

## Section 3.2

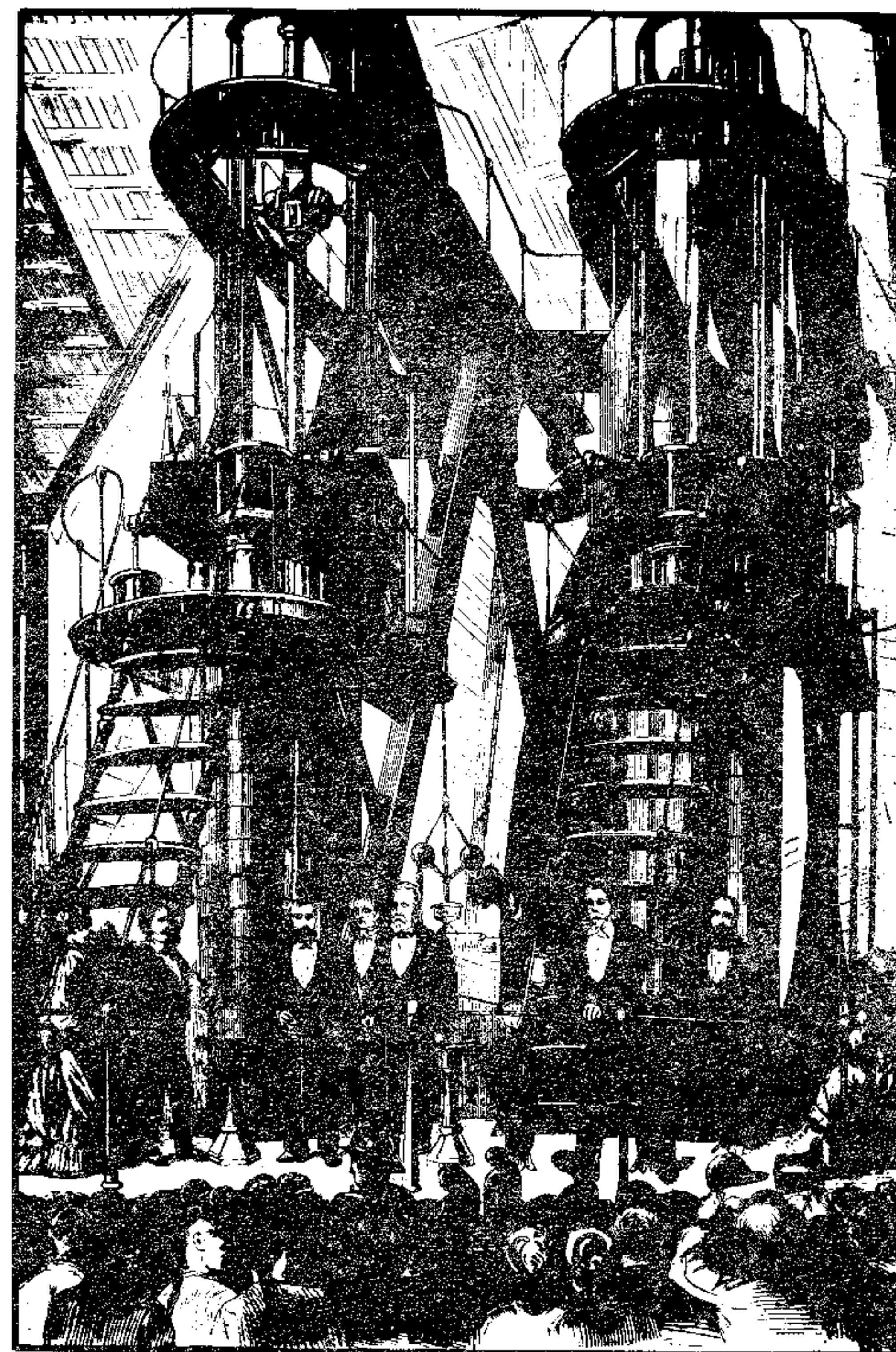
### A Worlds Fair on New Lines

In designing a proposed Theme and Scope for a 1989 New York World's Fair, the originators of the exposition took a hard look at several critical questions. Among these concerns were, (1) the viability of an international exposition in today's age of sophisticated travel and instantaneous communications, (2) the manner in which a fair can have a real impact on society and the future, (3) the economic impact of a fair on the city and the region, and (4) the selection of sites and the impact of the event on the surrounding community. This portion of the report will look at each of these important questions and will outline the theme of the exposition.

#### **The New Role of a World's Fair**

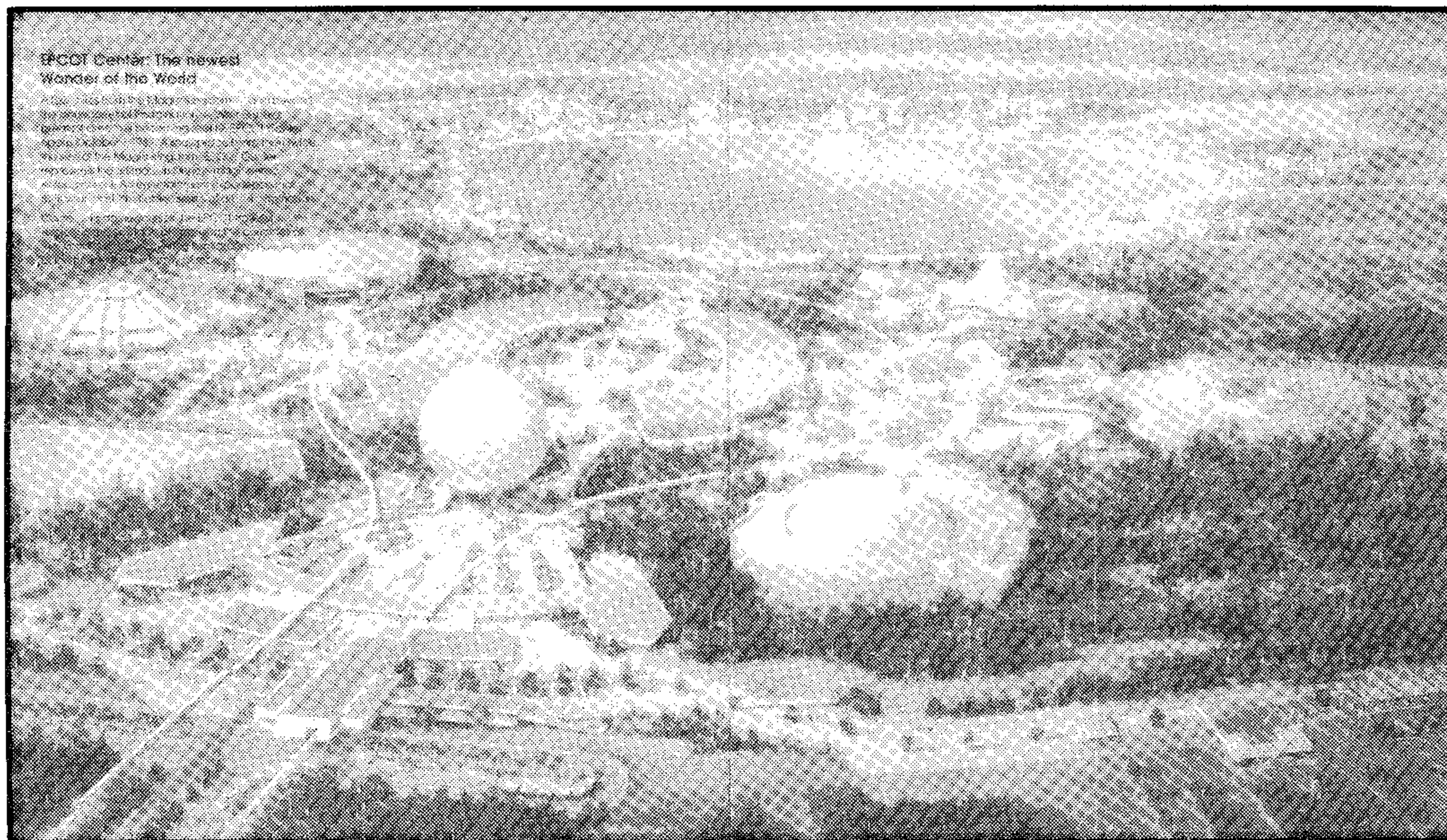
In looking back at the role which World's Fairs have played throughout history (see chapter 2.1, pgs. 39-45) we can see that they have always been social and cultural artifacts — marking important milestones in the world's emerging evolution from an agricultural to industrial society. The advances in technology and communications that were previewed at the 1939 World's Fair have so changed our society that, we believe, the role of a great exposition has also changed.

In the 1800's the fairs were great industrial exhibitions housed in single giant 'Crystal Palace'-type structures. They later progressed into multiple-structure fairs with exhibits housed in a number of large theme buildings such as a 'Hall of Agriculture', the 'Hall of Machinery' or 'the Palace of Fine Arts', etc. Eventually these events evolved into sprawling exposition grounds with hundreds of individual pavilions spread across park-like surroundings — veritable 'mini-cities' in which a utopian kind of environment was created arising from the newest advances in industry and technology. Sometimes the exposition's theme or central message was expressed in a Fair-operated Theme structure, such as in the Trylon and Perisphere at the 1939 World's Fair, in which the ideal future city was envisioned in scale model form.



President Ulysses S. Grant shows off the wonders of the Industrial Age at the Philadelphia Centennial Exposition of 1876.





Artist's rendering of EPCOT Center to open at DisneyWorld in October, 1982.

Canada's Expo '67 broke some new ground by creating man-made islands in the St. Lawrence which were built on landfill excavated for the construction of the new Montreal subway system. Expo '70 in Osaka, Japan pioneered new lightweight forms of construction, thus cutting the expense involved in erecting temporary exhibition structures. The smaller but successful fairs such as Seattle in '62, Spokane in '72, the present Knoxville fair and the future New Orleans '86 fair have tied their expositions to downtown urban renewal projects and basing their themes on a specialized topic which is linked to a prime characteristic of the city's industry or environment (the Space Age, Ecology, Energy and Rivers, respectively).

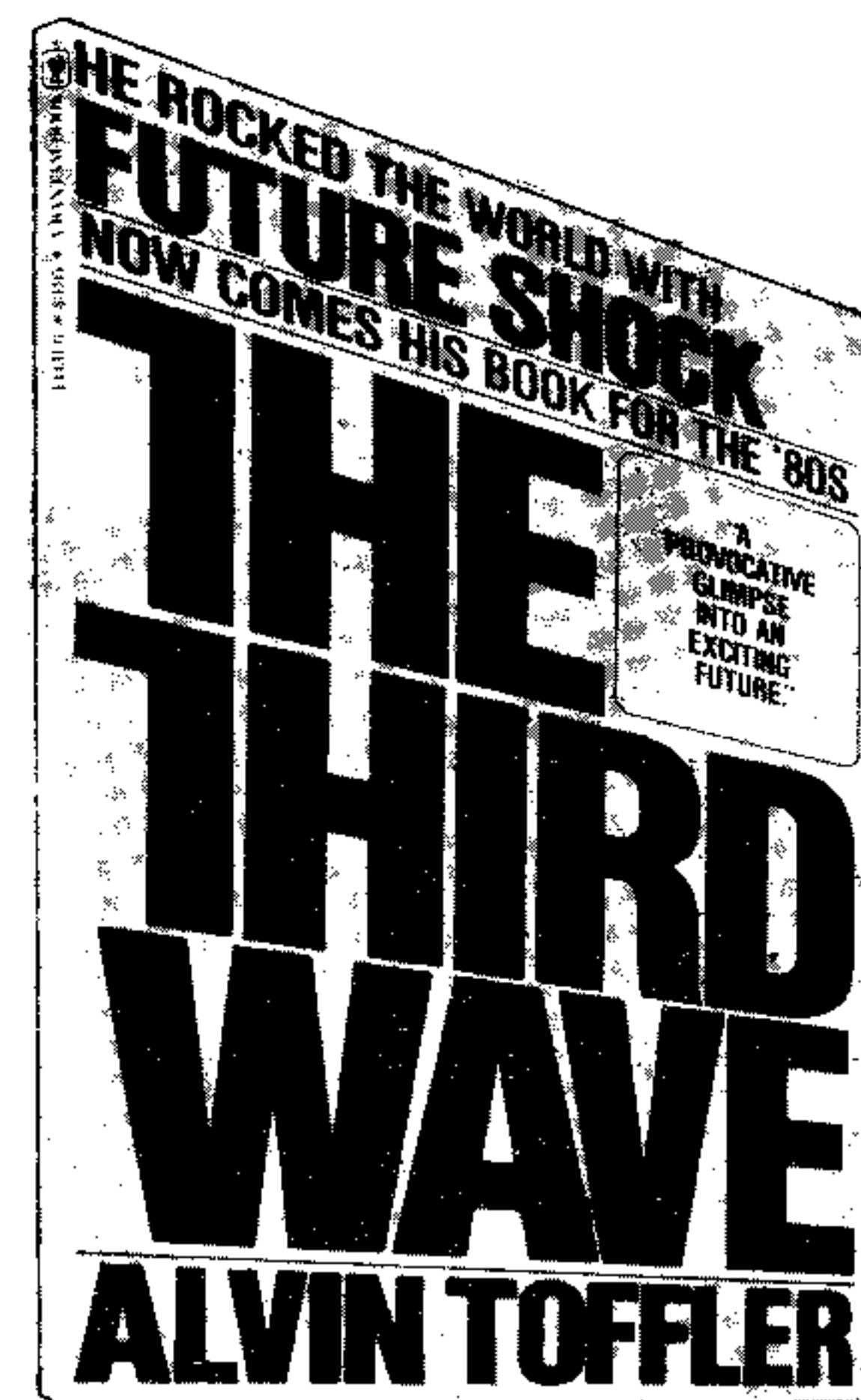
But basically, the form that fairs have taken has changed little from the single site concept such as the 1939 fair embodied. In fact, this format will be made permanent out at the Orlando grounds of DisneyWorld in Florida, when on October 1st of 1982, the EPCOT (Environmental Prototype Community of Tomorrow) Center will be opened — a showplace more than twice the size of Disney's present Magic Kingdom. Using the incomparable imagination and creativity of the Disney organization, the EPCOT Center will be a dazzling array of space-age structures, industrial pavilions and an international showcase where the look and environment of a number of foreign nations will be duplicated.

What the EPCOT Center will create in effect will be a kind of permanent World's Fair as we have known them and it should prove to be an enjoyable and stunning achievement. But its very permanence and isolated location will not lend themselves to the very special role which a true World's Fair must play. The impact of World's Fairs throughout history has been derived from their ephemeral, temporary nature and their relationship with the life of its host community. They reflect the hopes, the ideas and energies of a particular time and place. They make their mark in time and allow history to move on. When rare attempts were made to keep a fair up permanently, the result was an inevitable loss of relevance and magic, with the exposition becoming a mere amusement passing time by. EPCOT Center, through the genius of Disney, should successfully preserve many of the popular ingredients of the great dinosaur fairs of the last century. The need therefore, for that kind of fair in New York, or elsewhere, we believe, will have passed.

But the need exists for an event that will not be cut off from speaking with force either to a time not-so-remote from now, or to real-life situations. A fair needs to be a blend of those things which catch the lightning of a time and space in a bottle and yet which also creates permanent legacies without trying to freeze too much into one format for too long.

### The New World

Alvin Toffler, the author of *Future Shock* and *the Third Wave* is a well known futurist and social critic. In *the Third Wave*, Toffler theorizes that the human race has seen three significant waves within society: the mastering of agriculture, the industrial revolution, and now, a new revolution which will change our daily lives as profoundly as the first two have done.







Jubilant fans celebrate on the playing field of Shea Stadium after the surprise World Series victory of the N.Y. Mets in 1969.



He argues that we need an industrial strategy that faces the future. We cannot restore traditional industries or the society based on them. Nor should we. The First Wave moved us past hunting and foraging into agriculture. The Second Wave brought an industrial society and an economy based on manufacturing in fields like steel, textiles, electrical appliances, auto and the like.

We are now creating a new Third Wave society which rests on totally new technologies — information, communications, genetics, aerospace, ocean technology, environmental technologies, renewable energy technologies — a new, much more sophisticated set of industries. We will only boost productivity by fueling these new energy and resource smart industries, many of them information based.

This transition to new, dynamic industries will not happen automatically or peacefully. When society has to make so major a change, a complete restructuring of the economy, we need to anticipate radical dislocations and do something about them before they trigger massive social disruption and conflict — in short we'd be smart to think ahead and try to avert Future Shock.

The Founding Parents dealt with a society changing from an agricultural past to an industrial future and they brilliantly created a Constitution which set up a social and political framework for the future. Washington and his colleagues had, with courageous vision, charted a course out of dangerous seas; they planned better than even the most optimistic dared hope.

In 1989, when we will mark the Bicentennial of our Constitutional government we should determine that emulation is the highest tribute — that we should attempt to accomplish in our time what Washington and his contemporaries did in theirs. We believe a new kind of World's Fair can be the vehicle for this. Much of the malaise and social upheaval today is directly related to the transition from one era to another. A new World's Fair may be one of the only vehicles where peoples from every field of human endeavor can come together to put the best ideas and visions forward.

#### A Global Pageant

World's Fairs, as we have seen, played an important role in the education of the peoples of the world as to the amazing changes that accompanied the rise of the Industrial Revolution. But now that we are entering a new age, have fairs been rendered obsolete by the very technological progress that inspired their designers and patrons?

The planners of the 1989 fair believe that the form of a World's Fair must be drawn along new lines, or none should be built at all. But we strongly believe that our city and nation are in dire need for

an uplifting event of common purpose. We suspect that the felt hunger for this type of event rises in direct proportion to the rise in terrorisms and chaos and crime perceived by and within the culture-at-large. Currently the sports scene provides at least a surrogate for this need in a world and nation divided. How and where else in the America of 1982 can rich and poor, white collar and blue collar, young and old gather in an agreed upon place to cheer for one thing to be accomplished? A fair can and should bring such groups together around visions and dreams and ideas and technologies and games and industries and plain old excitement. If a fair did this, it stands a chance of becoming a common hope, just as the 1939 World's Fair became to a planet similarly beset by troubles and chaos as the world of that era indeed was.

"Mesmerized as we are by the very idea of change," writes John Gardner in **Self-Renewal**, "we must guard against the notion that continuity is a negligible — if not reprehensible — factor in human history. It is a vitally important ingredient in the life of individuals, organizations and societies."

In the past, ritual provided an important change-buffer. Anthropologists tell us that certain repeated ceremonial forms — rituals surrounding birth, death, marriage and so on, helped individuals in primitive societies to re-establish equilibrium after some major adjustment event had taken place. "There is no evidence," writes S.T. Kimball, "that a secularized urban world has lessened the need for ritualized expression."

Alvin Toffler notes in **Future Shock**, "As we accelerate and introduce arhythmic patterns into the pace of change, we need to mark off certain regularities for preservation, exactly the way we now mark off certain forests, historical monuments, or bird sanctuaries for protection. We may even need to manufacture ritual."

"No longer at the mercy of the elements as we once were, no longer condemned to darkness at night or frost in the morning, no longer positioned in an unchanging physical environment, we are helped to orient ourselves in space and time by social, as distinct from natural, regularities."

The cleansing effect that the celebration of the Bicentennial of American Independence in 1976 had for the nation after the years of trauma following the Kennedy-King assassinations, Vietnam and Watergate experiences, as well as to the boost in the civic pride of New Yorkers, is a good example of the need to mark these communal milestones.

Therefore, we believe that the twin anniversaries which will occur in 1989 offer an unparalleled setting for all of us to contemplate and celebrate the emerging future; and we believe a new kind of global pageant is the ideal form for this celebration.

Under the guidelines of the Bureau of International Expositions, located in Paris, there are two defined types of "World's Fairs". The two main categories are: Universal (broad based theme) and Specialized (theme devoted to a single branch of human endeavor). In the case of Specialized expositions the cost of constructing pavilions and display booths is borne by the organizer, who is then justified in charging rent to the exhibitors. Specialized fairs, such as those in Seattle, San Antonio and Spokane have recently proved to be successful and manageable. New York because of its nature as World City would lend a universal appeal and character to any event of international stature.

The planners of the 1989 New York Fair have conceived a thematic structure which will enable the exposition to apply for either designation. (Required time intervals between approved fairs may dictate which category would be used.) By selecting "Communications" as the basic theme-subject of the exposition, we have designated a field of human life that is directly linked,

- a) to the City of New York, internationally recognized as the Communications capital of the world;
- b) to the twin anniversaries of the Birth of Television in America and the implementation of the Constitution with its guarantees of freedom of human communication;
- c) to an area which will profoundly change all of society in the next century; and
- d) to an area of human activity essential to the understanding required among peoples of the world if there is to be a true peace.

The term "communication" and its word cousin "community", point to the fact that every human being is part of something greater — some order, some family, some culture, some civilization within which there is an absolutely essential need for interrelationship, coherence, in other words, for communication. This is a privilege which is guaranteed to be free of government impediment in the First Amendment of the United States Constitution. It is a privilege greatly enhanced by the development of such instantaneous media such as television.

Because of the advances made in the telecommunications sphere, the world is entering a frightening but wondrous age that has already begun to change all of our lives. The fair, therefore, proposes to involve itself on the very cutting edge of this critical social change as a positive vehicle for direction in this new age. The Fair's theme: **Communications: The New Revolution.**

### The Great Experiment

In the communications periodical "Channels", its editor Les Brown recently took note of all this talk of a communications revolution. "Is it really a revolution or just a figurative use of the word?", a Syracuse University graduate student asked him. He answered, "The question is important, and almost to be expected these days from an intelligent person made cynical by media hype and a language bent out of shape by Madison Avenue hyperboles — Pepsi Generations, Dodge Rebellions, Moral Majorities. The student was asking if this is a benign revolution, in the sense that the White Tornado is benign, or if it is a revolution to be taken seriously, as one that has violent force and that will gather us in whether or not we want to be part of it. He wanted to know whether he was being sold something or being given honest information; it does get harder and harder to tell the difference.

"Well, this is a genuine revolution: It involves the overturning of the existing order, some bloodshed (this time in a figurative sense), and radical change in virtually every quarter of the society. Moreover, it is distinctly an American revolution. The United States has invited it by lifting virtually all restrictions on technology and encouraging business to plunge in. Other advanced countries are approaching the new communications delivery systems circumspectly, recognizing that with each of them something is lost for everything gained.

"Thus while Britain is bracing for the cultural changes to be brought on by the brave step of introducing a fourth television channel, the United States is treating itself to more than a hundred channels, some in the interactive mode, and wondering how long before fiber-optics technology provides us with a thousand channels.

"The other nations are trying to hold back these forces of change until they can adopt sensible policies for the new electronic media. But the United States, on the premise that more is unfailingly better, and consistent with our laissez-faire precepts, is pursuing a single policy in this area — to get out of business's way so that each new technological development has a chance to prove itself in the marketplace. Both the Carter and Reagan Administrations have endorsed this principle, in the hope, apparently, that the explosion in telecommunications will revitalize the economy and make America the world leader in a whole new industrial sphere. We have in this way volunteered to pioneer the new territory at the risk of visiting change on every one of our institutions from sports to religion.



"But nothing counts as much to all of us, and to the rest of the world, as the effect of this revolution on the American democratic system. This is where the bold American experiment with new communications technology runs its greatest risk. We must ask, while there is still time, whether we will truly be a better country for our pioneering effort, or whether we are gambling with the ideals the country was built on.

"This new television is not a White Tornado that comes to clean kitchens but one that will rip structures from their foundations. As America plays host to the new age, the rest of the world is watching to see what becomes of us."

Rutgers University Professor of Political Science Benjamin Barber has written that "We stand, prepared or not, on the threshold of a second television age. This new age, with its own innovative technologies, promises to revolutionize our habits as viewers, as consumers, and ultimately as citizens." Barber questions what the effects will be as we become more intimately involved with telecommunications. Will every parochial voice get a hearing, but the public as a whole will have no voice? Will there be an electronic Tower of Babel, or a Corporate or Governmental Big Brother? Or will that "global village" and "electronic town meeting" improve our democracy? Barber writes, "The promise of the second age of television for democracy remains largely unexplored. Among the thousands of cable companies now serving more than twenty million homes, only a handful offer local political-access channels or services, and none have made service to public citizenship their principal product. Cable television is servicing every conceivable constituency in America save one: America's citizenry, the sovereign governing body responsible for the survival of our democratic republic.

Yet if in this conservative era of deregulation it is too much to hope for a national telecommunications service devoted to democratic and public uses of the new technology, it is surely not too much to call for a public debate on the future of American telecommunications. A number of years ago, former CBS News president Fred Friendly suggested America needed an "electronic bill of rights" to protect it from its pervasive new technology. Even more than a bill of rights, today we need an "electronic constitution" — a positive plan for the public use of a precious national resource on behalf of our nation's democracy."

These questions are fundamental to our future and the Fair's planners believe that the 1989 exposition can become the forum for asking those fundamental questions and perhaps, become a guiding beacon to providing some of the answers.

### **The Economic Impact**

In selecting "Communications: The New Revolution" as the theme of the New York World's Fair 1989, the organizers have designed a framework where the entire economic development of the city and region can benefit.

New York as the communications capital of the world will be the center stage for this new revolution in high technology. Information is rapidly becoming the city's major industry, and the implications for New York's economic future are immense. The region has undergone an enormous change in the past score years.

### **Info City**

From a region that traditionally employed millions in labor intensive fields such as garment making, printing, small items manufacturing, freight handling and other manual product areas, we have become the service center of the world. In 1939, Vannavear Bush pioneered work at M.I.T. on the idea of computer technology and its implications for a new understanding. 1989 will mark a half century of this information-communications technology; just the right time — and New York the right place — to focus on the social implications of this new understanding of information and human organization.

In an article for New York magazine in February 1981, writer Desmond Smith outlined the emergence of "Info City": "A revolution is brewing in New York City: Information is taking over. The revolutionaries are the people who have learned how to exploit the new micro-technology of computer-linked communications to the fullest: manufacturers who own no workshops, bankers who handle no cash, retailers who advertise goods "not available in any store," and businessmen and women who "talk" to work rather than ride.

What is now unfolding is the most massive restructuring of the city's economy since the Industrial Revolution. Just as Pittsburgh has meant steel, and Detroit has meant cars, New York is becoming the information capital — and not just of the United States, but of the world. Information, as never before, has become a major form of wealth. The Regional Plan Association estimates that more than half of New York City's \$100-billion gross city product (the total value of goods and services produced) is generated by people who process





Moe Levy's garment shop, New York 1903



Jordache executives in Manhattan, 1981

information. Just eighteen years after economist Fritz Machlup first identified the "knowledge industries" in his classic book, **The Production and Distribution of Knowledge in the United States**, the Information Society has arrived. New York City, says Ed Dalton, a senior planner with New York Telephone Company, "has already entered the post-industrial age."

"Innovations now surfacing here will affect the country as radically as did the Los Angeles movie industry in the 1920's and Detroit's assembly lines in the 1950's. In the course of an average business day, the Visa-card user in Hong Kong, the store buyer in Dallas, the stock-market player in Wichita, the job applicant in Milwaukee, the American Express customer in Cairo, the insurance buyer in Los Angeles, the telephone caller anywhere in the country — all will be plugged into and out of dozens of different computer bases in New York. And the firms that control these millions of daily connections, the ones that depend on brain power rather than muscle power, will control the city's future. Says Eric Kruger, a Port Authority economist, "We've shifted from a region that produced goods as its dominant exports to one that sells information and its most important components: facts, opinion, persuasion, decisions."

"The shift from one form of power to another has been as swift as it has been dramatic. For more than a hundred years, the majority of New Yorkers earned their living converting materials into products. At one time the oily waters of Newton Creek, in Queens, carried more traffic than the Mississippi. More than a million New Yorkers worked in manufacturing as recently as twenty years ago. The city's bakeries once turned out 5 million loaves weekly, its paint and varnish factories about 10 million gallons a year; its stone yards handled about 90 percent of the cut stone imported into the United States. As late as 1960 the Yellow Pages still listed such services as chenille dotting, bungmaking, and spats manufacturing. Few of these survive. From 1969 through 1976, the city lost some 588,000 jobs, 70,000 of them in the garment trades alone.

"New York's future won't just happen. It has to be planned. The city in 1981 has the brains, the know-how, and the technology to broaden the information-based economy so that it will benefit all New Yorkers. If nothing is done, though, Manhattan will continue its metamorphosis into a 1980s version of Shanghai in 1937: an international settlement and paradise for the wealthy. For New York the reality is that it is becoming a smaller, smarter city. The process



must be encouraged as a matter of public policy. A smaller city ought to be able to accommodate the natural growth of New York's information-based economy so that it spreads from Manhattan to the other boroughs. Most important of all, perhaps, is the need to revitalize the city's underfunded and demoralized educational system, which must provide the skills to produce and handle the city's new wealth."

So, sooner or later, many experts think, most of us will have careers that involve high technology. Governor Carey's "administration is bracing for an explosion in telecommunications that it believes will come close to rivaling the development of the computer in its effect on industry, behavior and jobs.

To prepare for this new age, Gov. Carey's staff is putting together a program requiring legislation and administrative actions. Part of it is a 'human-resources' plan the goal of which would be to meet the employment needs of a burgeoning high-technology industry led by telecommunications.

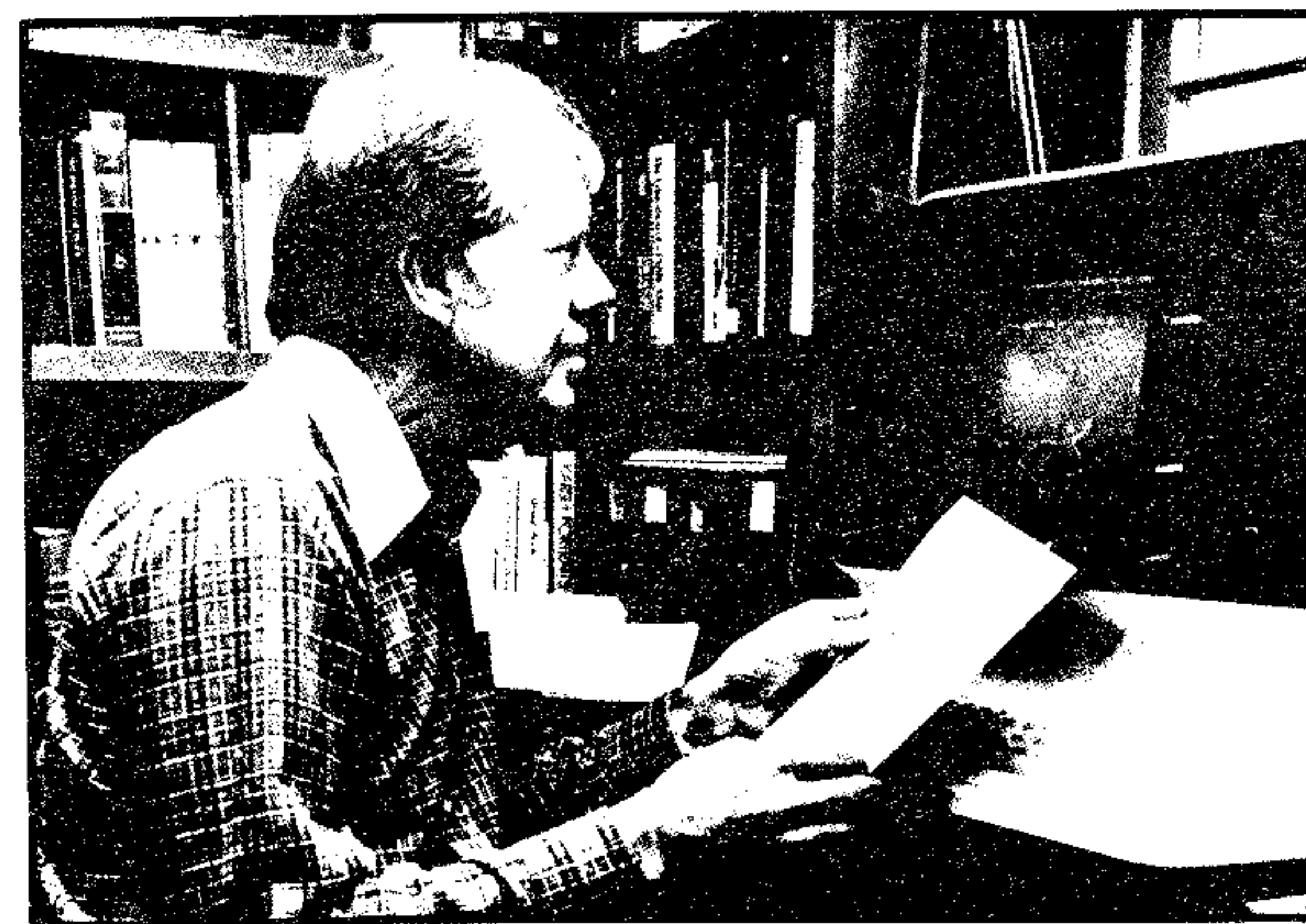
During the 1980s, the rapid technological changes in communications and electronics will be the main source of the country's industrial growth,' Carey told the 210 legislators in his State of the State address earlier this year. In the printed text of the message, he added: 'In the next decade, much of New York's growth will occur in industries that involve the processing of information rather than the processing of goods.' Aides have since warned that the settlement providing for the dismantling of the giant American Telephone & Telegraph Co. increases the need for quick action.

At the heart of the governor's program is a group of bills that would loosen the state's rate-setting authority over the telecommunications industry, while retaining strict controls in the areas of consumer health and safety. Other officials, such as State Attorney General Robert Abrams, want legislation that would add privacy as a subject for state control.

In addition the arrival of state-of-the-art cable and satellite T.V. franchises in the five boroughs of New York is about to begin. By 1989 it may constitute the nation's largest and most lucrative communications system. The World's Fair, growing and evolving in this environment is bound to symbolize the city's emergence as a leader in the progressive movement toward a new order. The fair can act as the catalyst for the rational development of this new economy.

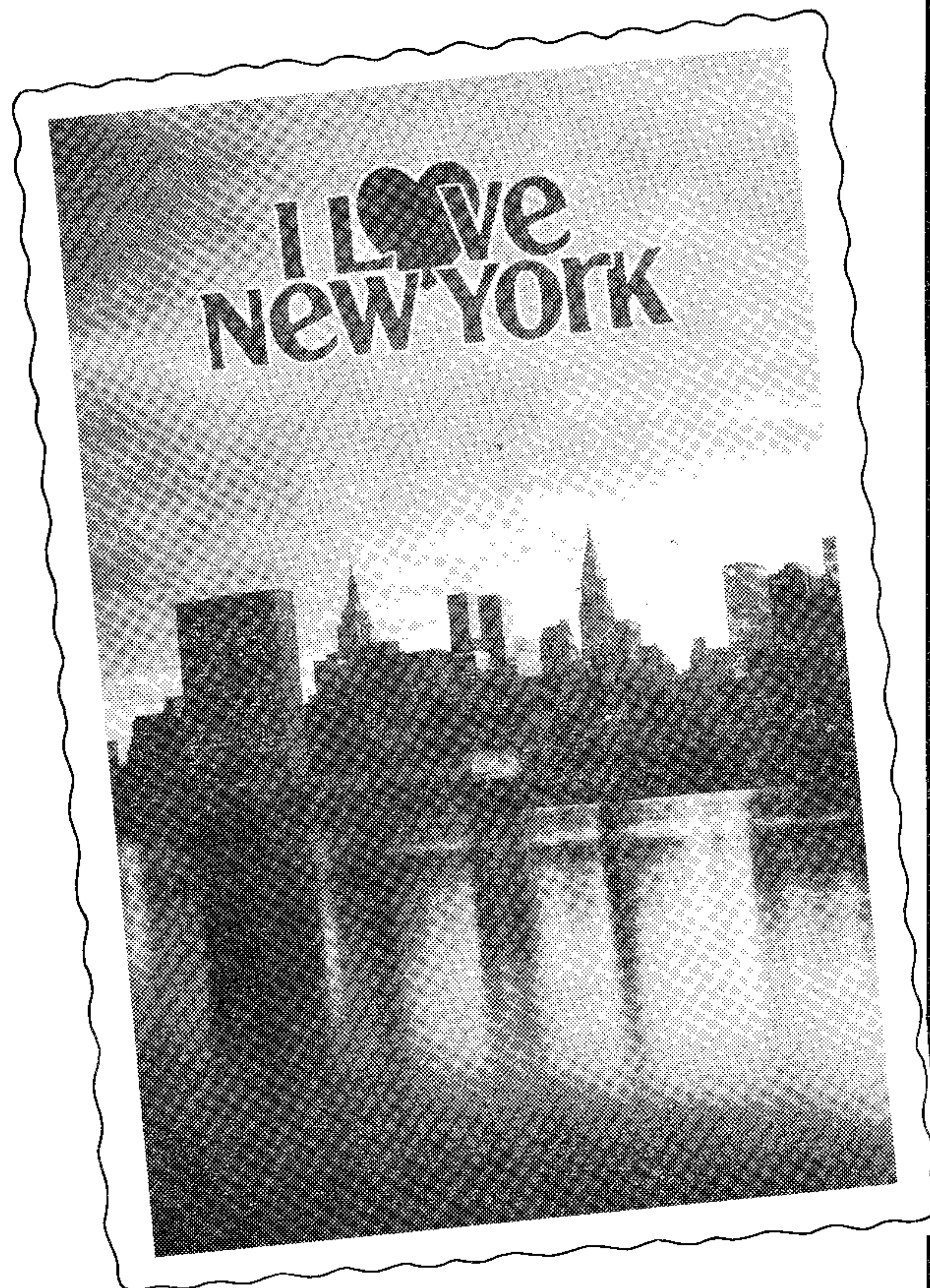


Banking by computer, 1980



Word processors and home computers are changing the nature of the workplace. Here, former President Jimmy Carter uses a computer at his home in Plains, Ga. while working on his memoirs.





### Tourist City

The distinctive appeal of New York with its soaring skyscrapers, magnificent parks, zoos, theaters, museums, restaurants and waterfront have combined to create a second major industry — tourism.

Tourism has created an infusion of dollars into the region in excess of \$1 billion. What effect could a World's Fair have on this industry and the economy of New York? We reprint here a report by Joseph Brodner, C.P.A., partner with the Harris, Kerr, Forster Company compiled for the West Side Association of Commerce on the impact of New York's last World's Fair in 1964:

"What effect does a spectacle like the World's Fair have on the business community like New York? This is a question which interests almost everyone, and particularly those engaged in economic activities. The exact answer may never be known, since some affected industries do not have the organizational set-up for reporting business increases or declines during specific periods within a given year. However, some plausible estimates are possible on the basis of those concerns which do have such a set-up.

"It is safe to say that every economic activity was affected to some degree, but one of those wherein the impact was the greatest was the hotel and motel industry, and here we are fortunate to be able to produce actual figures. This is the industry in which our company is especially interested, and each month we prepare the statistical data for eighty-three New York City establishments, including virtually all of the leading hotels, residential hotels, motor hotels and motels.

"During the 180-day period of the Fair in 1964 room occupancy in these eighty-three properties averaged eighty-one percent as contrasted with sixty-eight percent during the corresponding period in 1963. For the first ten months of the year gross receipts were fifty-three million dollars higher than in 1963. It should be added that six new establishments were opened in the intervening period. The increase for the last two months is estimated at about one million dollars, thus providing a total increase for the eighty-three hotels and motels of fifty-four million dollars during the year 1964.

"These figures do not include 330 other hotels and motels, for which figures are not available to us. That their business was vastly improved goes without argument, but our samplings indicated that the average increase was not as great as that shown by the eighty-three establishments, for which we have the exact figures. Consequently, we pegged the increase for these 330 hotels and motels at forty-six million dollars, or less than half of the amount gained by the aforementioned eighty-three leading establishments.



"On these figures we estimate that the hotels and motels in New York City in 1964 did 100 million dollars more business than they did in 1963. This amounts to an increase of twenty per cent.

"Using this figure as a base, various prominent persons, including the President of the New York Convention and Visitors Bureau, have estimated that the boost in visitor business resulted in a flow of 400 million dollars in new revenues for New York's economy. We consider this to be a conservative estimate. Incidentally, this is in addition to the billion dollars spent annually by visitors to New York City.

"Inasmuch as money is supposed to turn over from ten to twelve times before it goes out of productive circulation within a given community, it becomes quite obvious that the World's Fair in 1964 was a most powerful stimulant to New York's economy.

"It is of further interest to note that the percentages of increase in sales volume was even greater than the increase in room occupancy in the hotels and motels for which we have actual figures. For a seven-month period, which included the run of the Fair, the improvement in sales volume was more than thirty-seven per cent. This contrasted with an improvement only of three per cent during the first three months of the year when the Fair was not in operation. The principal reasons for this heavy increase during the seven months were the more frequent sale of higher-priced rooms and the greater number of persons occupying a room.

"In conclusion, if anyone still doubts the efficacy of the World's Fair in the improvement of New York's economy, it should be pointed out that from 1960 to and including 1963 there was an actual decline in sales among New York City's hotels and motels. The World's Fair reversed that trend for the first time in four years."

Therefore, contrary to the opinion that some have that the fair was a financial loser, it provided New York with the biggest economic boost in decades, just as the 1939 fair had done 25 years before. While the last fair lost money for the private bondholders of the corporation (it paid back about 60¢ on the dollar), it poured millions into the city's coffers.

The other economic benefits of a World's Fair, in addition to the economic stimulus and increased tourism, are increased tax revenues to the city and state, reduced unemployment by the creation of thousands of jobs, increased public relations for the city as a hospitable place to visit, work and live, improved sites and the means of accessing them and improvements to the urban environment.

### Overall Planning Approach

A World's Fair is an immense undertaking requiring extensive advanced planning and the coordination of the efforts of thousands of people. In 1964, pre-Fair planning costs aggregated over \$30 million, exclusive of constructing, furnishing, and equipping the site and buildings owned by the Fair corporation. Construction cost an additional \$39 million (approximately \$115 million in 1982 dollars). Over 50 million people attended each New York World's Fair. In 1964, 33 countries, 24 states, 59 industrial and transportation companies and seven special groups participated as exhibitors, and there were 29 concessionaires. The initial planning activities had to contemplate all aspects of developing and constructing the Fair, operating it, and providing for the needs of over 100,000 visitors on the average day (400,000 on the highest day), dismantling the fairgrounds and returning the site to the City fully restored.

### Project Analysis

International Expositions usually require substantial financial and time commitments by the organizers, by the local business community, and by civic organizations and state and local officials. They require significant expenditures which, in most cases, prove to be less than the actual revenues they generate. But they also invariably provide an important stimulus to the local economy, opportunities for accomplishing permanent local improvements through the residual use of sites, and important technological and cultural exchanges. Financial analysis of the potential impact of a World's Fair requires a perspective which embraces all of these consequences for the surrounding community as well as the financial operating results of the Fair itself. Realization of the potential benefits demands careful, detailed planning.

Completing the planning necessary will require the talents of experts in a number of fields, including architecture, law, engineering, finance, and administration. Funds will be needed to engage the qualified professionals and coordinate their findings and deal with related implications. Potential contributors of such funds will want to understand whether potential benefits from having a World's Fair in New York in 1989 merit their sponsorship of initial planning efforts, and how contributions would be used.

The feasibility analysis which is the next stage of our planning, would be based primarily on the experience of prior Fairs. Principal emphasis would be given to the 1964-65 New York World's Fair, Expo '67, and the Knoxville Exposition because of their recency or



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### Project Analysis

International Expositions usually require substantial financial and time commitments by the organizers, by the local business community, and by civic organizations and state and local officials. They require significant expenditures which, in most cases, prove to be less than the actual revenues they generate. But they also invariably provide an important stimulus to the local economy, opportunities for accomplishing permanent local improvements through the residual use of sites, and important technological and cultural exchanges. Financial analysis of the potential impact of a World's Fair requires a perspective which embraces all of these consequences for the surrounding community as well as the financial operating results of the Fair itself. Realization of the potential benefits demands careful, detailed planning.

Completing the planning necessary will require the talents of experts in a number of fields, including architecture, law, engineering, finance, and administration. Funds will be needed to engage the qualified professionals and coordinate their findings and deal with related implications. Potential contributors of such funds will want to understand whether potential benefits from having a World's Fair in New York in 1989 merit their sponsorship of initial planning efforts, and how contributions would be used.

The feasibility analysis which is the next stage of our planning, would be based primarily on the experience of prior Fairs. Principal emphasis would be given to the 1964-65 New York World's Fair, Expo '67, and the Knoxville Exposition because of their recency or



similarity in scope. A wealth of information is available about these Fairs, and financial data can easily be converted to current dollars using available indices.

We will concentrate our primary attention on the key factors on which the financial results of having a Fair will depend; specifically, we will:

- Analyze attendance, paid and free, for prior World's Fairs. The analysis would include origin, sex, age, economic status, education, and other personal characteristics of the patrons as well as their modes of transportation to the Fair, type of accommodations in the host city, and average expenditures on the fairgrounds.
- Analyze the costs of site preparation, construction, demolition, and site restoration incurred at prior Fairs in sufficient detail to assess whether similar costs might be avoided in 1989.
- Compare New York hotel occupancy during the tenure of the two previous New York World's Fairs to the occupancy immediately before and after.
- Analyze demographic data, including population movement, aging, and income levels, noting especially changes in patterns thought to be significant at other World's Fairs.
- Survey new construction concepts and techniques, new methods of energy conservation, and other technical developments that may revolutionize the design and cost of constructing and operating future Fairs.
- Convert financial data for prior Fairs to current dollars using appropriate indices.
- Analyze the possible implications of these data on the local economy using available data pertaining principally in the areas of:
  - Hotel and motel occupancy
  - Restaurant and entertainment expenditures of visitors
  - Transportation
  - Retail sales
  - Employment, and
  - State and local tax revenues.

- Organize the data for demonstrating "order of magnitude" financial results and economic implications of a 1989 New York World's Fair.
- Explore opportunities to "marry" Fair plans with area development plans such as was done in 1939 with the expansion of the arterial system and the reclamation of Flushing Meadow.

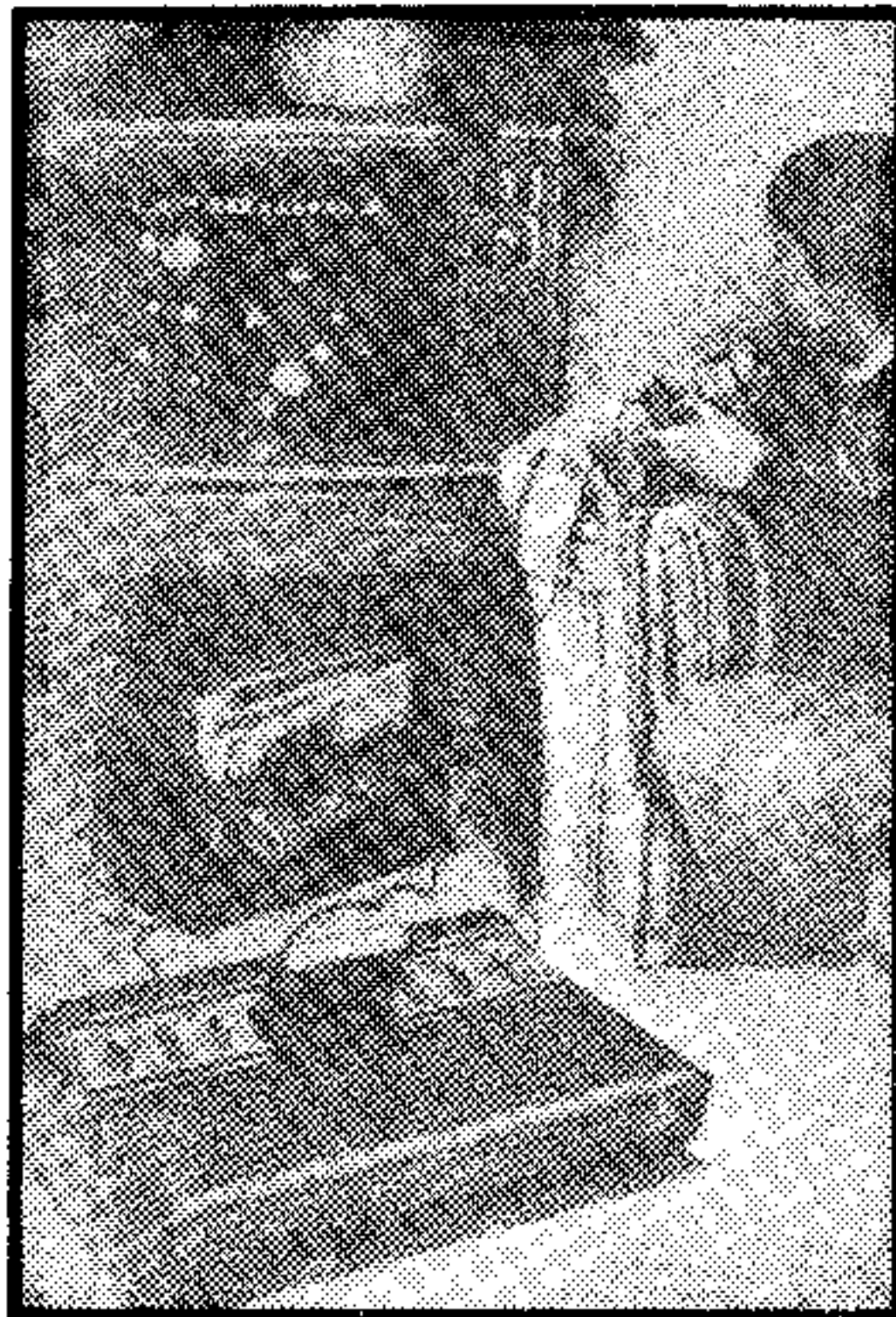
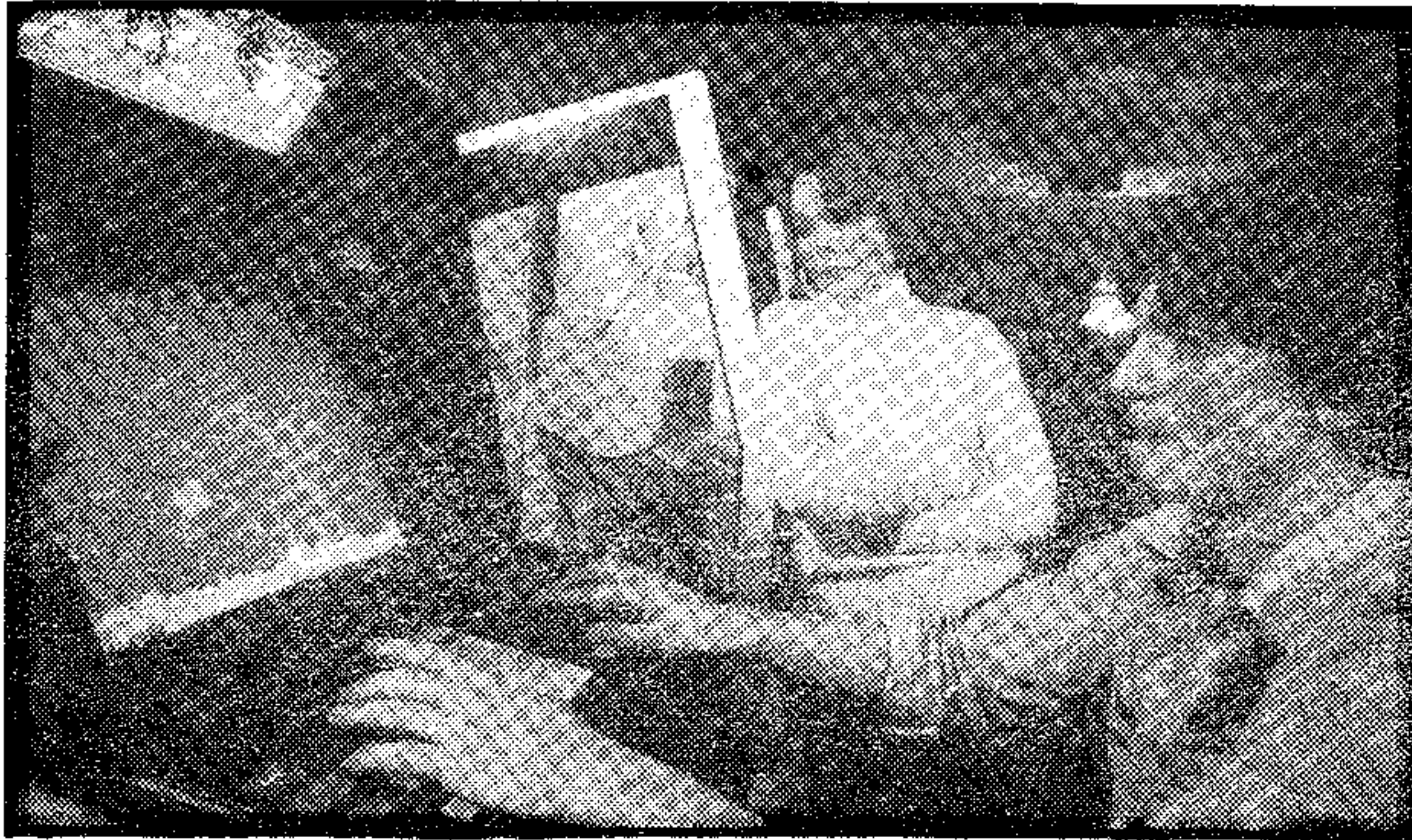
We are confident that such an approach would provide potential sponsors with sufficient information to assess the potential costs and economic benefits of a World's Fair so that they could decide upon the merits of their sponsoring the continuation of further planning and analysis. At the conclusion of our work, we expect to be in a position to render a report to that effect.

#### Financing

New and innovative ways of private financing of fairs have developed since the days of the 1964 fair. Local bond issues and subscriptions can underwrite a fair. The Knoxville fair used a different approach however. A revolving-term line of credit to provide up-front financing was guaranteed to the fair by a consortium of 45 local, state, regional, national and international banks. The First Boston Corporation of New York acted as financial advisors in securing the line of credit with the Chemical Bank of New York acting as the agent bank in this unique loan package.

The proposed theme of the 1989 New York fair should prove to be an attractive and timely concept for the business institutions involved in those industries that are the wave of the future, as well as to the governments and businesses of many foreign nations. Utilizing the communications technology of tomorrow, the fair can quite literally become "A Fair of the Air," beaming out its myriad events to the world, providing another major revenue source in the selling of air rights to those attractions — a revenue previously untapped. Combined with the proper controls on concessions, rentals, attendance admissions, and advance ticket and bond sales, a New York World's Fair can be funded through private financial sources, with no public tax revenues used for construction or operation, while at the same time boosting the economies of both the private and public sectors of New York.





Home and arcade video games have altered the passive role of viewer to the screen.

### **The Site Impact**

The translation of the Fair's theme into the actual physical scope of the exposition will do more than observe the Fair's significant anniversaries as simply historical events of note. It will celebrate them and present them as continuous realities of influence, from which many of the new promises, difficulties and challenges of our age emerge.

Every care will be taken to show the fairgoer the vital connections between the communications revolution and our needs for ordering and expressing our existence through governments and economies and arts and technologies and religions. It will make the fairgoer part of an experience in which all focus on communications will point to and admit our desperate needs for understanding and being understood.

It will challenge the fairgoer to see himself or herself as part of both the potentials for and the impediments to such levels of understanding on both the most local and the most global of scales.

Like its forerunners, the 1989 Fair intends to seek the newest and most revolutionary communications and informational technologies of its time, so as to display them in a forum of international understanding within one of the great world cities of the twentieth century.

Throughout its many sites and zones, the Fair will insist upon a strong focus on its special theme. It will ask its exhibitors how their proposed exhibits take their place within the thematic unity of the Exposition. It will insist that, through opportunities for direct participation and interaction, the Fairgoer be put "in touch with" the variety of technologies, arts, religious perspectives, sciences, industries, amusements, ecologies, and historical patterns that influence us all and that determine so much of the quality of life on earth. The Fair intends not to create strict boundaries between such aspects of the human enterprise as it will examine and bring together under its theme, but rather to seek new syntheses and correlations between them.

Ultimately, and perhaps originally in the history of such Expositions, the 1989 New York World's Fair will break down the absolute distinction between its various sites and the urban and global realities that surround it. For example, it will encourage exhibitors not only to ask hard questions and to display their ideas with creativity within the context of the central Fair grounds itself, but





Bronx, New York 1980 (Photo by Mel Rosenthal)

also to put their ideas to work in some specific and visible way outside the Fair grounds, in order to discover and develop lasting contributions to the human realm. No phase of social need or endeavor will be considered to be beyond the scope of the Fair Theme — “Communications — the New Revolution” — because it is a revolution that touches every aspect of human community.

This will be a Fair that emphasizes Participation, Challenge, and Celebration throughout. It is dedicated to the harmonies that exist both within each individual and which link all persons in a common humanity — for from such harmonies and commonality the best communications and informational systems are modeled, the finest potentials for human community are developed, and the clearest artistic and religious expressions emerge.

In coherence with this perception and perspective, the Fair’s Theme Committee has chosen to divide the Fair into “zones” representing that which is germane to the human instrument and that which is classically elemental in the world external to the human. In no sense does the Theme Committee consider the divisions represented by this zoning to be absolute boundaries. Rather, it is in the interplay between and across the various zones — and sites — of the 1989 Fair that its best expression of Theme lies.

The four “internal human” Zones will be labeled, “Body”, “Heart”, “Soul”, and “Mind”. Exhibits within them will include sports, and medicine, the social sciences, the arts and religions, and the technologies. The four “external world” Zones will be labeled “Earth”, “Air”, “Fire”, and “Water” and will include the physical sciences, astronomy and space sciences, industry, and the natural sciences. All exhibits will be tied into the central Theme of the Fair, but from the variety of such ambitious Zoning it is hoped that fruitful and creative combinations and syntheses will continuously emerge which will endlessly fascinate, educate, challenge, amuse, and transform the Fairgoer on any given day at the Fair.

This will be above all a Fair that teaches, examines, and celebrates the use of the new tools of the communications revolution in its most extended aspects. It will be a Fair aware of both the promises and the potential threats of that very revolution.



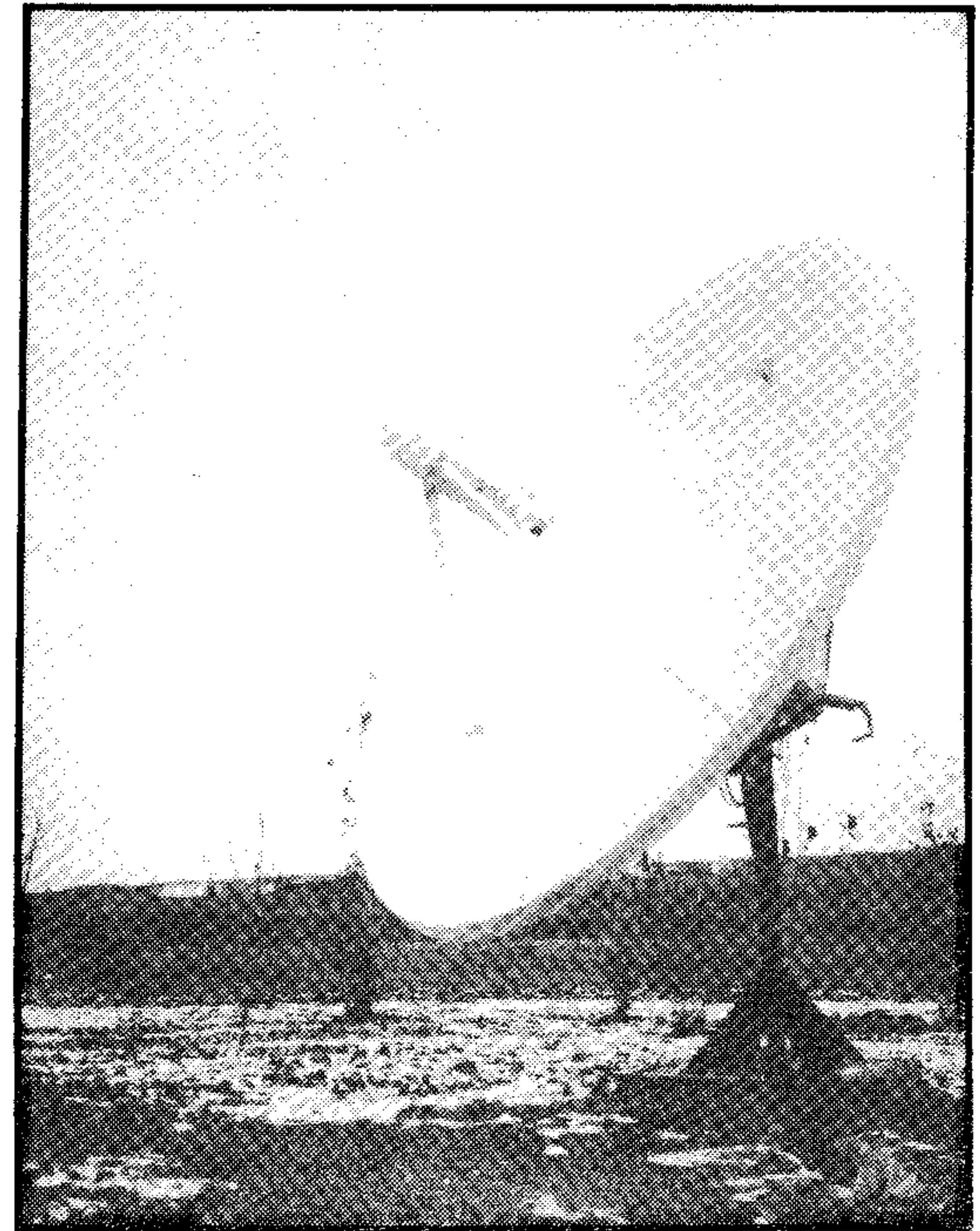
### Multi-Sites

The physical scope of the fair, therefore, will take on a multisite dimension, thus presenting a well rounded urban fair for a unique city of five counties. New York is in many ways a World's Fair in itself.

New York at work means cab-driving, iron-working, steno-taking and a world's worth of other diverse occupations. New York eats food and listens to music from every culture in the world and prays in every language to every spirit in every religion. New York is a world city containing urban neighborhoods, sprawling markets, seashores, train stations & beautiful marshlands. To be the World's Fair in the World City means to celebrate the whole world all over the five boroughs of New York and the 1989 World's Fair will do just that. The hopes, the dreams and needs of each community create an identity which separates it from its neighbors. The new World's Fair will help each community it touches to honor its past and to realize its future with the kind of sensitive and imaginative development that an event of this magnitude can command.

What we propose is to take the concept employed at the 1939 World's Fair and bring it out into the city itself. Instead of a single Theme Center structure displaying a model of a well-planned future city with the exhibit zones radiating from it on the fairgrounds, we propose to utilize the central Fairgrounds at Flushing Meadows (which is located at the city's geographic center) as the "Theme Center" with a special zone located in each of the five boroughs that will contain a project which will permanently improve that community. Instead of constructing giant 'Futuramas', we propose to begin building the city of tomorrow right on the streets of New York. Not a glittering spaceship city, but the small but dramatic improvements to real neighborhoods that will take into account their respective historical and environmental features, while instilling a new hope and pride in the future of those communities.

The city's unique existing resources will be used — highlighted by the six month celebration of the fair in a way that they would not be ordinarily. With this international spotlight, these myriad facilities will have the opportunity to spruce up, put on their best face and communicate the richness of this city to its own citizens and to the world — a true celebration of this World City.



Satellite communications receiver dish



Modeled after the city's 1976 Bicentennial Corporation, the New York World's Fair 1989 Corporation will act as a resource and clearing house for the hundreds of neighborhood groups that can adopt a particular community improvement program for their area as that neighborhood's official participation in the fair. In 1976, this decentralized effort led to countless programs of civic improvements and renewal — from local historical projects to economic revitalization. In this way each community will have the opportunity to become part of the New York '89 celebration.

Neighborhoods would be able to organize and decide what they'd like to do within their community to participate in the fair. It would provide a matrix for the entire city to celebrate, clean-up, build upon and get to know each other through. The idea of the whole town lit up by ethnic celebrations, community workshops, outreach programs and grass root community art exhibits belies the popular notion that New Yorkers are isolated, unfriendly and frightened of one another. The ultimate seed which this fair could plant would be one of joint community effort and communion, a seed which if properly planted would continue to grow.

#### Five Central Sites

With the Fairgrounds at Flushing Meadows as the hub, the fair will create a theme site in each of the five boroughs.

**The Fairgrounds:** Queens

**The Proving Grounds:** The Bronx

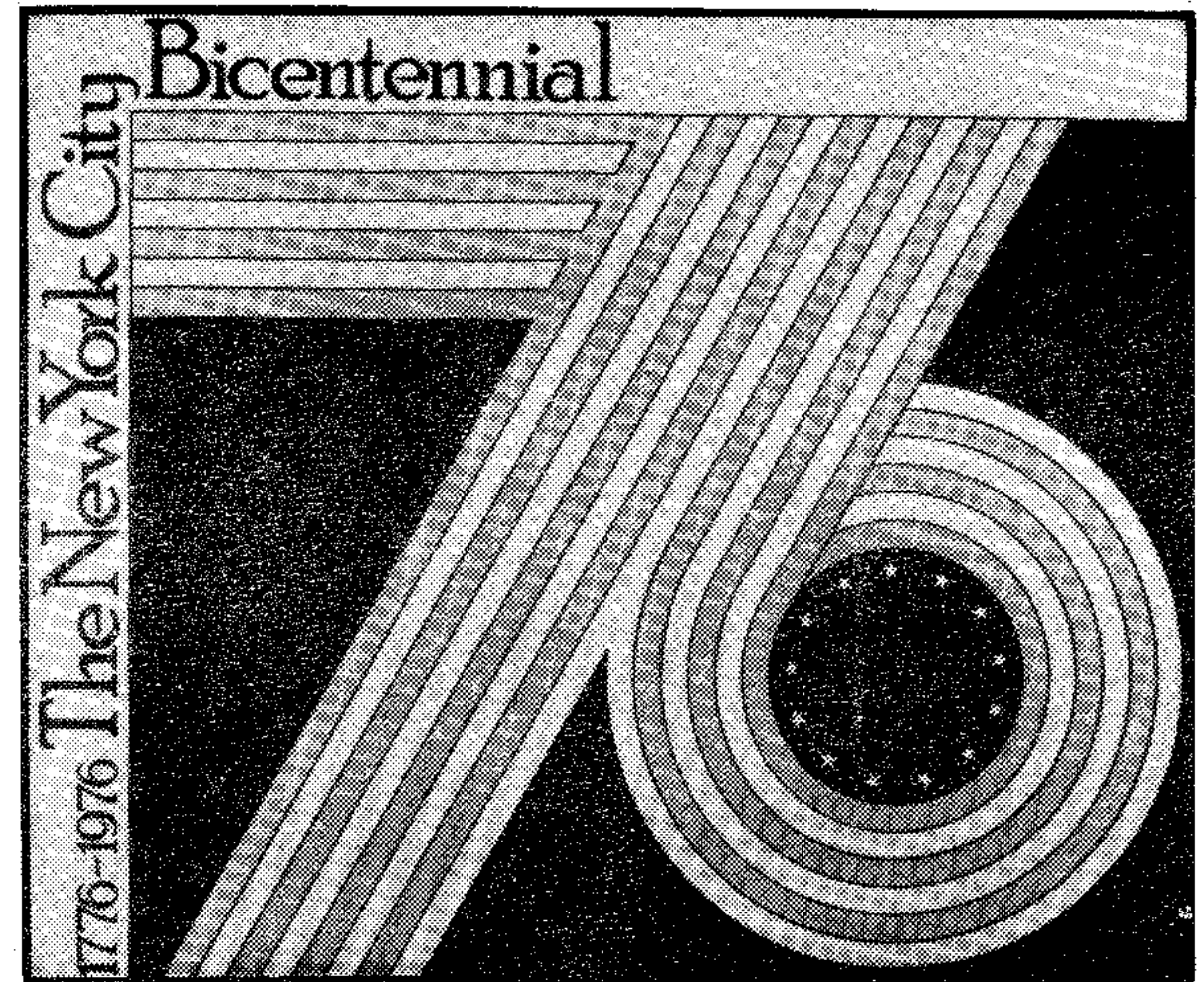
**The Fun Grounds:** Brooklyn

**The World Festival:** Manhattan

**The Liberty Festival:** Staten Island

Because we have determined that the real genius and only prevailing reason for a temporary World's Fair type of event has to do with its connections with reality, we believe that these sites can actually develop working prototypes and pilots of real-life structures useful both in and of themselves — and possibly elsewhere. The exposition will not be a nostalgia trip or a "bread and circuses" event diverting attention from real problems in the real world. Clearly, we are at a time in our national life when it is imperative to articulate shared purposes and focus our energies and talents on addressing those common purposes. The audacity and universality of the vision behind a New Fair becomes the paramount concern.

Despite our understandable reluctance to face problems which



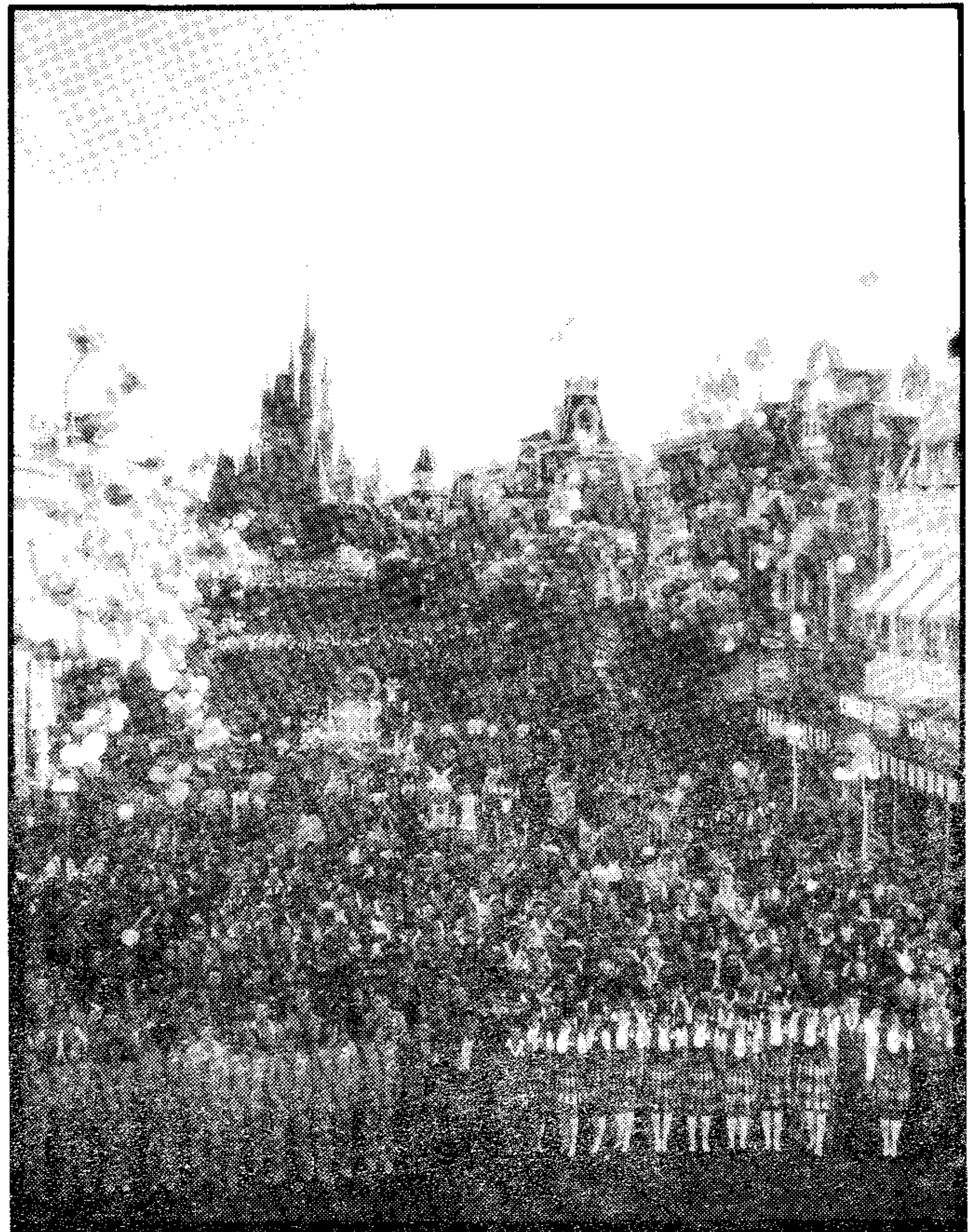
Logo of the New York City Bicentennial Corporation which was granted to neighborhood groups to affix to local improvement projects during the Bicentennial period.

seem beyond individual control, there is very broad recognition that these issues must be faced. Presenting imaginative ways of responding to these issues might overcome the deep-seated suspicions about city life (which many historians have traced) which remains part of American mythology. The literal Phoenix from the Ashes drama of the 1939 Fair went a long way in creating the spirit of optimism which pervaded that Fair despite the national and world conditions. A specific and real problem had been met before the Fair even opened. A Fair directly based upon humanizing technology is unquestionably more complex. But unquestionably necessary. And we have unquestionably more and better resources at our command now than we did then. This approach might command the scope of assistance (federal, private and international) necessary to prove that it can be done.



Michael Harrington, one of the country's leading political theorists for over thirty years, and a professor at Queens College in Flushing, has written a recently published book called the "Next America — The Decline and Rise of the United States." (Twenty years ago his book "The Other America" shocked the nation with its revelation that behind the facade of the Affluent Society lay not just pockets but an entire vein of real poverty. It proposed a massive and radical program to relieve that situation. It was one of those rare books that directly influence political action, in that it had an impact not only on John F. Kennedy, but on his entire administration.) In his new book, Harrington finds hopeful signs for an American renewal amidst all the gloom. He found one of these hopeful signs out at Disney World in Florida, and he found it not in the glittering Magic Kingdom amusement park, but in the invisible world below the fantasy streets.

Harrington writes, "At first it might seem absurd to take Disney World seriously. But on a trip in 1977, as I walked down the streets of a fraudulent Middle Western small town built in the middle of steaming Florida, I thought of Ernest Bloch. Bloch, a most heterodox Marxist, was remarkably sensitive to the presence of the utopian impulse in the strangest places. For him, the circus, with its exotic animals evoking mysterious, distant places, conjured up the South Sea utopia where the lion and the lamb lie down together. And the epicureanism of the masses of France, the ordinary people participating in a wine culture, and even aspects of a "haute cuisine", was for him an anticipation of a day when everyone would enjoy what are now the pleasures of the elite. Bloch should have come to Disney World. ... There are no cars in the place, which is built over an intricate system of tunnels in which all of the utility pipes and lines are located in the ceiling for easy access. There is a Swedish-built waste disposal system which carries mountains of garbage by means of suction at fifty miles an hour and deposits the refuse in a plant which recycles it. Some of the water used in the park is then piped and treated by passing it through a pool of hyacinths; there is one solar building, and there have been grants from the Department of Housing and Urban Development for the "people moving" systems, which keep the attendance, and the money, flowing. In short, underneath this bogus, nostalgic America of the non-existent past is the technology of a futuristic utopia."



Main Street and Cinderella's Castle, DisneyWorld, Florida.





Above, the temporary original logo of the 1939 World's Fair was used before the official theme design of the Trylon and Perisphere was adopted. At right, the temporary original logo of the 1989 Fair Corporation. This logo combines the two elements of the proposed theme — the Statue of Liberty represents New York and its historic role as the first capital of the nation and place of Liberty; the world rising behind is composed not of nations, boundaries or borders, but of the individual scanning lines that together create a coherent television image. This logo has been designed so as not to interfere with the creative concepts which may eventually be designed to represent the Fair's theme. A logo committee will set up a competition to design the Fair's permanent official trademark. It is hoped that the symbol can be used by community groups who have official World's Fair-related neighborhood improvement projects.



NEW YORK

1989

WORLD'S FAIR

Harrington points out that, like so many things in this society, this magnificent technology under the Magic Kingdom could be used for the creation of a bureaucratic, orderly, mesmerized society dominated by corporate planners. But those same innovations, he asserts, "could be the basis for the creation of environmentally decent, clean and unpolluted cities. There is a real utopia hidden underneath Cinderella's Castle in central Florida."

#### A Lesson

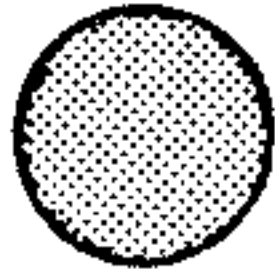
It is this lesson from Disney World that the 1989 World's Fair would like to bring home to New York City. Disney's excellence at establishing a tautness of theme expression throughout his exposition grounds should be emulated at our central Fairgrounds as well as the special atmosphere of a magical event. But some of that 'invisible' technological brilliance should be brought out of the temporary-fantasy world and into the living spaces of our city. We are under no illusion that the city can be transformed over night, or by 1989. But we can begin the process and the New York 1989 celebration is as good a focal point to rally around as this city may have for quite some time.

Following then, is a proposal of some of the kinds of things that could be designed for this celebration.

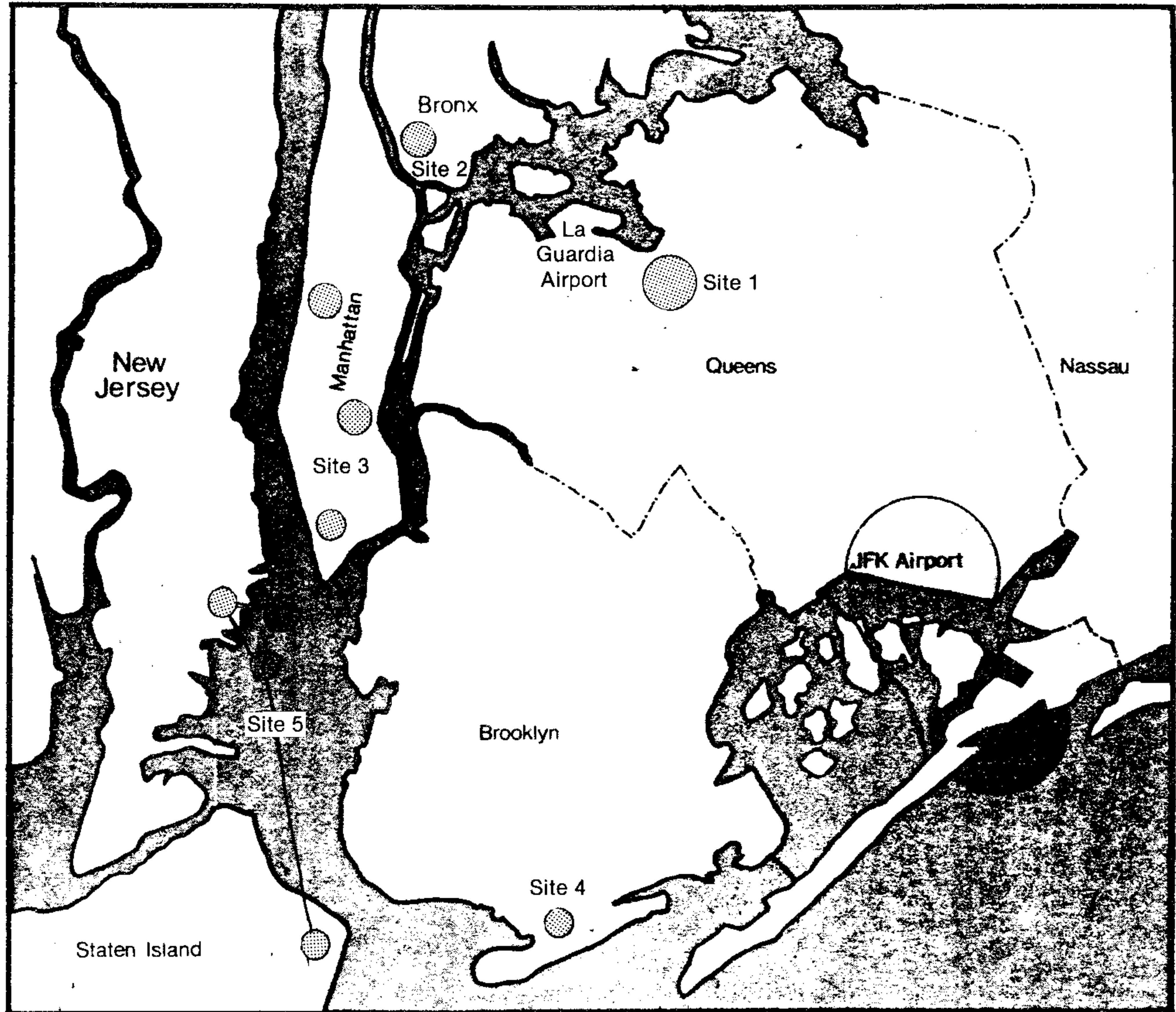


## REGIONAL MAP

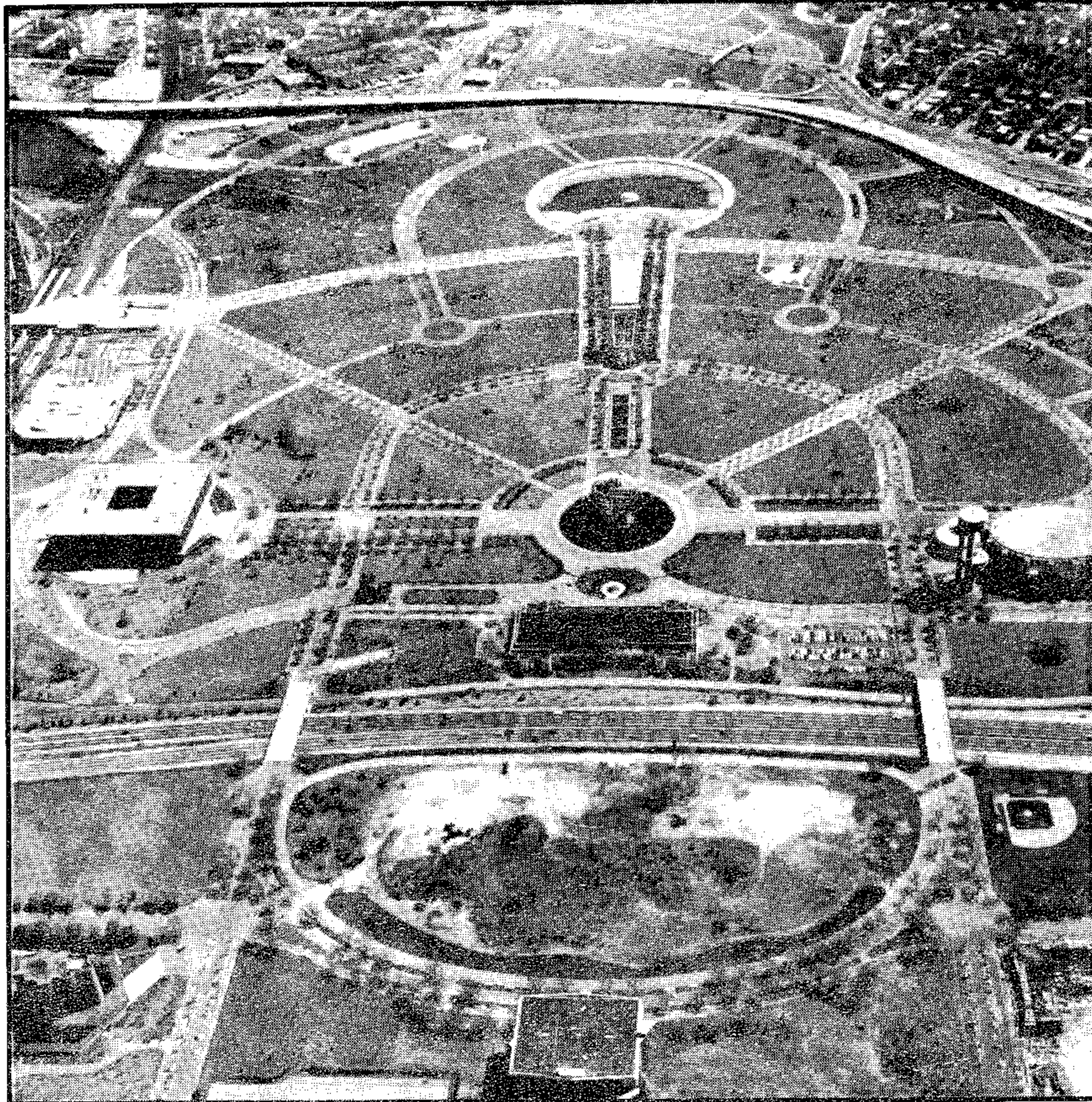
## Site Area



- 1. The Fairgrounds: Queens**
  - Flushing Meadows-Corona Park
- 2. The Proving Grounds: Bronx**
  - South Bronx Industrial Fair
- 3. The World Festival: Manhattan**
  - World Cultural Fair
  - American Fine Arts Festival
  - International Communications Conference-United Nations
  - Constitutional Conference-Federal Hall
- 4. The Fun Grounds: Brooklyn**
  - Coney Island
- 5. The Liberty Festival: Staten Island**
  - Liberty Island, Ellis Island, Liberty State Park (New Jersey), Gateway National Park and South Street Seaport.







Flushing Meadow-Corona Park before its official dedication in 1967. Compare this view of the site with the aerial view of the 1939 World's Fair on page 54.