plaza features, themed exhibits and artifacts, barriers, and Child's Play area. Blagborne rejects much of overview concept.

Non-union Marbella-Pacific awarded contract to erect modular international pavilions. Labour Relations Board hearing regarding union/non-union is proceeding, and site stays free of lengthy work stoppages. Attempt to revive north gate staged by Gastown and Chinatown interests.

SEPTEMBER 1984

The Expo Centre dome is topped off, Ondine's Restaurant and the False Creek Marina are removed, and the steel framework for the international modules begins rising across the site. The prototype module and 1:100 model opens to the public as Expo Display Centre.

Pacific Bowl excavation begins and one service tunnel is completed. Utilities are completed for Mini-Expo and the former amusement park is paved for the Papal visit. Expo and BC Place agree on 50/50 financing of Roundhouse and restoration begins.

The Theme Dream plaza structures concept is presented to Richard Blagborne and design committee. Presentation renderings are begun. Design of Marine Gate, ferry docks, and ALRT station is begun, while redesign of east gate has fallen three months behind. General Motors bridge concept is presented. Decision is made that cabaret complex in BC Place will not be permanent and Expo will design and build. The rides are contracted. Food and merchandise behind schedule. Organizational complications threatening "interfaith pavilion."

The first edited sequence of Omnimax footage is screened. Omnimax ramp walls designed. Working relationship with Radok team on Futures Theatre breaks down. Radok replaced by Creative House hired. Schedule critical. Futures preshow concept approved. Artifact search begins for Design 2000. Site model ordered for rotunda.

Roundhouse proposals presented and project awarded to Art Centrum. Budget being revised to design changes. Design firms are briefed for Viaduct complex, now a single pavilion and fore-court. Exhibits administration attempting to clarify and simplify contracting process for design packages to facilitate budgeting and schedule. Study undertaken to define criteria for play elements in theme plazas. Model boat show proposed for Marine Plaza. Sculpture competition underway. "Travel to Nowhere" concept for ride queue line proposed and begun. West end ship-building project approved. Contract signed for SteamExpo. Transport Canada approves van Dusen program. S.S. Master agrees to participate.

Site overview presented in August is base landscape. Buys time to define "must-do" elements. Site design is at standstill. Consensus is that development to date lacks dynamics. Momentum is towards change from formal landscape to highly festive and kinetic site treatment.

OCTOBER 1984

The Theme Dream concept is approved by Bartlett and the Board theme committee. Conceptual drawings reviewed by Geiger Engineering and found feasible. Schedules and budgets are developed. Design proposals are received for the Viaduct pavilion. The project is won by SITE of New York. Proposal involving pavilion and monumental sculpture is over budget and designers are asked to revise proposal. Revised design proposes elimination of pavilion in favour of sculpture only.

The Expo Centre dome is completely enclosed and the Spitz Omnimax screen is ordered. Location filming moves to Asia. Oracle concept approved for Futures Theatre. The Design 2000 audio-visual production begins. Michael Hayden commissioned to create rotunda sculpture.

Dick Strong asks Don Vaughan to form TLC (The Landscape Collaborative), creating a landscaping design team capable of undertaking scope of Expo mandate. Site preparation complete and Pacific Boulevard completely fenced; landscape documentation begins.

The Monorail is in production. The theatres are out to tender. Regular participant coordination meetings are being held and budget planning is underway for scheduled nations. The ride theming design has begun. Reviews are undertaken for Marine Plaza, East Gate Plaza, site-wide lighting concept, and Child's Play study. A proposal call is issued for the flags and banners program. No decision yet made on Canada Portal specifics. Design for European Plaza delayed as nations lack agreement on direction. Urban transit plaza for east gate area looking doubtful.

Michael Snow hologram show proposal is approved to replace international art show in Roundhouse machine shop. Luke Rombout introduces availability of Ramses II exhibition. Decision is made to replace Concorde with van Dusen. Engine 374 now available for Roundhouse Plaza. To control capital budgets, Bartlett puts hold on change orders. Instead, prime contracts proceed and changes are treated as retrofit. Month-end meeting finalizes all planning and operations aspects of Expo Centre. Planning and Construction Divisions move to Scotia Tower.

NOVEMBER 1984

The site preparation is complete, as are the tunnels. All foreshore work and piling is underway and completed at both ends of the site. The steel is up for 14 international pavilion clusters. The theatres and the utilidor have been tendered. A revised site plan is produced.

Hard landscaping has begun in the Mini-Expo area. While no contracts have yet been signed for the Expo Centre shows, development of content is underway and the first Futures Theatre script is presented. A freeze is placed on further change to the Expo Centre structure, and a budget approved to cover acceleration of construction. Exterior lights are begun on dome. A final script and storyboard of the Omnimax is presented to members of Cabinet and approved.

SITE presents revised plan for processional highway only. It is approved in principle, and the Viaduct pavilions are cancelled.

The first concept from The Landscape Collaborative is presented. Several peplemovers are planned. The French Soule looking positive, Japanese working on HSST plan, and the British Maglev looking doubtful. Ramses II Pavilion on hold. The first Air Plaza review is held.

Finance is consolidated under Vice President Dennis Burdett. Presentation Services is established to provide model building and illustration. The Operations Standards Manual is begun. New Orleans closes.

DECEMBER 1984

The centre of the site is on hold due to developmental work on the Cambie Street Bridge, and the Canada Portal is still not located. Roofing and walls begin to be added to international clusters. Skyride tower work begins. The trees go to tender. The structure is complete for the Expo Centre. There is a freeze on overtime.

A colour coordination guideline is distributed and a "Look Team" is proposed to maintain design integrity. Design development is underway on Ramses, Night Life, Air and Marine Plazas, and the Mini-Expo look program. BC location footage completes shooting for the Omnimax and post-production begins. The "interfaith pavilion" concept is cancelled. Landscape architect Dick Strong departs. The 500-day mark is passed. Louis van Blankenstein resigns as Vice-President of Construction.

JANUARY 1985

The final budget is announced. \$806 million with anticipated \$311-million deficit. \$700 million more invested by participants. The admission will be 20 dollars. Budget assumes target of 13,750,000 visits. The Expo Centre exhibit contractors are in the building, and the Omnimax is in final edit and script. Construction of the Omnimax screen frame begins. The Mini-Expo embellishment plan is finalized.

Seventeen international module clusters are complete, temporary lighting is in, and the site is completely fenced. Work is underway on the east skyride and the theatres. The Marine Gate goes to tender, and the GM bridge is awarded. Custom planning of module clusters is curtailed and participants must take structures as is. Ramses is announced as "The Beginnings" theme pavilion, with plan to augment show with theme-related content. Union/non-union conflicts appear resolved. Kevin Murphy is appointed Vice President, Construction.

FEBRUARY 1985

The planning and architecture are nearing completion; few opportunities to introduce change. Last area being finalized is Canada Portal/HSST/rides area. As few additional participants are possible, Bartlett recommends that no new projects be started, including new modules.

The site is now completely secure. The Monorail stations and west skyride are begun. All food and merchandise buildings are awarded and underway. There is a delay on the East Gate design. The Air Plaza design is rejected. The HSST and Soule are confirmed but the British Maglev, Lottery Building, and Viaduct children's playground are cancelled.

The Architectural Production Team transfers from Planning to Construction as does Technical Coordination. Site feature design briefs are being prepared for sculpture, children's play areas, and water features. All are incorporated into the CADD system. Site furnishings are tendered. Night Life programming and design are almost complete. The "Rides to Nowhere" concept is under development. The Hologram show is presented. The "Look Team" is formed.

Interior finishing in Expo Centre is begun, and final Omnimax script is written to rough cut. Rendering of major site elements is begun to "market" content to BIE in May meetings. Kevin Murphy requires finalization of all major design inputs to meet deadline.

MARCH 1985

Leaks and corrosion appear in dome. Consultant solutions do not appear feasible. Architect and contractor put on notice. Spitz Omnimax screen installed and must be protected by plastic cover. Expo rejects inner skin as solution as caulking begins. Freschi advisory contract ends. Omnimax is mixed to sound and finished answer print is screened in St. Paul.

The GM bridge, Monorail columns, the Cambie foreshore, and the Roundhouse turntable all underway. Tree planting is underway pending location of look elements, and tender packages are out for landscaping. The Land Plaza, temporarily eliminated from budget, is restarted incorporating some concepts and elements from the cancelled Viaduct pavilions.

Site Look thrust begins as banner program, colour zone program, billboard program, and graphics program briefs are initiated. The Look Team is now established and functioning as planning and architecture are virtually complete. Integration of site elements begins.

HIGHWAY 86 is announced publicly and construction begins. The Pavilion of Promise is approved the the Expo Board of Directors. Pattison and MP John Fraser seeking funding for Native Indian pavilion. Month-end is deadline for all exhibit footprint and utility requirements.

APRIL 1985

Construction takes strong stand against continuing changes by Planning. Construction desires freeze on planning change in order to control budget. Strict tracking control of design considered critical. Construction produces Action Plan to assure budget. Work Authorization Forms ("WAF's") are introduced to control change. There is a push to forecast Final Estimated Cost.

A Freedom to Move is shown for the first time in the Expo Centre, but the dome leaks persist. Repair would require a complete rebuild. Protective screen cover is installed, compromising audio and air conditioning. All Mini-Expo elements in place.

All foreshore work for the site is now complete. Half of the food and merchandise buildings are fully serviced, and The Landscape Collaborative has completed its planning. The billboard and graphics programs are underway. A revised isometric site plan, an audio-visual program, and a design model for the European Plaza have been assembled for the BIE. Funding for Native Indian pavilion appears secure but is not forthcoming from Ottawa. Deadline is extended. The Expo Display Centre closes.

MAY 1985

The Expo Centre and Mini-Expo open on schedule; and the 1985 BIE meetings are held, including the very important bilateral sessions with the participants. Richard Blagborne is stressing the importance of close liaison between Planning and the international design and planning teams. He is offering help in kind and budget to enhance site, particularly in the international plaza areas. The European Community participants decline the Expo design proposal for the European Plaza, opting instead for their own design resources.

Three days after the conclusion of the BIE bilaterals, Richard Blagborne leaves the Corporation; and the Planning Division staff and budget is distributed among the Construction, Operations, and Participants Divisions.

Essentially, the Exhibits Department moves to Construction, the SITESCAPE Department moves to Operations, and the International Liaison Department moves to Participants. Though the reporting system has changed, the departments are not initially separated. Resistance to change of site elements has intensified and divisional reorganization seen as strong control factor. The Air and Marine Plazas have been awarded, and the decision is taken to restart development of the Land Plaza with emphasis on a sculptural centerpiece. The Rowingbridge and Spirit Catcher are under construction. The service road goes to hard landscaping, the Canada Pavilion is extremely late, and a dome leak technical committee is formed to consider options to that key problem.

Three primary remaining opportunities for site product improvement are presented to Bartlett. They are: increased site embellishment, encouragement of international participants to improve theme content, and policy revisions allowing smaller sponsorship involvement and the acceptance of donated exhibitry. The latter is called the "Nooks and Crannies" program. A "Creative Colloquium" involving key personnel from various departments is formed to hold weekly informal meetings to air opportunities and problems and to develop consensus for presentation to management.

Partial World Festival schedule announced. "Mercedes Affair" appears in local newspaper, charging Bartlett with improper use of Corporation funds.

JUNE 1985

Michael Bartlett resigns on June 5 and Jim Pattison assumes the presidency of the Expo 86 Corporation.

The development of the Folklife area is accelerated to meet early opening. The Canada Pavilion Portal indecision continues to delay planning for the Looping Starship, the HSST, and the Japanese Plaza. 209 imported trees die, creating a major problem for landscape team.

The Land Plaza and UFO-H2O are under design development. Sculptor John Gilbert and WET Enterprises are assigned to collaborate on the latter. All plaza structures have gone to tender. Construction of HIGHWAY 86 has progressed to the pouring stage, and prototypes of the vehicles have been approved. The Roundhouse exhibit design is progressing in Prague, and all Expo Centre elements have been signed off.

The first Creative Colloquium meetings are held, proposals for site enhancement are presented to vice-presidents, and three budgetary proposals are advanced for same. The difficult phase of integrating emplaced site elements has begun.

JULY 1985

The Planning and Design Committee of the Board of Directors is established to review all development of site, exhibit, and participant elements. Hard landscaping is now underway across the site. The plaza structures are under construction. Concept approved on last major design elements: Land Plaza and UFO-H2O. The lagoon element is not determined. Wide range of late projects pending: Native Indian pavilion, daycare centre, Amex, Great Norwegian Explorers, and Atlantic Provinces. Concern is growing over schedule as Kevin Murphy asks Board of Directors to freeze number of international modules as well as changes to site. Board complies with absolute site freeze of August 6, 1985. Patrick Reid agrees to freezes. Final site wish-list is developed for Planning and Design Committee consideration.

AUGUST 1985

Major management shake-up sees new vice presidents appointed in Operations, Marketing, Entertainment, and Corporate Sponsorship, as well as several changes at director level. VP's McConachie and Smith and Directors Wooten and Anderson leave. Frank Dillon appointed VP Operations. Mel Cooper appointed VP Sponsorship. McNair moves from Operations to Marketing, retaining Entertainment. Hamilton McClymont replaces Wooten.

Excellent weather allows hard landscaping of site to progress rapidly, with the objective of sealing the site prior to the onset of wet weather. However, energizing of the site is delayed by changes and delays which affect conduit and power distribution. Serious delays are encountered on Ramses II, the Quebec Pavilion, the Pavilion of Promise, the Beer Garden, BCTV, UFO-H2O, and a variety of international pavilions.

The August 6 freeze date is adopted but the number of Work Authorizations for changes continues to rise. A change control group known as the "No Committee" is formed under the chairmanship of the Executive Vice President Ian Bell. The Committee shows initial effectiveness, but international participants largely out of Committee control continue to initiate changes.

Under pressure, Committee extends deadlines but even these are not met. To further aggravate the situation, late participant additions are proposed.

The Native Indian pavilion, the daycare centre, and a proposed Dutch village are deleted from possibility; while the Great Norwegian Explorers, Amex, Nova Scotia, and Prince Edward Island, as well as uncommitted internationals, are still pending.

The erection of the Spacedrop tower begins, and BC Place provides replacements for the dead trees. Retaping of spline joints and an acid wash are begun to counteract the dome leaks. Folklife opens for a two-week preview.

SEPTEMBER 1985

While virtually all major construction elements have been awarded or tendered, and most hard landscaping is complete, several projects are still seriously late. Among the worst are the Quebec, Ontario, and CN pavilions, the beer garden and, most behind schedule of all, the Pavilion of Promise. Also hindering schedule are a variety of late awards of work including the UFO-H2O water feature, the Amex building, the Land Plaza, Ramses II, the Cuban train shelter, the Swiss countdown clock, and the sizeable Child's Play complex recently approved for the location under the Cambie Street Bridge. Beyond this, proposals for the Great Norwegian Explorers, some new internationals, Kodak kiosks, and the introduction of British double-decker buses are all pending.

A Final Estimated Cost update is issued and shows Construction Division to be slightly under budget. This update includes such cost problems as leaks, weather, trees, and demobilization but excludes allowance for any new site elements, changes to international pavilions, retrofit to Mini-Expo area, or maintenance functions after turnover to Operations Division.

The overwhelming concerns are schedule and the effect slippage will have on budget. The clearest threat is the tardy and uncommitted internationals, as their relative autonomy diminishes the level of Expo control.

The fit-out of the scheduled nations has begun, but not a single international pavilion is yet on site.

OCTOBER 1985

Construction Division reaches its highest point of workload in terms of contractual activity; and with Amex, all major contracts have been tendered. The schedule problems persist as computer projections predict as many as 13 pavilions in danger of being unready for opening day. Final energizing and landscaping are hindered by late participants. Kevin Murphy warns that for nations committing late or not yet committed, budget becomes a problem as it is more expensive to meet tight deadlines. Commitment is also critical to Expo because it is too late to pursue alternatives. With this in mind, the freeze stays theoretically intact as it is considered essential to budget and schedule control. The "No Committee" continues to oppose change at the management level. A primary objective is to assure no construction on site after January 1. Nonetheless, an offer of Swiss play clocks and the Russian ANT25 aircraft are added as site elements while the proposed double-decker London bus is dropped.

Areas of heavy activity include theme plazas; fit-out of 26 international modules; the UFO-H20; the Monorail; Amex; Ramses II; the site-wide power system; the McDonald's floating restaurant; the HSST; the Pavilion of Promise; the beer garden; the CN, Ontario, and Quebec pavilions; and the Expo Centre dome leaks.

Besides the dome leaks, considerable leakages in the international modules are receiving criticism from participants about to begin exhibit installation. The problem, caused by a combination of roofing system, flashing, and type of glue employed, creates confrontational situation with design engineer. Month-end is established as final extension for cutoff of international participant commitment.

NOVEMBER 1985

Despite increasing resistance to change by Kevin Murphy, the WAF count stands at 920 and the rate of change for Expo has reached a peak. Three participants have been given commitment extensions, and 29 are predicted to finish construction only after January 1. Additional international participation is being pursued despite Murphy's advice to the contrary. He presses Board to further tighten schedule. Many of the committed internationals are still without design direction. Food and merchandise cart development runs late. The van Dusen lighter-than-air, expected for so long, is looking very

unlikely and without replacement. A late start for a children's area has been awarded. The flume ride and Ramses are running late, as are Amex, Quebec, and the Pavilion of Promise. Ontario is very late. The hard landscaping is being hindered by these late elements. Expo takes lead in fit-out of modules by starting scheduled participants. Still, module roof and wall leaks continue to be worked on.

Despite passage of Board site freeze deadlines, new elements and issues continue to arise. The Norwegian Explorers exhibit is approved. The Russian ANT25 aircraft keeps layout of the Air Plaza uncertain. A Solar Challenger aircraft must be situated on site. Also, a Rothman's car needs a shelter. And Hong Kong wishes to build a bamboo tower in their plaza. It is difficult to close out contracts and construction workload remains at peak.

All theme elements are under development and on schedule as BC Place turns over the Roundhouse to Expo for Art Centrum to start January installation. As the Theme Dream elements begin to rise, the site profile is altered considerably. The complete World Festival program is announced.

DECEMBER 1985

The Construction Division moves to the site. This disruption, combined with the Christmas holidays, slows momentum temporarily. The target construction completion date of December 20 is not met. As contract completions slow, the number of active contracts remains high. Planning is underway to form completion teams designed to streamline the system.

There are labour concerns as non-union exhibit workers begin to move onto union job sites. Food and merchandise fit-out is running late. Work restarts to repair dome leaks on Expo Centre. Approval is given to add a Pacific Islands pavilion, causing replanning of the Air Plaza ground-level layout.

Acquisition of the Golden Hinde is under negotiation. The unavailability of the van Dusen is confirmed and the space shuttle replica is rejected as a replacement. The Hystar lighter-than-air craft is under consideration. The Tall Ships program is cancelled. Construction is completed on

HIGHWAY 86. Modification of Design 2000 show is begun. The fireworks barge is rejected by the Board committee and redesign begins. An assets control program is initiated. The Cambie Street Bridge reopens.

JANUARY 1986

As the 100-day mark is passed, 22 participants, 25 food concessions, and 31 merchandise concessions are not yet on site. The Construction Division is divided into completion teams with team leaders meeting weekly for progress updates, responsibility definition, problem identification, and constraint removal. Construction Vice President Kevin Murphy warns the Board of Directors that, while the construction work of EXPO 86 will be completed on time and considerably under budget with a site presentable for opening, there is a high probability that certain facilities will not be complete and fully operational for opening day. An early finish will provide added security against labour leverage, but schedule is running counter to this objective. The major problem remaining is in the fit-out of internationals, with at least 11 still in danger of being late. The van Dusen is momentarily revived with the offer of a performance bond, later withdrawn. There is no replacement at hand. The Child's Play contract is not signed and little data on the facility received. The Pacific Islands pavilion is running very late and the Board approves yet another international, Malaysia. Amex, Ontario, the Pavilion of Promise, CN and Ramses all behind schedule. Specialized Periods reveals requirement for demonstration tent. Site work begins on the Pacific Islands pavilion. The US Plaza sculpture is cancelled. The USSR withdraw offer of ANT25 aircraft for the Air Plaza. The Hystar is unavailable and a Concorde is sought in Europe for the van Dusen site.

Remedial work is begun on module roofs to ensure public safety in international pavilions. Final tree planting is completed in the east end of the site. Construction trailers are removed. The fireworks barge is undergoing aesthetic changes. Fabrication of the Land Plaza tower is completed. Installation begins on HIGHWAY 86 artifacts. The Air Plaza structure is completed. The rough cut of the Roundhouse film is presented, and Roundhouse installation by Art Centrum begins. Unions protest presence of Czech tradesmen. Artist Alan Wood is developing sculptural treatment of south shore.

Heavy advertising period begins, as do weekly media briefings. International journalists begin to arrive.

Access to site for personnel and vehicles tightens markedly. VIP reception held for E.R.I. (Ted) Allen, first Commissioner General to assume Vancouver residence. Corporate Sponsorship intensifies efforts to maximize sponsorship revenue. Pattison asks Board committee to relax aesthetic controls to facilitate sponsorship program, while Minister Responsible Richmond Claude cautions risk of over-commercialization of Exposition. Acceptable compromise guidelines for sponsorship visibility are established.

Vice President Jeff McNair leaves the Corporation. Entertainment now reports directly to Pattison. Specialized Periods assigned to Vice President, Participants, Klaus Fuerniss. Marketing responsibilities assumed by Board member Ray Dagg. ALRT goes into operation.

FEBRUARY 1986

Construction completion team system effective and improving efficiency and coordination. All concessions are contracted and contracts are closing out quickly. Concern persists over lateness of internationals with Brunei and Romania becoming new areas of critical concern. Site accommodation for Malaysia proving very difficult. Construction continues schedule pressure, as union agreements with construction industry expire April 30 and last-minute labour disruption is distinct possibility. Absolute construction deadline set for April 15, as wet weather is hindering progress.

Most exhibit installation activity is underway across the site and Construction Division assumes a general monitoring and fine-tuning mode. The UFO-H2O water system is working and the Rowingbridge is successfully tested. Design begins on the Roundhouse Plaza concept as Locomotive 374 is delivered to site. Bus shelters are installed in the adjacent drop-off lots. The installation of the Cambie Bridge Child's Play area begins. The "Great Moments" signage for the theme plazas is begun. There is much activity in Corporate Sponsorship.

The non-delivery of the van Dusen letter of credit combined with the unavailability of either the Hystar or the Concorde creates a serious problem for the Air Plaza. At month's end, Boeing Aircraft is approached regarding the availability of a 747 nose section.

A plan for an internal audit is established. Vice-President Ward Popenoe will coordinate report with the Auditor-General of British Columbia.

MARCH 1986

Acceleration of construction activity has virtually assured completion before opening. Malaysia has been located at the east end and is employing prefabricated components. The Pacific Islands pavilion on fast-track schedule. Ontario, the Pavilion of Promise, Amex, CN, and Ramses all tight but possible. List of problem internationals now reduced to eight: Romania, Yugoslavia, Saudi Arabia, Malaysia, Hungary, California, France, and Pacific Islands. Concessionaire fit-out progressing well and most are now on site. The Expo Centre dome is secured and repair work stopped. Progress is being sensitively monitored because, with the labour contracts running out next month, it is difficult to put overtime or double-shift pressure on the late projects.

Virtually all theme elements are completed, and sign-offs are completed on the Air and Marine Plazas. The Land Plaza is substantially complete and ready for sign-off. The exterior and interiors of the scheduled nations are complete, and the first of the internationals are ready to be signed off. The rides are installed and ready for testing. The Monorail and skyrides are complete and being commissioned. The HSST and Soule systems are installed and running. Work has begun on the Special Periods tent. All sculptural elements are in place. HIGHWAY 86 is complete. Food carts are arriving. Lighting is virtually complete. Flags, banners, billboards, and kinetic sculptures are being installed site-wide. The colour zone painting program is virtually complete. Final planting and cleanup of hard landscaping underway. There is heavy container delivery activity for internationals, 500 containers expected in all. The labour protests regarding foreign workers have abated.

Boeing has agreed to supply a nose section for the Air Plaza. This is the last element to be undertaken and the most critical for opening. The international roster is finally frozen at 54 governments.

APRIL 1986

EXPO 86 moves from the construction to the operational phase. Construction is completed on time and 8 million dollars under budget. Final elements receive sign-off. Pavement embellishment added in several elements as last aesthetic change. Boeing nose section is installed on schedule and Cambie Bridge Child's Play is completed. Expo Centre sponsorship is sold to Hasbro, which plans post-opening cosmetic treatment to structure. Site-wide cleanup is started by Operations Division on April 19.

The BC Pavilion has a preview opening on April 25.

On April 26 and 27, EXPO 86 pre-opens to "Family Day" visitors averaging 75,000 families of construction and Corporation workers. Only 12 pavilions decline to open. Both days virtually problem-free. Initial consensus indicates clear positive acceptance.

Operations prepares site for opening day.

-- Submitted by Ron Woodall. Creative Director, EXPO 86.

(Please note that no promise of accuracy is made with this chronology.)

FINAL REPORT ON THE EXPO 86
SPECIALIZED PERIODS/SPECIAL EVENTS PROGRAM

Prepared by Devon M. Knight
Manager, Program Administration
Specialized Periods

PART 1: PROGRAM DESCRIPTION

A. Background

The Specialized Periods/Special Events program* was conceived of primarily as a mechanism for attracting international participants to the Exposition by providing more direct opportunities to exhibit technology and equipment or present the results of research and development to professional audiences, not just the general public. Through a combination of international conferences and seminars and special equipment exhibitions and demonstrations, the program would allow business and industry leaders to exchange ideas and market new technologies. Special Events, related to the theme of the Exposition, but designed to appeal to the general public, were also included in the program.

By focusing on the theme of transportation and communications, the program also demonstrated the commitment of the Exposition to the theme and lent credibility to its organizers.

B. Program Objectives

The objectives of the program were:

- To highlight the contributions of Participants to the fields of transportation and communications;
- To provide Participants with display and demonstration opportunities for which pavilion exhibit space is inappropriate or for which the whole period of the Exposition is impractical;
- To provide a focal point for professional interest in EXPO 86; and,
- To enlighten visitors on the theme of the Exposition.

* This program will be referred to as the Specialized Periods program in the remainder of this report.

C. Program Development

To focus attention on specific aspects of the theme and to attract professional audiences at specific times during the Exposition, fourteen topics and timeframes were defined and called Specialized Periods. Four Special Events, oriented to the public, but designed for involvement by international participants were also included in the program as well as certain ongoing theme-related activities (see Table 1).

The goal for the development of each Specialized Period was the same - to create a program of conferences, seminars, displays and demonstrations that would bring professionals from all over the world together to discuss new ideas and examine new technology. International participants were invited to exhibit new technology, free of charge (except for opportunities presented by a few endorsed commercial trade shows) in facilities to be provided by EXPO 86 both on and off the Expo site. The Participant or exhibitor was expected to bear the cost of transporting exhibit items to and from Vancouver. Each Specialized Period required a different approach and resulted in a different mix of events. Some Specialized Periods topics and timeframes were chosen to coincide with previously scheduled conferences and events which formed the nucleus around which supplemental programming was developed. The final program included approximately 150 separate events. (See Appendix A)

A relatively small but important number of these events were produced and funded by EXPO 86. The program relied heavily on events organized by outside groups such as professional organizations, government agencies and special interest groups. These events were brought under the umbrella of the Specialized Periods program through an endorsement process which gave the event organizers the right to use a specially designed EXPO 86 logo and allowed some of them to produce their events on-site.

As the program evolved, Specialized Periods staff were approached by an increasing number of outside event organizers whose events were not necessarily international in scope or professionally oriented. Since they were theme-related, many events were endorsed and added to the Specialized Periods program. The most successful events in this category were a display of vintage steam traction engines, an international Formula I power boat race, a display of Rolls-Royces, and an international skateboard competition.

TABLE 1. SPECIALIZED PERIODS AND SPECIAL EVENTS

Special Events

Related to the theme of transportation, these Special Events celebrated the history of the development of the world's major modes of transportation.

- STEAMEXPO (May 23 - June 1) A parade and display of 24 operating steam locomotives. (L)*
- DC-3 Airmada (June 7) A static display and flypast of 29 aircraft in honour of the 50th anniversary of the DC-3's entry into commercial service. (A)
- Vintage International Antique Auto Show (July 7 - 9) A parade and static display of 400 antique and classic cars. (L)
- Ships of the World (July 18 - 21) A sailpast and static display of historic and present day commercial and recreational vessels. This event replaced the Tall Ships Assembly which was cancelled in January 1986. (M)

Specialized Periods

During the Exposition, periods of five days to two weeks were dedicated to highlighting specific aspects of the theme.

- Polar Transportation and Communications (M) May 5 - 11
- Search and Rescue (A) May 12 - 18
- Trucks and Intercity Buses (L) June 9 - 15
- Urban Transit (L) June 16 - 30
- Automobiles (L) July 6 - 19
- Communications and Mobility for Elderly and Disabled People (L) July 20 - 25
- Marine Commerce (M) July 25 - Aug 2
- Aviation (A) August 1 - 10
- Alternative Fuel and Power Systems for Transportation (L) August 8 - 17
- Transportation for Recreation (L) August 18 - 24
- Human Powered Transportation (L) August 25 - 31
- Communications (L) Sept. 7 - 13
- Underwater and Offshore Resources (M) Sept. 12 - 21
- Modern Rail (L) Sept. 29 - October 13

Other Theme-Related Activities (ongoing throughout Exposition)

- Diving Tank Demonstrations (M)
- Transportation Demonstration Projects (L)
- Aircraft Construction (A)
- Boat-Building (M)

* Identifies the responsibilities of the Land (L), Marine (M) and Aviation (A) Sections of the Specialized Periods Department.

D. Administrative Structure

The Specialized Periods staff were divided into three sections--Aviation, Marine, and Land--each charged with the responsibility for organizing events and displays related to that specialized area of transportation and related communications technology. Responsibilities for the Specialized Periods and Special Events were divided among the Sections as shown in Table 1.

Each Section was headed by a Producer and supported by an Assistant Producer, a Supervisor, an Assistant Supervisor, an Expeditor and secretarial staff. The Land Section was headed by two Co-Producers and had two of each of the above positions. During the year prior to opening, the programming staff grew from eight to about twenty people. Most staff, especially at the senior level, had backgrounds and technical expertise in transportation. Assistant Supervisors and Expeditors were brought on just prior to opening, as well as a staff person with experience in mounting trade shows. Beginning in February 1986, up to six administrative staff were added to the Department to assist with budget control, purchasing, and contracts. At peak operation, there were thirty staff members.

During the Exposition, the Specialized Periods staff coordinated the production of on-site events with production and technical staff in the Kodak Pacific Bowl, the venue for many Specialized Periods equipment exhibitions, demonstrations and events. The covered display area adjacent to the Bowl was staffed by volunteers who were recruited by the EXPO 86 Volunteer Services Department and managed by Volunteer Team Captains and Specialized Periods staff.

E. Program Costs

The direct cost of producing the Specialized Periods program was approximately \$4.4 million. This cost was offset by program revenues amounting to \$.6 million, resulting in a net cost of \$3.8 million (see Table 2).

TABLE 2. PROGRAM COSTS
(in 000s of dollars)

	<u>Expenses</u>	<u>Revenues</u>
STEAMEXPO	550	200
Abbotsford Airshow	342	184
AIRFAIR 86 Trade Exhibition	186	136
Innovative Vehicle Competition	425	-
All Other Periods & Events	1,220	100
Compensation (Staff)	1,700	-
	<u>4,423</u>	<u>620</u>
Net Cost: \$3.808		

The generation of revenues to offset the cost of producing the program was a new concept, introduced when leadership of the Specialized Periods program changed in February 1986. The idea of charging all exhibitors participating in displays and demonstrations a fee to participate was considered and rejected because of prior commitments to allow participation free of charge. The search for financial support from corporate sponsors was stepped up, but ultimately generated only \$100,000. And an admission fee for STEAMEXPO, held off-site at railyards near Expo was introduced.

F. Marketing, Promotion and Publicity

As originally conceived, the Specialized Periods program was to be a reactive program - EXPO 86 would present international participants with an opportunity to display and demonstrate equipment, and the burden would be on them to take advantage of the opportunity. Neither the Specialized Periods Department or any other Expo Department was given funding or the mandate to promote the program to potential participants.

Participants were informed about the Specialized Periods program beginning with the November 1983 Steering Committee meeting and at subsequent meetings of the Commissioner Generals in Vancouver. In May 1985, the first of three editions of the Specialized Periods binder, providing details about the program were distributed to Participants.

In the Fall of 1985, it became apparent that international participants were not responding to the opportunity presented by Specialized Periods and several initiatives were taken:

- The Expo Information Services Department was given a budget from the Commissioner General's office to produce a brochure, a poster and a calendar to promote the Specialized Periods to professional audiences outside the North America. The goal was to attract professional people to the Exposition, not to attract potential exhibitors to the displays and demonstrations being planned so it was not helpful in that area.
- Specialized Periods staff travelled to Europe to meet with business and industry representatives and confirm tentative commitments to participate in the program.
- In February 1986, a Specialized Periods Publicist was hired to draw media attention to the program, both locally and abroad.
- Notices about opportunities to participate in the Specialized Periods program were put in the monthly Participants Up-Date Newsletter, prepared by the Participants Division.

During the Exposition, Specialized Periods Events were promoted through EXPO 86 information channels such as the daily printed SHOWGUIDE, the EXPO INFO telephone information service, the on-site computerized IBM Information System, and daily listings in the two Vancouver newspapers. Specialized Periods staff and event organizers participated in the daily Expo Media Briefings, and the Specialized Periods publicist worked with local and visiting media to explain and provide information on Specialized Period events. A brochure was produced for each Specialized Period describing all the events and activities in the period. These brochures were produced in time for distribution at the events, not for prior, promotional use.

G. Facilities and Venues

The on-site location for Specialized Periods events, especially Land Section events, was the Kodak Pacific Bowl, located at the extreme west end of the Expo site. The Bowl was designed as a venue for the RCMP Musical Ride, an equestrian event, and consisted of an open air arena, 90 m. in diameter (a bark mulch surface, surrounded by a 6 m. circular asphalt track), with seating for 5,000. The Bowl was used for outdoor displays and events. Approximately 6,000 sq. ft. of covered display space was provided in an adjacent vinyl tent with an asphalt floor.

Other Specialized Periods events and the four major Special Events were staged off-site. The Abbotsford International Airport, 65 km. east of Vancouver, was the location of the DC-3 aircraft static display and the Abbotsford International Airshow and related AIR FAIR 86. Pier facilities in Vancouver's harbour and at the Canada Pavilion were used for the Ships of the World event and tours of vessels in the Polar Communications and Transportation, Search and Rescue, and Marine Commerce Specialized Periods. Both programs made effective use of flypasts over the Expo site and sailpasts and marine events in False Creek, the small body of water adjacent to the main Expo site, to draw the attention of Exposition visitors.

Most of the endorsed conferences and many endorsed special events took place off-site. Originally, Specialized Periods staff thought that a seminar facility would be available in the EXPO 86 Media Centre, but this did not prove to be the case.

H. Program Highlights

Equipment Displays and Demonstrations. The Specialized Periods staff produced or oversaw the production of equipment exhibitions in thirteen out of the fourteen Specialized Periods. Two exhibitions were commercial trade shows, and three exhibitions (Automobiles, Urban Transit, Trucks and Intercity Buses) featured vintage equipment as well as modern. Most of the products exhibited were from North America, and were not as innovative or unique, in most instances, as Specialized Periods staff had hoped. A number of the exhibitions captured the interest and imaginations of the general public such as the r.m.s. Titanic display in the Underwater and Offshore Resources period, and displays in the Transportation for Recreation, Human Powered Transportation, and Search and Rescue periods. Other exhibitions were more professional in orientation such as Marine Commerce and Modern Rail.

While not overwhelming in number, the contributions of international participants added significantly to the profiles of the displays. Notable international highlights were the participation of Stevenson's Rocket from Britain (STEAMEXPO), the Nippon Maru Tall Ship from Japan and the Hanbada, a commercial training vessel, from Korea (Ships of the World), aircraft from the U.S.S.R. and aerobatic teams from Italy and France (AIR FAIR 86 and the International Abbotsford Airshow). Other featured technology included modern urban buses from the Federal Republic of Germany, Hungary, Britain and Belgium, the British "Railbus", a London Taxi adapted for the disabled with a specially designed wheelchair, a visit by Jacques Cousteau's wind-assisted ship, Alcyon, participation of the Japanese Maritime Training Institute in search and rescue demonstrations, and vehicle entries in the Expo-sponsored Innovative Vehicle Design Competition from Switzerland and Japan as well as the U.S. and Canada.

Seminars/Conferences. The Specialized Periods program included 56 conferences and seminars related to the theme of Transportation and Communications. Efforts to involve international participants in this portion of the program were more successful. Through financial support, in some cases, and effective lobbying in others, Specialized Periods staff stimulated the development of several major international conferences including Sea the Future (a conference on underwater technology), the International Polar Transportation Conference, the International Symposium on Alternative and Advanced Automotive Engines, and the International Conference on Satellite and Fibre Optic Communications. Each of these conferences involved leaders in the respective fields from all over the world.

Specialized Periods staff worked with the organizers of previously planned conferences such as the Canadian Urban Transit Association Conference, the American Railway Engineering Association Conference and the Fourth International Conference on Transport and Mobility for Elderly and Disabled Persons to increase the international content of their programs and provide speaking opportunities for high level professionals from participating nations at EXPO 86.

Specialized Periods staff also coordinated the integration of specialized Participant-sponsored seminars into the overall professional program. Examples are the Swissrail Symposium on Urban and Suburban Transit, the ITALFERR Conference on the Italian Railway System, the Norwegian Conference on Road Construction in Mountainous and Fjord-Crossed Terrain, and the seminar on the French Soule People Mover System.

The support of external groups such as professional associations and government agencies in organizing and sponsoring these conferences and seminars was critical to the success of this aspect of the Specialized Periods program.

Special International Delegations/Closed Meetings. Another facet of international involvement spawned by the Specialized Periods program were visits by international delegations such as the British Minister of Transport, H.R.H. Prince Albert accompanied by a trade delegation from Belgium, and closed meetings of the International Union of Public Transport and the O.E.C.D Maritime Transport Committee. Each of these visits was timed to coincide with specific Specialized Periods so that delegates could take advantage of the other professional activities associated with the program.

PART 2: OBSERVATIONS AND CONCLUSIONS

The EXPO 86 Specialized Periods program was an ambitious undertaking. The resultant program of 150 unique theme-related events succeeded in involving international participants and providing a forum for professionals in the fields of transportation and communications, but its main success was that it lent credibility to the Exposition's commitment to the theme and focused the attention of the media and the public on it, as well as professionals.

A. Development of the Theme

To a significant degree, the credibility of the theme of the Exposition was established by the Specialized Periods program. Both Ambassador Patrick Reid, Commissioner General of EXPO 86 and Ted Allan, Commissioner General for Britain and Chairman of the Steering Committee, have observed that the Specialized Periods program was instrumental in recruiting countries to participate in EXPO 86. The program was a particularly important selling point for major industrialized European countries which, not surprisingly, were the most active participants in the program.

The Transportation and Communications theme was particularly well-suited to the Specialized Periods concept because of the high degree of professional involvement and technological developments in these fields worldwide.

Legacies from the Specialized Periods program include commitments from several event organizers to continue the professional programs that were fostered by the program, e.g. AIRFAIR 86 (the international aviation exhibition), and FIBRESAT 86 (the International Conference on Satellite and Fibre Optic Communications).

B. International Participation

The Specialized Periods program was less successful in attracting international participation in displays and demonstrations than in professional conferences and seminars. There are a number of reasons for this.

- **Inadequate Marketing and Promotion.** The Specialized Periods budget did not include resources for effectively marketing and promoting opportunities to exhibit equipment. This was a critical omission.
- **No Direct Approach to Relevant Industries.** Because of protocol and corporate policy, Specialized Periods staff wasted time trying to work through the EXPO 86 Participants Division and the offices of the Commissioner Generals to solicit the participation of relevant industries.

Channels should have been cleared early in the program to allow Specialized Periods staff to make direct approaches to relevant industries through a planned, professional marketing strategy. Closer working relationships with Canadian Trade Commission representatives in each country would also have benefited the program.

- **High Cost of Participation.** The cost of transporting equipment to Vancouver (or taking the equipment out of service for the duration of the display), which had to be borne by the country or industry, was prohibitively high for many potential exhibitors, especially for those wishing to exhibit heavy equipment. Pavilion budgets, in most cases, could not be stretched to subsidize participation by interested industries. Even a Specialized Periods subsidy program designed to defray the costs of participation in endorsed commercial trade shows was not sufficient incentive to overcome this problem.
- **Competition with Pavilions.** In some countries, the Commissioner Generals were not anxious to promote Specialized Periods opportunities to interested industries since they needed the financial support and or commitment of exhibit items from the industries for their national pavilions.
- **Competition with Established Exhibitions.** While Specialized Periods staff made every effort to identify existing, established trade exhibitions and to convince the organizers to move the exhibitions to Vancouver in 1986, in a number of cases this was not possible, and Specialized Periods exhibitions suffered as a result. The Farnborough Airshow in Britain is an example of a well-established trade show that had a negative impact on British and European participation at AIR FAIR 86 because it was held at about the same time.
- **Complexity of the Program, Changing Focus.** The broad definition of the objectives and scope of the Specialized Periods, the sheer volume of events and range of different types of events, the endorsement program, the complex and varied relationships between EXPO 86 and the organizers of different events and changes in the direction of the program as its development progressed, made it difficult for anyone outside the program to understand it. International participation in the specific equipment exhibitions associated with each Specialized Period might have been greater if Specialized Periods literature, correspondence and meetings had only focused on these opportunities, not the full range of events.

C. Professional Interest

While many conferences and some equipment exhibitions would have taken place in Vancouver in 1986 without the stimulation and direction of the Specialized Periods program, there wouldn't have been as many events, and they would not have been as varied or international in scope. Most importantly, the professional opportunities would not have been clustered by topic into 1-2 week timeframes so that professionals could take advantage of many professional events in a single visit to Vancouver, in addition to visiting the Exposition.

Most transportation and communications professionals who came to Vancouver during the Exposition were attracted by the 56 conferences and seminars that were included in the Specialized Periods. A rough count shows that approximately 12,000 delegates attended these professional events. Many conferences scheduled visits to relevant Specialized Periods exhibits into their programs.

Informal feedback from the organizers of events indicated a high degree of satisfaction with the exchange of ideas, the participation of international speakers and delegates and their own association with the Specialized Periods program. A number of organizers who sponsored conferences for the first time are considering continuing the tradition, a lasting legacy to the Specialized Periods program.

D. Public Interest

The goal of the Specialized Periods program was to focus on the professional audience as the target while recognizing that displays, demonstrations and special events would also have to be designed to interest the general public, as well. As the program unfolded, it became apparent that all on-site Specialized Period displays or events would be viewed by more members of the general public (approximately 20,000 - 30,000 per week) than professionals because of the sheer volume of people on site every day. So the need to orient displays and events to the general public was reinforced.

The Specialized Periods events which were of most interest to the public were those with active demonstrations (i.e. steam traction engines), vintage shows (automobiles, trucks and buses), competitions and rallies (international skateboard championships, Dragon Boat races, Formula 1 power boat races), displays connected with current events (Titanic) and the four main Special Events. The static, technical, professionally oriented equipment displays were the least popular.

E. Impact on Expo Attendance

The Specialized Periods program did not have a significant impact on overall attendance at the Exposition. Doubling or tripling the estimated number of professionals who attended seminars and conferences related to the Specialized Periods program to account for the wives and families of delegates and other professionals would not boost this figure high enough to match the average daily attendance at the Exposition. A few Specialized Periods events such as the Auto Rodeo Vaz from the U.S.S.R., the Hong Kong Dragon Boat Festival, the International Skateboard Competition, the Formula 1 Power Boat Races, and the Classic Boat Festival probably attracted some repeat visits from season ticket holders in the Vancouver area, but as with professional attendance, the numbers were insignificant compared to the overall picture. Even displays which attracted special audiences such as the display featuring communications and mobility aids for the disabled did not contribute significantly to overall attendance.

F. Attendance at Off-Site Events

Of the four off-site events, the most popular was the Vintage International Antique Auto Show which attracted 60,000 people in three days, a record for B.C. Place Stadium. The Stadium's location across the street from the Exposition and free access to Expo ticket holders were definite boosts to attendance. By comparison, STEAMEXPO (three blocks from the site with an admission charge) drew 75,000 in nine days and Ships of the World (15 minutes from the site, no admission charge) drew 17,000 in four days. The static display of DC-3 aircraft at Abbotsford Airport attracted 3,500 for the one-day event. Better promotional plans would have boosted attendance at these events, but competition from EXPO 86 itself was the key reason why more people did not attend. The other major off-site event at the Abbotsford Airport, the annual International Abbotsford Airshow and AIR FAIR 86 broke previous records of 110,000 by attracting 300,000 people in three days, obviously not affected by competition from Expo.

G. Program Costs

The \$4.4 million cost of the Specialized Periods Program, representing 1% of the Expo Corporation budget, was only a small part of the overall investment in the program, measured by the financial commitments of government agencies, professional organizations and private industries who participated in the program. This investment by the Corporation was more than repaid by the credibility lent to the Exposition's treatment of the theme and the program's usefulness in recruiting key countries to participate in Expo.

The cost effectiveness of some of the Special Events sponsored by Expo as part of this program may be questioned. The Innovative Vehicle Design Competition, for example, attracted participants from only four countries, was not attended by many professionals and members of the public, was largely an off-site event, and cost \$425,000.

Efforts to generate revenue from the program, through exhibitor fees, admission fees and corporate sponsorship were initiated too late in the program to be effective.

H. Marketing, Promotion and Publicity

Marketing, promoting and publicizing Specialized Periods was a constant problem, compounded by the need to accomplish a number of different objectives, namely: 1) Attract exhibitors to participate in Specialized Periods displays and demonstrations; 2) Attract professionals to attend Specialized Periods events; 3) Attract the general public to attend Specialized Periods events; and, 4) Achieve greater visibility for EXPO 86, the theme of the Exposition and the Specialized Periods program. At no point in the program were these objectives clearly defined and strategies laid to accomplish them.

The approach that was taken was most successful at accomplishing the fourth goal of providing greater visibility for the theme of the Exposition. While the Specialized Periods program was covered by a number of popular magazines and professional journals before the Exposition opened, it received the most media attention during the Exposition. This was largely the result of a decision to hire a publicist to work exclusively on the Specialized Periods program beginning in February 1986.

Specialized Periods events got a disproportionately high percentage of coverage by the local media relative to other programs at the Exposition. This was because most of the events were unique and different and many presented excellent photo opportunities. Active events and displays received more coverage than professional conferences. Unfortunately, the media usually failed to reference Specialized Periods by name, so the program's profile remained low with the public. The Specialized Periods program also received good coverage abroad and in professional journals.

In general the public and the media did not respond well to the name "Specialized Periods." In retrospect, even "Theme Weeks" which is unimaginative but descriptive, would have been an easier title to understand and identify with.

I. Facilities, Event Production and Presentation

The facilities available for mounting displays, demonstrations and events on the Expo site were disappointing. The bark mulch covered arena, designed for equestrian events, was dusty and difficult to walk on, and sharing the venue with a range of other events was an unnecessary complication. The covered display area, no more than a vinyl tent with an asphalt floor, looked shoddy and makeshift compared to near-by pavilions. It was in the farthest corner of the least frequented part of the Expo site.

A limited budget was available for providing carpeting, paneling, tables and lights for displays in the tent and the Expo Signage Department provided basic descriptive signage for exhibit items, but in most cases the displays would have been more attractive, appealing and understandable if more resources had been committed to "dressing up" the displays and making them more entertaining.

In the Spring of 1986 the Specialized Periods program hired two staff people to assist with the production and presentation of the Kodak Bowl and Tent events. While it was useful, even at this late juncture, to add these skills to the program, a production team with an artistic director should have been introduced at least a year prior to the opening to assist technical staff in making the presentation of events and displays more effective.

Relying on Volunteers as hosting staff for the Bowl and Tent was problematic since a minimum of 12 volunteers per day was required and by the end of the summer the drop-out rate was over 50%. Fortunately, Specialized Periods staff recruited dependable Volunteer Team Captains to handle key functions such as staffing the Information Desk. Paid hosting staff would have been preferable.

PART 3: RECOMMENDATIONS

A. Program Objectives

- The Specialized Periods program is worth repeating at future World Expositions as a means of highlighting the theme, focusing professional attention on the Exposition and providing additional opportunities for involving international participants.
- The Specialized Periods program should not be viewed as a means to increase attendance.
- Revenue generation should not be a principal objective of the program.

B. Program Feasibility

- Program objectives, content and budget should be clearly defined as early as possible and adhered to.
- A lead-time of 3-4 years is necessary to attract established international conferences and trade exhibitions and obtain meaningful international participation.
- An effective marketing, promotion and publicity plan is critical to the success of the program.
- The program must have a high on-site profile centered on an appropriate, centrally located facility for conferences, exhibitions and special events.

C. Program Content

- Emphasis should be placed on the quality of events in the program, not the quantity. The focus should be on events which are international in scope and present new innovative ideas or technology and occur within the timeframes of designated Specialized Periods. Unique Special Events should be emphasized.
- Events, conferences and displays in each Specialized Period should be selected to provide a comprehensive, balanced view of the period topic.
- Consideration should be given to the legacy potential of selected events.

- Equipment exhibitions are the most difficult component of the Specialized Periods program to develop and produce. Special consideration should be given to the feasibility of producing successful exhibitions, marketing and promotion of exhibit opportunities, and the role of commercial trade exhibitions as an alternative to exhibitions subsidized by the Exposition.
- On-site events should be emphasized since they have greater visibility and attract more attention than off-site events. If off-site events are included in the program, extra efforts must be devoted to promoting the events.
- Selected pavilion exhibits should be highlighted as part of the Specialized Periods program. Special tours should be arranged for professional visitors, especially conference delegations.

D. Program Development and Production

- Displays, demonstrations and special events should be attractively and professionally produced and designed to appeal to the public as well as professionals.
- Specialized Period staff with technical expertise should be supported by staff with experience in producing special events and trade exhibitions.
- Obtaining support and assistance from relevant government agencies and professional associations in the host country is essential in developing effective professional events. It is also important to liaise effectively with government programs designed to attract and assist business visitors to the host country.
- Given the resources required to effectively present a display it may be advisable to extend the duration of the display beyond the usual 1-2 week period of EXPO 86 Specialized Periods to make the investment more cost-effective. Enough time between Specialized Periods should be allowed for striking and setting up displays.
- Specialized Periods could be given a higher profile throughout the site through using signage and graphics to highlight relevant outdoor and pavilion exhibits. Pavilions could also be encouraged to set aside special areas for changing exhibits related to the Specialized Periods.

E. Program Costs

- While not an appropriate goal for the program, generating revenues through exhibitor or admission fees or corporate sponsorship is a possible option for defraying the costs of the program. Opportunities to generate revenue should be assessed and policies set at the outset of the program.
- The cost-effectiveness of committing substantial resources to specific special events (e.g. STEAMEXPO, DC-3 Airmada) should be carefully assessed at the outset of the program with emphasis on the objectives of the special event and special attention to promoting the event.

APPENDIX A SPECIALIZED PERIODS EVENTS

- 18 -

MAY 5 - 11, 1986 - POLAR TRANSPORTATION AND COMMUNICATION

- Kodak Pacific Bowl - display and demonstration of related equipment.
- On Site Underwater Demonstration Tank - demonstrations of diving equipment and robotics.
- Burrard Inlet - Berth for Icebreakers.
- False Creek - Bush and Arctic Aircraft Display 5 May 1986.
- The Northwest Passage by Zodiaks - an Endorsed event May to September 1986, sponsored by the Northwest Passage Foundation.
- International Polar Transportation Conference - Endorsed event May 4 - 7, 1986 sponsored by D.F. Dickens Associates Ltd. - City Centre Hotel.
- Pipeline Transportation Systems Symposium - May 6 - 7, 1986, sponsored by the Province of Alberta, Robson Square Media Centre.

MAY 12 - 18, 1986 - SEARCH AND RESCUE

- Kodak Pacific Bowl - display and demonstration of related equipment.
- False Creek - demonstration of related equipment.
- Grouse Mountain - Mountain Rescue Demonstration.
- Seminars on Hovercraft, Rigid Hull Inflatables and International Search and Rescue Programs - May 14-16, 1986, sponsored by the Canadian Coast Guard and EXPO 86, Pacific Marine Training Institute, North Vancouver.
- RESCUE 86 - an Endorsed event, May 12 - 17, 1986, sponsored by the Royal Life Saving Society of Canada in cooperation with the World Life Saving Association, will conduct an International Aquatic Conference and Lifeguard Championship at the University of British Columbia and in English Bay and False Creek.

MAY 23 - JUNE 1, 1986 - STEAMEXPO

- A Special Event - approximately 30 Steam engines will be assembled in the Canadian National Railyards.

JUNE 7, 1986 - DC-3 AIRMADA

- A Special Event - to commemorate 50 years of commercial service. Over 50 DC-3's will be involved in a mass flyby of the Expo site.

JUNE 9 - 15 1986 - TRUCKS AND INTERCITY BUSES

- *- British Columbia Truck Roadeo (June 7-8, 1986) and Canadian National Truck Roadeo (September 17-20, 1986), endorsed events, sponsored by the Canadian Association of Fleet Supervisors, Domans Transport Ltd. Facility, Richmond.
- B. C. Place Stadium. International Highway Transportation Trade Show June 10 - 12, 1986.
- Kodak Pacific Bowl - display of unique vintage trucks and buses.
- Canadian Trucking Association Conference. An Endorsed event June 10 - 14, 1986 - Hyatt Regency Hotel.
- Seminar on Road Design in Developing Countries - Expo sponsored event June 12, 1986 - Robson Media Centre.
- *- International Conference on Concrete in Transportation. Endorsed event Sept. 8 - 10, 1986 - Holiday Inn Harbour-side Hotel.

JUNE 16 - 30, 1986 - URBAN TRANSIT

- Canadian Urban Transit Association Conference June 15 - 19, 1986 - Bayshore Hotel.
- Canadian National Railyard - display and demonstration of related equipment.
- Transit Plaza (East Gate of EXPO site) Intersite demonstration vehicles.
- Technical Seminar on the Soule People Mover System. Endorsed event June 26, 1986 - Robson Square Media Centre.
- American Public Transportation Association Security Workshop and Trade Show. Endorsed event June 18 - 20, 1986 - Hotel Vancouver.
- Modern Swiss Technology in Urban and Suburban Transit. Endorsed event, June 20 and 21 1986 - Swiss Pavilion. Sponsored by Swissrail.

* Events and activities which are related to the Specialized Periods but do not occur within the timeframe of the Period.

- Vancouver ALRT Symposium, an endorsed event, June 19, 1986, Robson Square Media Centre, sponsored by B.C. Transit Corporation.

JULY 7 - 9, - THE VINTAGE INTERNATIONAL ANTIQUE AUTO SHOW

- A Special Event - approximately 700 vintage autos will be on display at B.C. Place Stadium

JULY 6 - 19, 1986 AUTOMOBILES

- University of British Columbia - Innovative Vehicle Design Competition, July 11 - 18, 1986.
- Kit Car Display and Demonstration. Endorsed event - July 8, 1986 Kodak Pacific Bowl.
- MG Motor Club Display. Endorsed event - July 9, 1986 - Kodak Pacific Bowl.
- Pacific Rim Lotus Meet. Endorsed event - July 10, 1986 - Kodak Pacific Bowl.
- Jaguar Club Display. Endorsed event - July 11, 1986 - Kodak Pacific Bowl.
- 6th Historic Race Weekend. Endorsed event - July 12 and 13, 1986 - Westwood Racing Circuit followed by display in the Kodak Pacific Bowl.
- Pacific International Street Rod Display. Endorsed event - July 15, 1986 - Kodak Pacific Bowl.
- Alfa Romeo Club Display. Endorsed event - July 16, 1986 Kodak Pacific Bowl.
- Thunderbird Club Display. Endorsed event - July 17, 1986 - Kodak Pacific Bowl.
- Porsche Club Display. Endorsed event - July 18, 1986 - Kodak Pacific Bowl.
- LADA/AUTO VAZ Team from USSR - July 8 to 11 and July 14 to 19, 1986 - Kodak Pacific Bowl.
- *- CanAMex Rally, an endorsed event, departs September 20, 1986, from Canada Harbour Place and finishes October 12, 1986 at the Kodak Pacific Bowl, sponsored by the Canadian Marathon Rally Team.
- *- Inter-Regional Meet of the Rolls-Royce Owners Club. Endorsed event - Sept. 20, 1986 - Kodak Pacific Bowl.

JULY 20 - 25, 1986 - COMMUNICATIONS AND MOBILITY FOR ELDERLY AND
DISABLED PEOPLE

- Kodak Pacific Bowl - display and demonstration of related equipment.
- Kodak Pacific Bowl - demonstrations of sports for the disabled
- Mobility in the Global Village - the Fourth International Conference on Mobility and Transport for Elderly and Disabled Persons. An Endorsed event - July 21 - 23, 1986 at the University of British Columbia. Sponsored by Transport Canada.
- Expanding Horizons. Endorsed Conference, July 23 - 27, 1986, University of British Columbia. Sponsored by the Canadian Medical and Biological Engineering Society.

JULY 25 - 28, 1986 - SHIPS OF THE WORLD (a new Special Event,
replacing the Tall Ships Assembly)

- A Special Event featuring a multiplicity of new and old vessels, featuring as a centrepiece, the Tall Ships that are committed to coming to Vancouver during this period.

JULY 21 - 31, 1986 - MARINE COMMERCE

- *- Vancouver Port Corporation - Vessel Award to the first deep sea vessel to enter the Port of Vancouver after 0000 hours, May 2, 1986.
- *- Canadian Institute of Marine Engineering Conference - Endorsed conference, June 4-7, 1986, sponsored by the Canadian Institute of Marine Engineering, Holiday Inn Harbourside Hotel.
- *- Third International Maritime Law Seminar, an endorsed seminar, June 5-6, 1986, sponsored by the B.C. Bar Association, Meridien Hotel, Vancouver.
- Burrard Inlet - Harbour and Terminal Tours, sponsored by the Vancouver Port Corporation
- Gelwa Expedition - July 1 - 24, 1986 - Traditional Heiltsuk Canoe Voyage from Bella Bella, B.C. to Vancouver.
- Annual Conference of the Canadian Nautical Research Society in conjunction with the B.C. Underwater Archaeology Association. Endorsed event - July 25-27 1986 - Galiano Island, B.C.

- Maritime Transportation History Symposium, relating to B.C. Maritime History. Endorsed event - July 26 - 28, 1986 - Hotel Vancouver. Sponsored by the World Ship Society.
- Parade of River Work Boats, Heritage Tugs, Fishing Vessels and Coastal Freighters. Endorsed event - July 27, 1986. Sponsored by the North Fraser Harbour Commission.

AUGUST 1 -10, 1986 - AVIATION

- *- EXPO SWIFTBIRDS, a formation flying team conducting an EXPO 86 promotional tour in Oregon, Washington and California. Will appear August 1-10, 1986 in this Specialized Period.
 - *- Canadian Business Aircraft Association Annual Conference - Endorsed event - May 4 - 6, 1986, Hyatt Regency Hotel
 - *- Canadian Aeronautical and Space Institute Annual Conference. Endorsed event - May 12 - 13, 1986.
 - *- International Society of Air Safety Investigators - Northwest Region. May 15-16 1986.
 - *- Pacific Methods Conference on Space and Earth Sciences. Endorsed event - May 15 - 17, 1986.
 - *- World Record Skydiving Attempt. Endorsed event - June 14 - 15, 1986 Pitt Meadows Airport. Sponsored by Pacific Skydivers.
 - *- International Aerobatic Competition - June 27-30, 1986. Endorsed event - Abbotsford Airport.
-
- Parade of Transport Aircraft - "Flight into History" Aug. 4 and 7, 1986 - sponsored by EXPO 86.
 - AIR FAIR 86, an International Aerospace Exhibition, sponsored by EXPO 86, August 4 - 10, 1986 - Abbotsford Airport.

- Abbotsford International Air Show - Endorsed event - Aug 8 - 10 1986. Sponsored by the Abbotsford International Air Show Society.
- Canadian National Parachuting Championships - Endorsed event, August 9-17, 1986, sponsored by the B.C. Sport Parachure Council, Princeton, B.C.
- *- International Northwest Aviation Council. Endorsed event - Aug. 27 - 29 1986
- *- Aerospace Industries Association of Canada - Endorsed event - Sept. 14 - 18, 1986 - Bayshore Hotel.
- *- Lighter-Than-Air Conference - Demonstration and Display. Endorsed event - Sept. 22 - 28, 1986 - Expo site, Robson Square Media Centre and a local airport.

AUG. 8 - 17 1986 - ALTERNATIVE FUEL AND POWER SYSTEMS FOR TRANSPORTATION

- The Kodak Pacific Bowl - displays and demonstrations of related vehicles and equipment.
- Gaseous Fuels for Transportation Conference. Endorsed event - Aug. 8-10, 1986 - University of British Columbia. Sponsored by British Columbia Research.
- International Symposium on Alternative Power Systems for Automotive Propulsion, sponsored by EXPO 86, August 11-12, 1986, Robson Square Media Centre.
- World Energy Autocross. Endorsed event - New York to Vancouver Rally. Sponsored by Wide World Autocross, July 28 - August 16, 1986
- Three Flags Econorallye. Endorsed event - Mexico to Vancouver Rally. Sponsored by the Fuel Efficient Vehicle Association, August 2 - 13, 1986.
- Project MILE (Methonal in Large Engines) - Endorsed event. Sponsored by the Department of Energy Mines and Resources. Methanol-fueled bus will provide intersite service during the Exposition.

AUG. 18 - 24, 1986 - TRANSPORTATION FOR RECREATION

- *- EXPO 86 VOYAGER, a high speed boat which will travel from Saint John, New Brunswick (March 1986) via the Panama Canal to Vancouver (mid-May 1986), an endorsed project.

- *- The Rapid Racing World Cup (Canoes) - Endorsed event - Races 1 & 2, United Kingdom; Races 3 & 4, Chilliwack and Capilano Rivers, B.C., May 16 & 18, 1986, sponsored by Rapid World Racing Ltd.
- *- International Hang-Gliding Competition. Endorsed event - July 9 - 20, 1986, Grouse Mountain, Whistler and Pemberton, B.C.
- *- International Cruiser Race (precision navigation) - Endorsed event, July 20, 1986, sponsored by the G of G Power Boat Navigators Association of B.C., Vancouver Harbour, English Bay and Howe Sound.
- Kodak Pacific Bowl - display and demonstration of related equipment.
- The 1986 Jeep Cup - Endorsed event - Cross-Continent off-road rally finishing in the Kodak Pacific Bowl during this Period. Sponsored by American Motors (Canada) Inc.
- The Gift of Wings, flight in an ultralight by a parapelegic pilot beginning in Halifax and ending in Vancouver during this Period - Endorsed event, June 30 - August 25, 1986, sponsored by the Canadian Parapelegic Association
- Transworld Pro/Am Skateboard Championships - Endorsed event - August 18 - 24, 1986. Sponsored by Canadian Skateboard Association, Kodak Pacific Bowl
- Women's World Sailing Competition. Endorsed event - August 19 - 29, 1986, sponsored by the B.C. Sailing Association, English Bay.
- Ultralight Display and Rally - Endorsed event - Aug. 23 - 24, 1986 - Chilliwack Airport.
- *- International Hot Air Balloon Festival. Endorsed event - Aug. 28 - Sept. 1, 1986 - Langley Airport.

AUG. 25 - 31, 1986 - HUMAN POWERED TRANSPORTATION

- *- Can-Am Mountain Bike Challenge - Endorsed event, June 21-22, 1986, sponsored by the National Off-Road Bicycle Association, Whistler, B.C.
- *- Can-Am BMX Freestyle Challenge - Endorsed event, June 26-28, 1986, sponsored by the Whistler BMX Association, Whistler, B.C.

- *- Can-Am BMX Challenge - Endorsed event, June 28-29, sponsored by the Whistler BMX Association, Whistler, B.C.
- 12th International Human Powered Championships. Endorsed event, Aug. 25 - 31, 1986 - Boundary Bay Airport, Burnaby Lake, False Creek and Kodak Pacific Bowl. Sponsored by EXPO 86 and the International Human Powered Vehicle Association.
- Third International Human Powered Vehicle Scientific Symposium. Endorsed event, Aug. 27 - 28, 1986 - Robson Square Media Centre. Sponsored by the International Human Powered Vehicle Association.
- 1986 World Championship of BMX (Bicycle Motor Cross) Freestyle. Endorsed event - June 28 - 30, 1986, sponsored by the BMX Association of Canada, Kodak Pacific Bowl.

SEPT. 7 - 13, 1986 - COMMUNICATIONS

- *- Integrated Transportation Information System (a transportation information system for visitors to Vancouver) - Endorsed project, operating at the Vancouver International Airport during the Exposition, developed by Oracle Communications.
- International Communications and Computer Exhibition. Endorsed event - Sept. 9 - 11 1986 - B.C. Place Stadium. Sponsored by Tracon Exhibitions Ltd.
- International Conference on Satellite and Fibre Optic Communications. Endorsed event, September 9 - 12, 1986, sponsored by EXPO 86 and Wescom Communication Studies and Research Ltd., Robson Square Media Centre.
- Seminar on Communications Systems for Responding to Hazardous Material Spills, Sept. 15 - 18, 1986 - Pacific Marine Training Institute. Sponsored by EXPO 86 and Transport Canada.
- Northwest Systems Conference. Endorsed event - Sept. 10 - 12, 1986. Sponsored by Association for Systems Management.

SEPT. 12 - 21, 1986 UNDERWATER AND OFFSHORE RESOURCES

- On site Demonstration Tank - display and demonstration of related equipment.
- False Creek - display and demonstration of related equipment.

- Kodak Pacific Bowl display and demonstration of related equipment.
- Challenge of Offshore Development from an International Perspective. Endorsed conference - Sept. 16-17 1986. Sponsored by the Norwegian Petroleum Society. Site TBA.

SEPT. 29 -OCT. 5, 1986 - MODERN RAIL

- Canadian National Railyards - display and demonstration of related equipment.
- American Railway Engineering Association Conference. Endorsed event - Oct. 2-3 1986. Sponsored by the American Railway Engineering Association, Hotel Vancouver.
- Third International Heavy Haul Conference. Endorsed event - Oct. 13-17, 1986, sponsored by the Association of American Railroads, the Canadian Railway and Transit Manufacturers Association, the Railway Association of Canada and the Research and Development Centre, Transport Canada, Hyatt Regency Hotel.
- Symposium on "Modern Rail: The View from Switzerland." Endorsed event, Sept. 30 - Oct. 1, 1986, sponsored by Swissrail, Swiss Pavilion.

OTHER ACTIVITIES

(Activities and events in the Specialized Periods program that address the overall theme of Transportation and Communications but are not directly related to the subject area of any individual Period.)

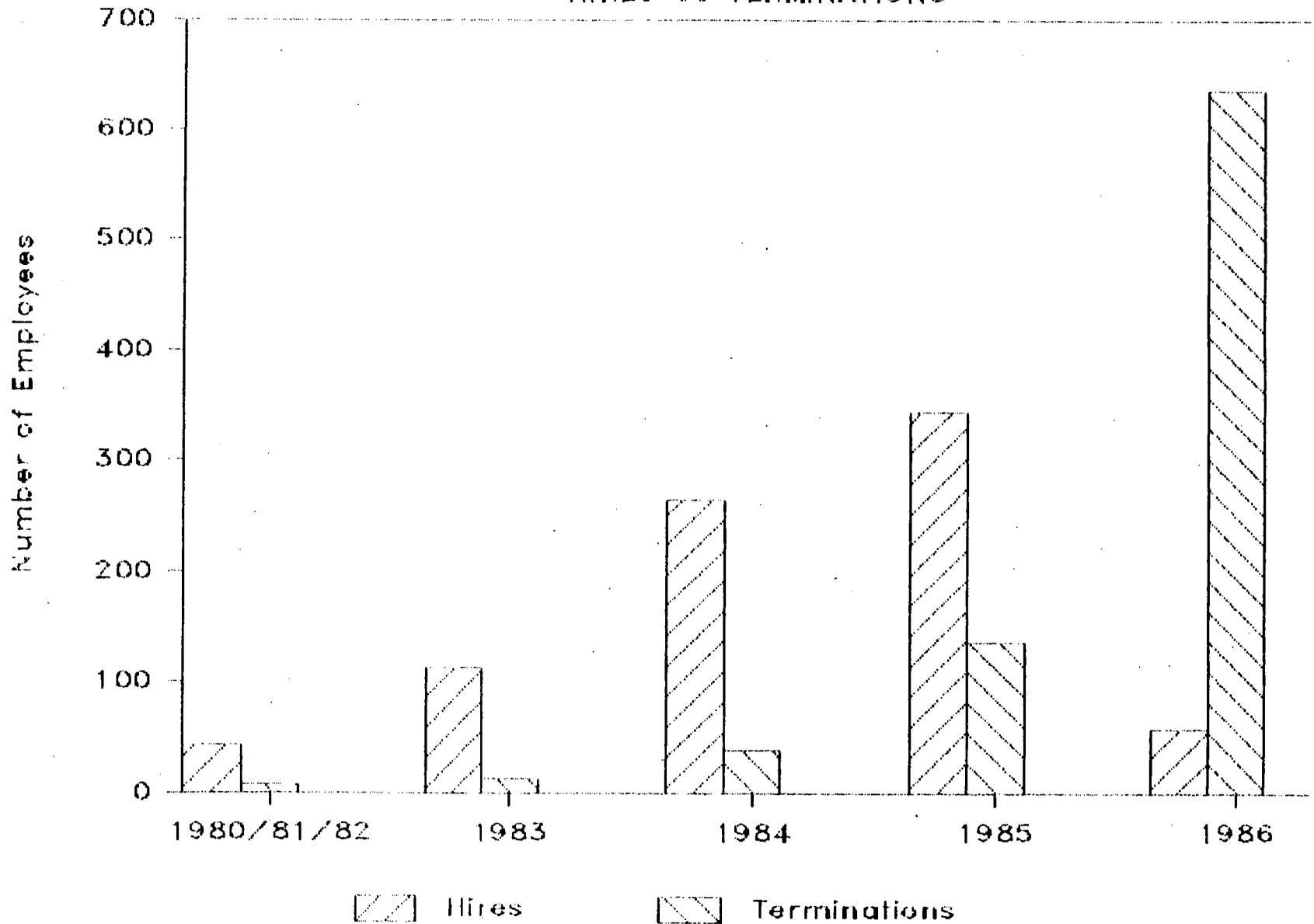
- Baurua Outrigger Expedition (outrigger canoe voyage across the Pacific Ocean) Endorsed project, December 1985 - May 2, 1986, sponsored by the Emyrean International Foundation.
- World Conference on Transport Research, entitled "Research for Tomorrow's Transport Requirements." Endorsed conference, May 11 - 15, 1986, organized by the Centre for Transportation Research, U.B.C., Four Seasons Hotel.
- International Conference on Maglev and Linear Drives. Endorsed conference, May 14-15, 1986, organized by Queen's University (Kingston, Ontario), Ming Court Hotel.

- Mini-LOCOMOTIVES '86 (model steam locomotives). Endorsed event, May 24-June 1, 1986, sponsored by the B.C. Society of Model Engineers, Heritage Village (Burnaby Central Railway), Burnaby.
- Canadian Transportation Research Forum. Endorsed conference, May 27-30, 1986, sponsored by the Canadian Transportation Research Forum, Hotel Vancouver.
- Hong Kong Dragon Boat Festival. June 14-15, 1986, sponsored by Hong Kong and organized by the Chinese Cultural Centre, False Creek.
- 8th Annual World Championship Handcar Races. Endorsed event, June 28 - 30, 1986, sponsored by the World Championship Handcar Races Society, Port Moody, B.C.
- Planning for Transportation and Communications in Communities. Endorsed conference, July 20-22, 1986, sponsored by the Washington State Chapter of the American Planning Association, Hotel Georgia.
- 19th Annual Conference. Endorsed event, Aug. 22-23, 1986, sponsored by the Human Factors Association of Canada, Airport Inn Resort, Richmond B.C.
- Managing Transportation and Communications Projects. Endorsed conference and exhibit, September 2 - 5, 1986, sponsored by the Project Management Institute (West Coast B.C. Chapter), Robson Square Media Centre.
- International Symposium of Coal Transportation. Endorsed conference, Sept. 12 - 16, 1986, sponsored by the Canadian Institute of Mining and Metallurgy, Robson Square Media Centre.
- WOOD EXPO 86. Endorsed trade exhibition (forest industry products and technology), September 25-27, 1986, produced by Southex Exhibitions, B.C. Place Stadium.

* Events and activities which are related to the Specialized Period but do not occur within the timeframe of the Period.

EXPO 86 — PROJECT STAFF

HIRES VS TERMINATIONS



DOCUMENT 14

STATISTICS OF OPERATIONS STAFFING DEPARTMENT

Estimated total number of employees working on the site on any given day: 15 000 - 17 000

This figure breaks down as:

Expo 86 Corporation employees: 4500
Official Participant employees: 5000
Concessionaires employees: 7500

Estimated turnover for the site during the operation of the Exposition: 70 percent

Estimated number of employees who worked on the site, including turnover: 29 000

Estimated number of employees recruited through the Operations Staffing Department: 19 000

Approximate total number of applications received through the Operations Staffing Recruitment Program: 63 000

Total Core Training Activity:

Orientation: 16 850
Food Handling: 4952
Cash Handling: 5923
Supervisor: 597

Estimated number of wardrobe fittings: 10 000

EXPO



DOCUMENT 15

EXPO 86 WARDROBE STATISTICS

- ° WARDROBE area is 14 000 sq. ft. of floor to ceiling shelving and racking
- ° eight washers and dryers to handle only a small portion of maintenance washables
- ° tailoring shop complete with industrial equipment for alterations and repairs with three full time seamstresses
- ° 80 000 wardrobe pieces, all computer inventoried
- ° employees are fitted in groups, often as large as 50 at one time
- ° program took two-and-a-half years to set up
- ° over 256 183m of fabric and trim used in Operations wardrobe uniforms alone
- ° sizes range from XS to XXL T
- ° 75 per cent of fabric produced in Canada
- ° 70 per cent of uniforms manufactured in British Columbia
- ° no mirrors in the fitting rooms (speeds up fittings)
- ° wardrobe department operates seven days a week with three shifts in peak distribution and collection time
- ° all uniforms are ordered, manufactured and received before staff are hired--sizes are educated guesses
- ° largest single order--5000 jackets--awarded to Ringstad Sales, Vancouver

-30-

MEDIA INQUIRIES: EXPO 86 Media Relations
(604) 668-6500

THE GUEST RELATIONS DEPARTMENT**AN OVERVIEW**

The Guest Relations Department provides a variety of services to visitors of EXPO 86 to the extent that the best way to define the role of Guest Relations is to think of it as **"The Official People Department of EXPO 86"**.

The Guest Relations Department is unique in that it will consist of approximately 150 paid staff and approximately 3,000 volunteers. Together this team of hosting staff will become easily recognized across the site as they greet and direct our guests through the many Guest Relations operated facilities.

Guest Relations is a very large operating department in that its mandate of operations include:

- A Three Theme Pavilions**
 - 1. Great Hall of Ramses II
 - 2. The Roundhouse
 - 3. Expo Centre

- B Four Theme Plazas**
 - 1. Land Plaza
 - 2. Marine Plaza
 - 3. Aviation Plaza
 - 4. Highway 86

- C Four Gate Offices**
 - 1. West Gate
 - 2. East Gate
 - 3. Stadium Gate
 - 4. Canada Harbour Place Gate

- D Two Information Centres**
 - 1. Information Centre 1
 - 2. Information Centre 2

However, in addition to its large operating responsibility, Guest Relations is often viewed primarily as a **service department for every guest on site.**

Guest Relations services offered throughout the site include:

- 1. Lost and found articles and people.
- 2. Guest concerns/comments.
- 3. Information services.
- 4. Ticket problems that require compensation of some sort.
- 5. Special needs services.
- 6. Language services.

These services are centralized for use by everyone on site, primarily through the four Guest Relations gate offices. Since these are important on site services, each service is described below.

1. Lost and Found

Articles: Any articles lost or found on site should be directed to the Guest Relations gate offices. A computer system program has been designed to maximize the efficiency in matching lost and found articles to their owner. Articles are kept at the Guest Relations gate offices for one complete operating day at which time they are collected by security and then relocated at the main lost and found depot for the convenience of our guests. It's our suggestion that any found articles handed in to your employees should be retained at your facility until the next day at which time the articles should be delivered to Guest Relations.

Articles will be kept at the main depot for approximately sixty days. Unclaimed goods will then be donated to a non-profit organization.

Lost People: EXPO 86 recognizes the sense of urgency that exists when a guest has been separated from his/her party, and has taken measures to ensure immediate response and action to the situation. Any inquiries for lost children/adults should be directed to the nearest security officer or Guest Relations gate office. The report will be entered as a special alert on the computer system located in all Guest Relations facilities and the security main communications base. In addition, a special alert will be made on radio to all security on site. As a further resource, EXPO 86 will have representatives of the Vancouver Police Department on site at all times should it become necessary to get their assistance.

2. Guest Comments/Concerns

Whether a particular guest wishes to voice a concern regarding an unpleasant incident he or she experienced while on site, express a political opinion or compliment us on the fair, we invite the guest to complete a Guest Comment Form. The Guest Relations staff specialize in handling all guest concerns.

It is the goal of EXPO 86 to strive for excellence in guest service and to maintain a high standard of excellence - we depend on guest comments. We respect guest comments and therefore have developed a system whereby all comments reported to Guest Relations are entered into a computer program from which they are sorted according to the department concerned and responded to by the specific department management team - **ALL WITHIN 48 HOURS!**

When we talk about "people", the "guest", the "visitor", we are talking about one common denominator to all of us, the reason for being here - **OUR GUESTS.**

Our team of Guest Relations staff are trained to provide exceptional service to every guest. The focus is on: **excellence in performance, professionalism in approach, and courtesy under all circumstances.**

3. **Information Services**

Guest Relations is very fortunate to have access to the EXPO 86 "state of the art" computerized information system. This system achieved world wide acclaim and won an award of excellence in New York in 1985.

Located in each Guest Relations operated facility, this system provides access to the complete information and data base of EXPO 86. Anything and everything one ever wanted to know about Expo, from its conception right down to the next show time of the R.C.M.P. musical rides performance, can be accessed by our hosting staff for our guests.

4. **Ticket Problems**

From time to time guests will have various concerns or problems with the EXPO 86 tickets. Whether a guest is requesting a refund, an exchange, or just ticket information, the guest should be directed to the nearest Guest Relations gate office. Our hosting staff have the resources to solve and handle ticket related problems.

5. **Special Needs**

Guest Relations has been responsible for producing and distributing the disabled handbook which outlines the disabled services available on site. In addition our staff are trained to communicate effectively with the disabled. Guest Relations gate offices will also have a team of volunteer Boy Scouts who are available to provide our senior or disabled guests with any assistance they may require on site. **WE'RE HERE TO HELP!** Therefore, should you encounter any difficulties directing the disabled guests, please feel free to utilize our department.

6. **Language Services**

Guest Relations does not provide a specific structured language services program, however any guest who requires translation should be directed to either one of the two Information Centres or four gate offices. Guest Relations will try to accommodate translation for emergency purposes, and where continued translation services are required they have the resources to contact such assistance. Guest

Relations hosting staff do have accomplished language skills and the department has made every effort to provide translation in the following languages throughout the Exposition:

- German
- French
- Italian
- Cantonese
- Japanese
- Mandarin.

Guest Relations is, as stated, the "Official People Department of EXPO 86". Guest Relations services exist for the guests, the participants, and the EXPO 86 departments.

HOW THE DEPARTMENT DEVELOPED

1. Paid versus Volunteer Staff

In order to cut labour costs and to promote intense community/public involvement, it was determined that volunteers could assist and enhance the running of the three pavilions and four theme plazas. The criteria used to determine staff versus volunteer placement in a given facility was:

- a) The ability to operate a facility with paid support staff exclusive of volunteers (i.e. maintaining the enhancement role of volunteers).
- b) An assessment of safety and security factors. The feasibility of carrying out the fire safety plan exclusive of volunteers, the ability to evacuate the facility, and to handle any medical situations adequately with paid staff only (volunteers revert to a member of the public in any emergency situation).
- c) Maintaining public speaking functions as the responsibility of paid staff (i.e. theatre introductions, major announcements, etc.).

Upon assessing these factors, we felt comfortable in establishing a paid staffing level of 180 and a volunteer staffing level of 3,100. The volunteer complement was based on using one volunteer per four hour shift with three shifts per day, and utilizing one volunteer for one shift (only) per week. Also built into the complement was a fifty per cent contingency for high turnover.

2. Training Manual

A full training manual was developed to address all informational and operational components of our department's mandate. It was completed by January 31, 1986

and resulted in 350 pages of specific, concise information, philosophy and direction.

3. Training Program

Thirty hours of training was budgeted for each paid hosting staff member, and four hours allotted for each volunteer team member. Training was broken down into paid and volunteer training programs resulting in:

I Paid Staff (Thirty Hours Each)

- 3 paid hosting training sessions (50 staff per session)
- 1 foreman training program (9 foremen per session)
- 1 supervisor training program (9 supervisors per session)
- 5 training sessions covering all aspects of the Guest Relations operation

II Volunteer Staff (Four Hours Each)

- 8 volunteer training sessions for Great Hall of Ramses II
- 8 volunteer training sessions for The Roundhouse
- 11 volunteer training sessions for Expo Centre
- 1 volunteer training session for Land Plaza/Highway 86
- 2 volunteer training sessions for Air Plaza
- 3 volunteer training sessions for Marine Plaza
- 33 training sessions

Upon completion of all respective training programs, a General Guest Relations Assembly will be called in order that all staff and volunteers congregate in one place, at one time, for a mini pep rally.

4. Recruiting

- a) **Supervisors: 9**
 - 3 started January 1, 1986
 - 3 started February 1, 1986
 - 3 start on March 1, 1986
- b) **Foremen (Pavilion Manager): 9**
 - 9 start on April 1, 1986
- c) **Leads: 64**
 - 64 will be put on payroll on day one of their training program, March 22, 1986
- d) **Hosting Staff: 99**
 - 99 will be put on payroll on day one of their training program, April 5, 1986

The actual recruiting and hiring campaign began:

- a) **October 25 - December 25, 1985:** Hiring of supervisors and foremen. All interviewing and hiring was completed and offers made and accepted by December 18, 1985.
- b) **January 3 - February 15, 1986:** Hiring for all leads and hosting staff. Interviews were scheduled for two supervisors per day and 14 interviews each per day. The hiring ratio was five interviews to one hire; 927 interviews were conducted.

Strict hiring guidelines were produced and a complete candidate profile established. An eight hour training session was also held for the supervisors involved in the recruiting process.

5. Operational Plans

Operational plans for all facilities including

- position descriptions,
- traffic flow design,
- show time ticket program,
- etc.

were completed by December 31, 1985 for inclusion into the final draft of the Guest Relations Manual.

ADMISSIONS

CONCEPT:

Admissions is one department within the Operations Division at EXPO 86. The Admissions Department's primary functions are that of collecting ticket sales revenues, control of revenues and site access through public gates, finance related recording and accounting of revenue and attendance figures.

RESPONSIBILITIES INCLUDE:

1. Control and account for revenues generated through ticket sales, including gate admissions, rides ticketing and Marine Gate intersite and outport ferries.
2. Accurate calculation and reporting of hourly and daily gross and net attendance figures, and daily reporting of sales by ticket and promotion type. The organized and accurate calculation of attendance is critical to the effective cost control and labour planning of all departments. Attendance calculations also impact the corporation's profitability as these often relate to contract terms.
3. Control site access and egress through public entrances and ensure the safe, and quick movement of large crowds through the gates.
4. Provide front line guest relations services through assisting the public and referring or advising in a well informed manner.
5. Scheduling of all outport ferry services as related to public entry through the Marine Gate.

DEVELOPMENT:

The I.B.I. study was based on a projected attendance of 15,000,000 visits and was the basis for the public gate design, resulting in four gates, as follows:

East Gate
West Gate
Stadium Gate (Centre)
Canada Gate

Seller positions	72	
Entrance turnstile	54	
Exit turnstiles	60	
Stroller/Handicap gates	8	5 exits
Re-entry turnstiles	10	

First to a world's exposition is the electronic counting system for turnstiles which gives accumulative totals of exits and entrances thus providing accuracy, speed and savings in compensation needed for a manual system. Enables admissions to report on-site figures hourly so operating departments can adjust staffing levels accordingly.

MARINE GATE

Permits entrance and exit for preticketed guests who are passengers on one of the outport ferries, and transportation between the two sites on the intersite ferries.

RIDES TICKETING

Included in this general category are ten seller's locations for the six rides and the Child's Play Area.

There are four seller's locations for sale for ferry tickets, two at Marine Gate and two on the Canada Harbour Place site.

IMPLEMENTATION:

Expo Centre (Mini Expo) operated May 2, 1985 to October 14 1985 and had in excess of 600,000 visitors. The objectives of Expo Centre were to design, implement and test systems that would establish an operation which would be a design for EXPO 86. In addition, a strong team of trained supervisors would be chosen from the Expo Centre staff.

Operational manuals have now been developed identifying rules and guidelines for all admissions operations. Training programs are developed and ready for staff training which will begin in February 1986.

GUEST RELATIONS STATISTICS

OCTOBER 14, 1986

Current Lost and Found System Information

Clothing	:	74 items lost	38 items found
Cameras	:	1587 items lost	703 items found
Wallets	:	921 items lost	567 items found
Identification	:	1265 items lost	1412 items found
Credit Cards	:	68 items lost	143 items found
Carrying Cases	:	324 items lost	193 items found
Jewelry	:	1230 items lost	750 items found
Canes	:	17 items lost	20 items found
Purses	:	308 items lost	279 items found
Hats	:	2 items lost	3 items found
Keys	:	31 items lost	15 items found
Eye Glasses	:	380 items lost	461 items found
Books	:	8 items lost	14 items found
Pagers	:	7 items lost	2 items found
Hearing Aids	:	15 items lost	7 items found
Money	:	54 items lost	94 items found
Name Tags	:	0 items lost	0 items found
Binoculars	:	14 items lost	9 items found
Special	:	263 items lost	291 items found
Persons	:	774 items lost	567 items found
Passes	:	1272 items lost	1240 items found

Total number of records in the current LAF system is 15423

Deleted Lost and Found System Information

Clothing	:	233 items lost	71 items found
Cameras	:	561 items lost	524 items found
Wallets	:	1372 items lost	933 items found
Identification	:	856 items lost	1195 items found
Credit Cards	:	76 items lost	179 items found
Carrying Cases	:	516 items lost	347 items found
Jewelry	:	142 items lost	211 items found
Canes	:	17 items lost	17 items found
Purses	:	507 items lost	396 items found
Hats	:	13 items lost	3 items found
Keys	:	89 items lost	82 items found
Eye Glasses	:	593 items lost	578 items found
Books	:	22 items lost	15 items found
Pagers	:	4 items lost	3 items found
Hearing Aids	:	3 items lost	3 items found
Money	:	78 items lost	164 items found
Name Tags	:	1 items lost	1 items found
Binoculars	:	4 items lost	3 items found
Special	:	210 items lost	211 items found
Persons	:	3281 items lost	2396 items found
Passes	:	224 items lost	287 items found

Total number of records deleted from the LAF system is 16422

Total number of records currently used by LAF is 31845

STATISTICS

COMPLIMENTARY TICKETS	JUNE	JULY	AUG	SEPT	OCT	TOTAL TO DATE	DOLLAR VALUE
Media Accreditation	1,572	986	850	650	350	4408	88,160
Admission Errors	625	255	298	492	215	1885	37,700
Others (wheelchair problems; First Aid calls)	<u>439</u>	<u>147</u>	<u>193</u>	<u>252</u>	<u>77</u>	<u>1108</u>	<u>22,160</u>
TOTALS	2,636	1,388	1,341	1,394	642	7,401	148,020

REFUNDS

Rides	870.19	174.00	541.00	168.00	425.00	2,178.19
Tickets	<u>1,207.43</u>	<u>693.50</u>	<u>492.50</u>	<u>330.00</u>	<u>20.00</u>	<u>2,743.43</u>
TOTALS	2,077.62	867.50	1,033.50	498.00	445.00	4,921.62

LOST AND FOUND CHILDREN
AND ADULTS.

RUNNING
TOTAL

Children	747	1,820	1,520	546	682	5,315
Adults	117	193	277	54	46	687
Identification Braclets	30	47	25	12	3	117

LOST AND FOUND CHILDREN
AND ADULTS FOR OCTOBER.

Lost and Found male children	427
Lost and Found female children	255
Lost and Found male adults	30
Lost and Found female adults	16

EXPO 86 OPERATING SERVICES PACKAGE

OPERATING SERVICES

1. OPERATIONS SERVICES

(a) (i) Site Maintenance

This service has been established to assist Participants with the maintenance of the landscaped areas which fall within their designated plots. Such services will include watering of plants, pruning, weeding and vandalism repair.

Hard Landscape (sidewalks, landscaping pavers, etc.) will also be accommodated.

(ii) Pricing

Hourly rates will range from \$17./hour to \$40./hour depending upon the sophistication of the landscape and the technical expertise required to service it. A fixed bi-weekly charge will be established wherever possible. Some typical rates are as follows:

Annual Flower Bed	\$10 per sq. metre/month
Scrub Bed	\$2.50 per sq. metre/month
Formal Lawns	\$2.50 per sq. metre/month
Rough Lawns	\$1.50 per sq. metre/month

The above rates have been calculated assuming that the Participant has not built an irrigation system into its landscape.

(b) (i) Emergency Breakdown Service

Expo will make available to the Participants an emergency breakdown service on a 24 hour basis. Our skilled tradesmen will be on call to provide emergency carpentry, electrical, plumbing and clean-up services.

(ii) Preventive Maintenance

Expo will also provide Preventative Maintenance. Our staff will check the H.V.A.C. Systems on a routine basis where requested.

(iii) Pricing

Pricing in all cases will be on a time and materials basis. Our hourly charge out rates will range from \$30./hour - \$40./hour, depending upon the type of services required. Due to the Labour Laws of British Columbia, Expo will have to charge for a minimum 4 hour call out. Materials will be charged at cost plus 15%. For Preventative Maintenance, a fixed bi-weekly charge will be established based upon the sophistication of the H.V.A.C. Systems.

(c) (i) Building Security Services

Expo will make its highly trained security guards available to Participants where requested. The Participants that request this service will get security guards devoted to their pavilions who will perform scheduled tours of the pavilion, file regular reports of all activity during the shift and alert the Participant to any security deficiencies as they arise. All Expo security guards are trained in first aid and have access to the site-wide communication system should problems occur.

(ii) Pricing

Hourly charge out rates for security guards will be \$10.50/hour prior to the May 2, 1986 and \$11.00/hour thereafter. Based on two security guards for 16 hours a day and one security guard over night, an average Participant's bi-weekly cost during the Exposition, would be \$6,160, however, each Participant is encouraged to discuss their individual security requirements with the Expo 86 Security Department. Radios will be provided at an additional charge.

(d) (i) Electricity, Gas and Water Services

Electricity, gas and water will all be provided on site.

(ii) Pricing

All services will be passed on to the Participants at cost plus an administrative and handling fee of 15%. A standard module of 96 square metres will

use electricity of between \$300 and \$350 per month. This calculation does not include sophisticated exhibitry, restaurants or elaborate heating and ventilation systems. Electricity and gas will be billed based upon individual consumption.

(e) (i) Warehouse Supply Services

Our warehouse is fully stocked with an assortment of hardware and janitorial supplies.

(ii) Pricing

Supplies will be issued at cost plus an administrative fee of 15%. Each Participant's cost will depend on their individual requirements.

(f) (i) Commissary Services

Our internationally trained chef and his staff will be available to prepare menu items for those Participants operating restaurants on site. Our modern industrial kitchen does, however, have certain capacity limitations and requests for this service will be accommodated on a "first come, first serve" basis.

(ii) Catering Services

Expo 86 has established a quality Catering Department that can accommodate all of the Participant's catering requirements, from a formal sit down dinner to a light lunch for a business meeting.

(iii) Pricing

Pricing will be based upon the Participant's menu requirements.

(g) (i) Garbage Compactors and Refuse Transfer Carts

Expo will make garbage compactors and refuse transfer carts available to all Participants. Waste disposal, once the garbage has been moved to a central location, will be provided free of charge. Participants are reminded that it is their responsibility to have a concrete slab installed adjacent to their pavilion should they require a compactor and PACO should be consulted as to the requirements for the slab.

(ii) Pricing

Compactors (highly recommended for those Participants with restaurants) can be rented for \$750.00 per month. Refuse Transfer Carts will rent for \$75.00 per month.

(h) (i) Recruiting and Training

Expo will recruit employees for Participants by drawing on the pool of qualified applicants established for Expo's internal operations, each of these applicants is pre-screened by Expo prior to presentation to the Participant and the hire/no hire decision is completely up to the Participant. To further enhance the quality of the Participant's staff, Expo will make its 'in house' training courses available to all employees hired by the Participant.

(ii) Recruiting

Recruiting will be provided at \$25.00 per employee. Training courses are priced as follows:

Orientation	\$15.00	Food Handling	\$15.00
Cash Handling	\$15.00	Supervisory	\$25.00

Discounts apply if the Participants request a number of training courses. If all 4 courses are requested, the total price will be \$60.00, if any three courses are selected, the price for all three will be \$45.00. Due to administrative constraints, these discounts will only be available upon the initial registration for these courses.

(i) (i) Minor Construction Alterations

This service would involve moving doors, installation of windows, etc. All services in this area are subject to the complexity of the job.

(ii) Pricing

Time and materials will be billed on a cost plus basis.

(j) (i) Production Services

Expo will make its highly skilled producers available to assist with the development of technical requirements and production of the Participant's entertainment where requested. Qualified sound, stage and audio visual technicians will also be available.

(ii) Pricing

Participants will be charged on a time and materials basis. Labour rates range from \$13.00/hour to \$38.00/hour and supplies will be invoiced at cost plus 15%.

EXPO 86 OPERATING SERVICES PACKAGE

REQUEST FOR INFORMATION

We, the undersigned are interested in the Expo 86 Operating Services Package, and would like to meet with representatives of Expo 86 to discuss the Package in more detail. We are particularly interested in the following services:

1. Site Maintenance _____
2. Emergency Breakdown Services _____
3. Building Security Services _____
4. Electricity, Gas & Water Services _____
5. Warehouse Supply Services _____
6. Commissary Services _____
7. Garbage Compactors & Refuse Transfer Carts _____
8. Recruiting & Training _____
9. Minor Construction Alterations _____
10. Production Services _____

Please indicate your interest by marking the appropriate service(s) with an "X".

Participant's name: _____

Signature of representative: _____

Date: _____

EXPO 86 OPERATING SERVICES PACKAGE

LETTER OF INTENT

We, the undersigned, would like to subscribe to the following services contained in the Expo 86 Operating Services Package:

1. Site Maintenance _____
2. Emergency Breakdown Services _____
3. Building Security Services _____
4. Electricity, Gas & Water Services _____
5. Warehouse Supply Services _____
6. Commissary Services _____
7. Garbage Compactors & Refuse Transfer Carts _____
8. Recruiting & Training _____
9. Minor Construction Alterations _____
10. Production Services _____

Please indicate your interest by marking the appropriate service(s) with an "X".

Participant's name: _____

Signature of representative: _____

Date: _____

SECURITY

OBJECTIVES:

1. To control entry into the site during the construction and operating phases of the Fair.
2. To protect the property of the Corporation and of the participants from any misadventure.
3. To preserve order on the site, from the point of view of unlawful activity, behaviour deemed unacceptable, as well as crowd control.
4. To assist the public in any way possible in the circumstances.

At the onset of the construction phase of EXPO 86 in 1984, it was decided to develop an in house security organization. This approach allowed for the careful selection of personnel as well as the accumulation of experience on the site that would be an asset during the EXPO 86 operating period.

During the planning phase attention was paid to all aspects of design and construction that would reduce the opportunities for problems during the fair. Attention was paid to the lighting plan, location of emergency exits, as well as a locking and key control system. A working relationship was established with the Vancouver City Police, who have primary law enforcement responsibilities in the area. The resulting plan required that EXPO Security handle as much of the routine and predictable activity as possible, with the VCP responding to all major crime incidents.

An operating plan was developed to provide for the incremented phasing in of resources as the vulnerability and value of the site increased. Recruiting and training plans have been developed and are ready for the increases in staff to occur in the period preceding opening day.

To enhance the overall security capability EXPO Security has offered to provide service to those pavilions in need of additional service. Several participants are taking advantage of this service and are in the process of entering into contracts.

Based on plans at the moment, it is anticipated that the site security will require approximately 300 staff, with an additional 150 being employed on contract duties.

FIRE AND SAFETY

OBJECTIVES:

To ensure compliance to Workers' Compensation Board and Fire Prevention rules, to reduce accidents and prevent fires.

Initiated in February 1984, this section established the Corporate statement and policy along with the Occupational Health, Safety and Loss Prevention Program. The Program is a contractual requirement for those doing business on the EXPO 86 site. The Fire and Safety Section which administers this program, was expanded in the summer of 1984 to include three Fire Safety Supervisors who routinely inspect and demand compliance in regard to the applicable codes and regulations.

During the planning and design phase of the EXPO, attention was paid to fire prevention considerations such as fire routes, hydrant locations, emergency entrance and exits. All steps were taken to prevent fires as well as facilitate a prompt response should a fire occur.

A site wide alarm system has been installed whereby smoke and heat sensors initiate building alarms as well as alert the central control centre. The on site fire personnel are dispatched at the same time the Vancouver City Fire Department are alerted. The on site personnel will attend first and advise the true nature of the alarm. If a significant fire exists City resources will be escorted to the site.

September of 1985 saw the installation of two Rapid Response vehicles and crew members. Currently working from 1500 hrs to 0700 hrs, 7 days a week, the Rapid Response crews are involved in an on-going fire prevention and hazard identification process, response to fire alarms, auxiliary First Aid as required and security. March 1, 1986 will see this operations providing 24 hour coverage.

With regard to safety matters, during the EXPO Safety Supervisors will investigate all injury accidents on the site to identify any remedial action necessary. Also these staff will report such incidents for insurance and legal follow up action.

During the staff training period Fire and Safety personnel will participate in the orientation of all site staff in Safety and Emergency procedures. Also a fire and Evacuation plan exists for each facility, which building staff must be competent to activate.

EMERGENCY SERVICES

Emergency Services, as well as Security and Fire and Safety, report to the Director of Service Operations. The operating goals for EXPO 86 Emergency Medical Services are:

- a. Provision of First Aid treatments for guests, participants and employees with the return of the guests to the site whenever possible.
- b. Provision of emergency medical treatment which will prevent deterioration and provide stabilization of the patient pending transport to a medical facility.

OBJECTIVES:

1. Staff four first aid clinics on the EXPO 86 sites with appropriate nursing and paramedical personnel to provide care equal to or greater than that available to the public elsewhere in Greater Vancouver.
2. Provide full services during public operating hours and a reduced service during non-operating hours on the EXPO 86 site.
3. Establish a medical advisory committee to: approve and review operating procedures and policies; advise in matters of a medical consultative nature and provide a liaison between the two major referral hospitals and EXPO Emergency Services.
4. Implement a medical referral process that will minimize the impact on local hospitals of the increased population in the downtown core area.
5. Provide occupational health services as determined by the Medical Health Officer for EXPO 86.
6. Provide emergency medical services which includes transportation of patients, and courteous, efficient treatment within the first aid clinics and referral to an outside facility where appropriate.

DEVELOPMENT (Personnel/Organization):

Planning for the Emergency Services was based on a predicted attendance of 15,000,000 guests. Information from the available literature was scarce and contradictory in nature. A "best guess estimate" is a 3:1,000 incidence of patients to guests or 45,000 patients during the Fair. Of the 45,000, it is estimated that 15% will require referral to an off site facility such as a doctor's office or hospital emergency department; of those referred (total 6,800) approximately 12% will require admission

to hospital (810). The clinics are staffed with Registered Nurses with extensive emergency room experience and paramedics from the Provincial Ambulance Service. Because of the short term nature of the jobs offered, the majority of staff will work on a part time basis and will not give up full time employment with their present employer. While the clinics will function primarily as first aid stations giving minor treatments provision has been made to allow treatment of major life threatening emergencies with the appropriate drugs and treatment. The medical advisory committee approves our operating policies and procedures and provide standing orders for the staff to work under.

Staff required:

Registered Nurses	24 full time equivalents
Paramedics	24 full time equivalents
Clerk/Receptionists	11 full time equivalents

There will be capacity for 32 beds with an anticipated daily volume ranging from 173 patients per day in October to a high of 363 patients per day in July. It is forecasted that 60% of the patients will be walk-in and 40% will require transport. Paramedics will be dispatched through the Communications Centre to transport the patients to the first aid clinics either via van/ambulance of which there are three, or golf carts of which there are 7. There will be on average 6 staff on duty in the False Creek site clinics during operating hours and an average of three staff on duty in the Canadian Pavilion during operating hours. Two staff members will cover the non-operating hours.

IMPLEMENTATION (Expo Centre):

While Expo Centre provided valuable experience it did not provide an situation analagous to the main event. For example, the average length of stay of a guest on the site during Expo Centre was probably around 2 hours and the guests were in a very limited area. During the Fair guests will likely be on the site in excess of 6 hours and due to the nature of the site itself, will probably walk long distances thus increasing the chance that they may require first aid services.

SECURITY, FIRE & SAFETY, EMERGENCY SERVICES DEPARTMENT

FIRST AID STATISTICS

Summary of First Aid Activity: EXPO 86

Month	Total/Month	Average/Day	Referred to Doctor/Hospital
May	11 147	371.6	684
June	14 279	479	692
July	17 277	557	837
August	21 455	692	788
September	15 046	501	731
October	7 452	573	288
TOTALS	86 656	525	4020

Least/day 181

Most/day 1011

Doctor/Hospital

SECURITY, FIRE & SAFETY, EMERGENCY SERVICES

OCCURENCE REPORTS

Alerts	1
Bomb Threats	49
Counterfeits	146
Money	55
Passes	62
ID cards	39
Parking permits	20
Objectionable behaviour	687
Drunk	164
Disturbance	463
Suspicious	60
Emergency Services	3503
Fire and Safety	1161
Cash Control Alarms	34
Intrusion Alarms	2480
Insecure Premises	96
Complaints	72
Liquor Code Violations	35
Marine Problems	51
Narcotics/alcohol	90
Property Damage	121
Confiscated Passes	150
Vandalism	101

Lost and Found	145
Scalping	75
Break and Entry	29
Robbery	3
Shoplifting	82
Pickpocket	58
General Theft	668
Unauthorized entry	160
Vehicle accident	127
Demonstrations	25
Assault	127

Totals as October 13, 1986

CROWD CONTROL SERVICES
OPENING, OPERATING AND CLOSING PROCEDURES

Opening Procedures

Review of prior days activity:

- Attendance
- Time of turnstile opening and rope drop
- Crowd control problems/congestion
 - Public areas/walkways
 - Location specific
- Guest complaints/comments

Review of current days activity:

- Attendance
- Special events, performance schedule
- Staff coverage

Inspection of area crowd control/Queue areas

- Position of all stanchions and ropes
- Location of appropriate signage
- Gate rope drop areas
- Verify supply of reserve ropes and stanchions

Operating Procedures

- Assignment areas & Staff positions
 - Area outside of gate prior to turnstile opening
 - Rope drop area & perimeter
 - On-site area after rope drop
- Location and configuration of queue area ropes and stanchions in each area - by location
- Operating Responsibilities:
 - Directing guests to appropriate queue areas for each facility
 - Organizing line-ups that extend beyond static and/or over flow queue areas
 - Coordinating supervision of queue areas with participant supervision and/or Expo department personnel (rides, guest relations, security, etc.)
 - Maintaining orderly flow of guests in public areas and thoroughfares
 - Crowd management for special events, ceremonies, performances, etc.
 - Notification of area foreman or site crowd control supervision re:
 - Crowd overflow problems in area
 - Additional ropes/stanchions required
 - Additional staff required
 - Guest complaint/security problem

- Determination of area "Hot Spots" or "Problem Areas" and time of day flow/queue problems exist
- Recommendations for improving crowd control operations in each area.

Closing Procedures

- Assist in clearing guest from site
- Walk through of area to ensure queue areas are in place for next day
- Removal and storage of ropes/stanchions used during the day for special events and/or overflow situations
- Log any pertinent information re: area crowd control operations in log book.

RIDES DEPARTMENT

ATTRACTION	ACCUMULATED TOTAL May 1-October 13
MONORAIL	10,507,018
EAST SKYRIDE	4 685 943
WEST SKYRIDE	5 151 508
SCREAM MACHINE	2 016 397
CARIBOO LOG CHUTE	1 848 195
SPACE DROP	1 273 487
OBSERVATION	491 249
LOOPING STARSHIP	700 023
CARROUSEL	550 220
CHILDS PLAY AREA	306 641

OFFICIAL REPORT**OPERATIONS DIVISION**Progress Report Up to January 31, 1986Department Retail, Concessions and LicensingPlanning/Objectives:

Two elements were involved in the original capacity and commercial space dedication planning and for the Retail Department. Based on the projected attendance of 15,000,000 visits financial plans were developed for the two areas visibly food and merchandise. Aligned with this was a review of previous World's Fairs held in continental North America. From all of this it was determined that we required approximately 100,000 to 120,000 square feet of merchandise space and 220,000 to 225,000 square feet of food service space.

The objectives then were to:

1. Identify department personnel needs and hire accordingly.
2. Develop a department to organize and administer the food services programme which was to be split into Food Concessions (leased space) and Food Operations (facilities operated by the Corporation). N.B. The Retail, Concessions and Licensing Department is only concerned with Food Concessions.
3. Develop a department to organize and administer the Merchandise programme which, like food services, was to be split into Merchandise Concessions (leased space) and Merchandise Operations (facilities operated by the Corporation). Unlike food services with respect to merchandsie activity at EXPO 86, both areas are in this departments scope of responsibility.
4. Develop a department to;
 - (a) establish a merchandise programme site wide and assume responsibility for the buying and control of products in Corporately operated facilities;

- (b) review and approve all merchandise to be carried by concessionnaires; and
 - (c) administer the offsite licensing programme.
5. Develop operational policies and procedures.
 6. Refine revenue and profit objectives as well as determine capital requirements and costs.
 7. In conjunction with the Food Operations Department develop the site wide master menu programme.
 8. Liase with our Participants group and review the programming for food and merchandise operations in Official Participants pavilions.

Responsibilities:

1. Develop in conjunction with the Legal Department two main contracts:
 - a) Licensing agreement for the offsite commercial use of our trademarks.
 - b) Concession agreement for the leasing from the Corporation of commercial space for food and merchandise operations.
2. Planning, design, development and day to day operation of merchandise facilities at EXPO 86 operated by the Corporation.
3. Planning, design and development of food and merchandise facilities which are planned to be concessioned.
4. Negotiation of licensing and concession agreements and the administration of the executed documents.
5. Day to day management of food and merchandise concessionnaires.
6. Administration of licensees.

Development:

Personnel:

Please refer to Attachment.

Operational:

1. In order to develop the site wide master menu programme and the master merchandise assortment programme we endeavoured to identify an appropriate product mix with planned space dedication based upon dollar contribution or consumption habits. We spent considerable time on this project.
2. Once we had the "master" plan established, we advertised for operators interested in leasing space from the Corporation. Since we had an intergrated programme established an applicant interested in a particular type of food service facility was required to bid on already predetermined units.

i.e. pizza and pasta were to be sold from F-5, F-23 and F-46. We discouraged people from making proposals to sell a these product from other locations.

Nonetheless, the earlier applicants were afforded some flexibility and we had a limited ability to shift products around. As more facilities were leased, so this became more difficult. We were also receptive to the replacement of certain programmes with new products that were not in the original concept and were not in conflict with the overall scheme.

Tied into this programme in the food service area was a determination as to the style of service:

1. Table service - fine dining
2. Table service - family dining
3. Buffeteria or Cafeteria
4. Quick Cuisine or Fast Food

It was anticipated that all Fine Dining at EXPO 86 would be in the Official Participant's pavilions.

3. Decisions were made with respect to which facilities the Corporation should operate versus leasing to a concessionnaire and we spent from the Spring of 1984 until the Winter of 1985 involved in assessing proposals and negotiating contracts. The general philosophy with respect to the facilities that we planned to operate was that if we received a good enough proposal from a potential concessionnaire on one of these facilities then we would be prepared to lease these out as well, but the focus would be on leasing the other units. At the present time the situation is as follows:

<u>Food</u>			
CONC LOC 'N	DESCRIPTION	CONCN'D OUT	EXPO OPERATED
F-1	French Bistro	x	
F-2	Sandwiches	x	
F-4	Hawaiian Seafood	x	
F-5	Pizza/Pasta	x	
F-6	Chinese	x	
F-7	BBQ Chicken/Ribs	x	
F-8	Hamburgers	x	
F-9A	Seafood Buffeteria	x	
F-9B	Oyster Bar	x	
F-9C	Cookies/Muffins	x	
F-10	Greek	x	
F-11A	Mexican	x	
F-11B	Ice Cream	x	
F-11C	Greek	x	
F-12	Bavarian	x	
F-15	Steak/Seafood	x	
F-16	Hamburgers	x	
F-18	Japanese		x
F-19	International Buffeteria	x	
F-21	Asian Specialty	x	
F-22A	Deep Fried Chicken & Veg.	x	
F-22B	Belgian Waffles	x	
F-23A	Pizza/Pasta	x	
F-23B	Potatoes	x	
F-23C	Ice Cream/Bakery	::	
F-23D	Cotton Candy & Candy Apples	x	
F-24A	International Sausages	x	
F-24B	Greek	x	
F-26A	Mexican	x	
F-26B	N/A	Rolled into F-26A	
F-27	Hamburgers	x	
F-28	Irish Pub	x	
F-31	Pacific Stn - Steak/Seafood		x
F-33	Mesquite Grill/Bar	x	
F-35	Zack's - Deli/Tacos		x
F-36	Deli/Sandwiches	x	
F-37	Buffeteria (Ribs/Chicken)	x	
F-38	Hamburgers	x	
F-46A	Pizza/Pasta	x	
F-46B	Ice Cream	x	
F-46C	International Sausages	x	
F-47	Atrium - Chicken/Seafood		x
F-48	Horizon - Buffet/Desert Bar		x
F-49	Gourmet Burgers	x	
F-50	Chinese	x	
F-51A	N/A	Rolled into F-51B	

Food (Cont'd)

CONC LOC'N	DESCRIPTION	CONCN'D OUT	EXPO OPERATED
F-51B	BBQ Salmon	x	
F-52	Gallery - Sand./Pasteries	x	
McBarge	Hamburgers	x	
CP-29	Festhaus	x	
FSC1,2,3	Various Food Products		x
Carts	Various Food Products		x

Merchandise

CONC LOC'N	DESCRIPTION	CONCN'D OUT	EXPO OPERATED
M-1A&B	Souvenirs	x	
M-2A	Gate Merchandise		x
M-2B	Souvenirs	x	
M-3	Souvenirs	x	
M-4	Souvenirs	x	
M-5	Art & Transportation		x
M-6A	French Giftware	x	
M-6B	Spanish Giftware	x	
M-7	Souvenirs	x	
M-8	Korean Giftware	x	
M-9A	Candy	x	
M-9B	Handblown/Handspun Glass	x	
M-9C	Jewelry	x	
M-9D	Christmas Merchandise	x	
M-9E	Souvenirs	x	
M-9F	Souvenirs	x	
M-11A	Phillipine Giftware	x	
M-11B	Phillipine Giftware	x	
M-12A	Canadian Souvenirs	x	
M-12B	Film/Tobacco		x
M-12C	Video Arcade		x
M-12D		x	
M-13	N/A	Rolled into M-19B	
M-13A	Souvenirs	x	
M-14	Asian/Chinese Items	x	
M-15A	Hawaiian giftware	x	
M-15B	Lifestyle Merchandise	x	
M-16	N/A	Split - see below	
M-16A	Mexican Giftware	x	
M-16B	Giftware	x	
M-16C	Moroccan Giftware	x	
M-16D	Pearl Jewelry	x	
M-16E	Phillipine Giftware	x	
M-17			x

Merchandise (Cont'd)

CONC LOC 'N	DESCRIPTION	CONCN'D OUT	EXPO OPERATED
M-18	N/A	Not in existence	
M-19A	Souvenirs	x	
M-19B	Gate Merchandise		x
M-20	Gate Kiosk	x	
M-23	Souvenirs	x	
M-24AA	Candy	x	
M-24AB	Film/Tabacco		x
M-24BA		x	
M-24BB	Antique Photo	x	
M-24C	Souvenirs	x	
M-25		x	
M-26	Souvenirs	x	
M-27A	Souvenirs	x	
M-27B	Canadian Souvenirs	x	
M-28	Toys	x	
M-38	Souvenirs	x	
M-39	Gate Merchandise		x
M-39AB	Guest Lockers	x	
M-39B	Souvenirs	x	
M-40	Gate Kiosk	x	
M-41	Expo Centre	x	
M-42	Native Crafts	x	
M-43	B.C. Merchandise	x	
M-44	B.C. Indian Craft	x	
M-45	N.W.T. Giftware	x	
M-46	Egyptian Giftware	x	
M-50	Gate	x	
M-51	Kiosk	x	
M-52	Gate Merchandise		x
DK-1	Dog Kennels		x
DK-2	Dog Kennels		x

Expo Centre Preview:

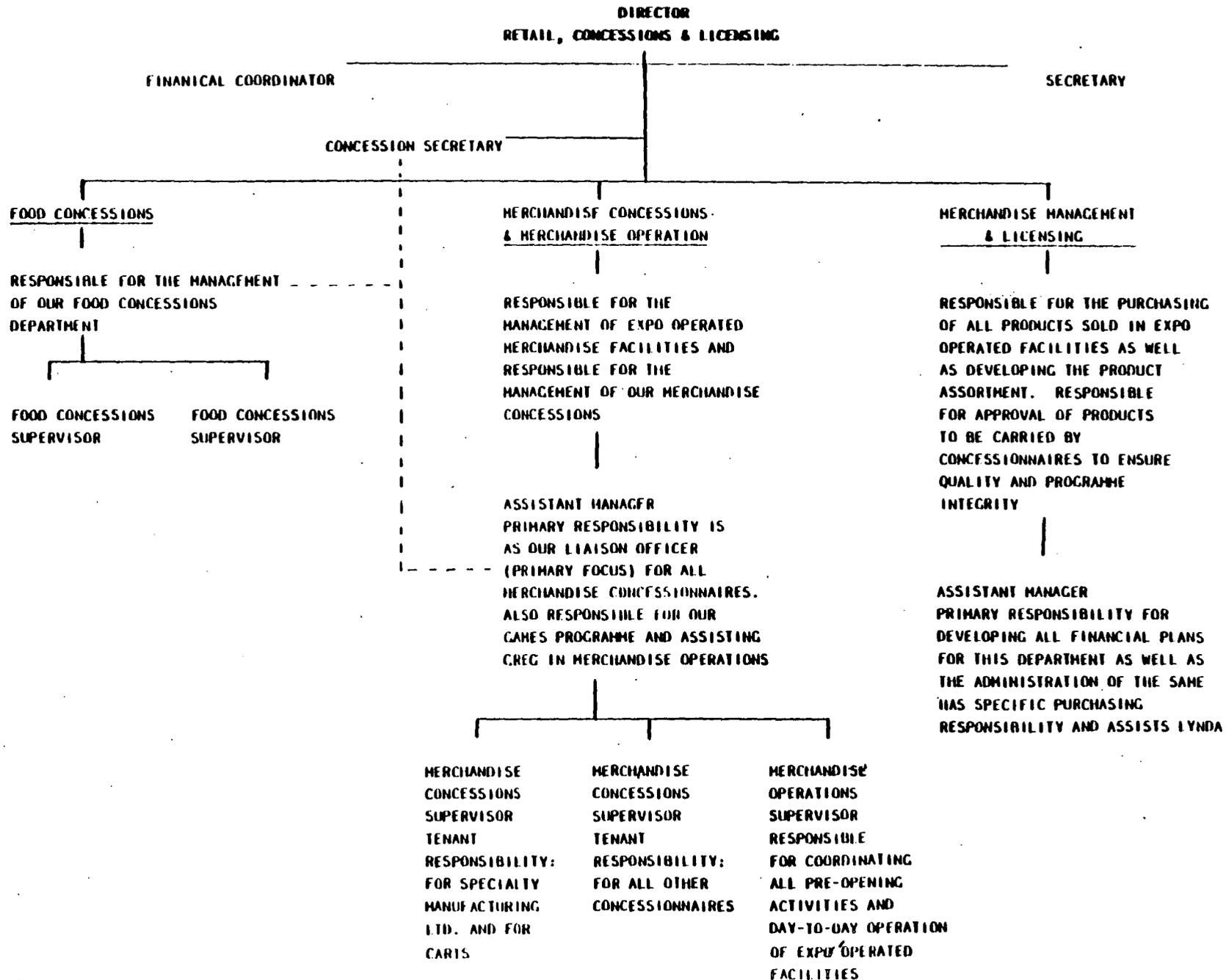
During the 1985 Expo Centre operating period, we had four merchandise facilities operating. Two were run by a concessionaire and two were operated by the Corporation. None of the food facilities open were run by concessionaires. This was an excellent opportunity to test our procedures and systems as well as to give our staff hands-on operating experience and to train supervisors for the main period. All of the units produced better than projected results.

COSTS AND SAVINGS TO EXPO OF CONCESSIONING OUT FOOD
AND RETAIL OUTLETS

There were numerous areas where costs and savings occurred, the most obvious being labour. A non-inclusive list of departments and the savings or costs incurred by them is presented below:

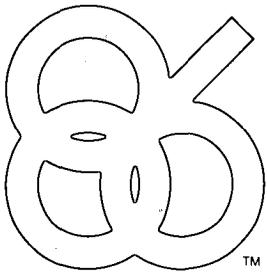
SAVINGS:

<u>REVENUE GAIN</u>	\$ 135,000
<u>COMMISSARY</u>	
Seasonal staff	\$ 13,800
Project	\$ 60,000
<u>PURCHASING</u>	
Seasonal Staff	\$ 30,000
<u>INVENTORY CONTROL</u>	
Seasonal	\$ 20,000
Project	\$ 12,000
<u>DATA CONTROL</u>	
Seasonal	\$ 22,000
<u>REVENUE AUDIT</u>	
Seasonal	\$ 15,000
<u>CASH CONTROL</u>	
Seasonal	\$ 110,000
<u>DISTRIBUTION CENTRE</u>	
Seasonal	\$ 178,000
<u>FOOD OPS & MERCH OPS</u>	
Seasonal	\$4,100,000
Project	\$ 109,700
<u>OTHER SAVINGS</u>	
F-31/F-48	\$ 73,446
F-18	\$ 27,418
TOTAL SAVINGS	<u>\$4,906,364</u>



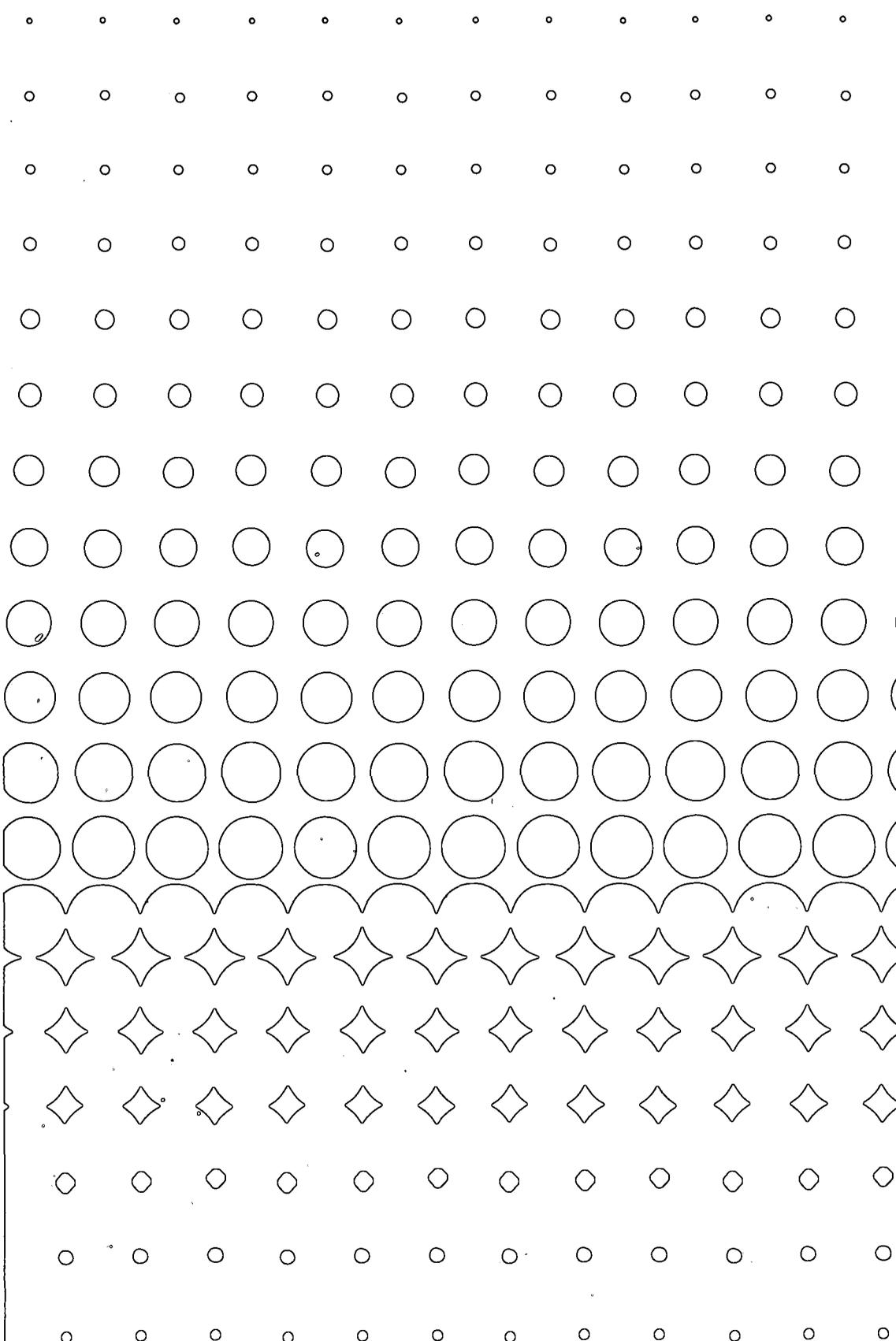
GENERAL REPORT / RAPPORT GÉNÉRAL

EXPO



The 1986 World Exposition
Vancouver,
British Columbia, Canada
May 2 - October 13, 1986

Exposition internationale
de 1986
Vancouver
Colombie-Britannique
Canada
Du 2 mai au 13 octobre, 1986



DOCS
CA1 EA522 86G26 ENG
General report on the 1986 World
Exposition May 2-October 13, 1986.
--
43253928

3 22521002 9605 E



LIBRARY E / BIBLIOTHEQUE A E

The 1986 World Exposition
Vancouver,
British Columbia, Canada
May 2 - October 13, 1986
Exposition internationale
de 1986
Vancouver
Colombie-Britannique
Canada
Du 2 mai au 13 octobre, 1986
Imprime au Canada
Printed in Canada

