



Canadian  
Heritage

Patrimoine  
canadien

## **Summative Evaluation of Canada's Participation in the 2005 Aichi, Japan World Exposition**

Evaluation Services Directorate  
Corporate Review Branch

**May 2007**

## Table of content

Executive Summary .....	i
1. Introduction and Context .....	1
1.1 Event Description.....	1
1.1.1 Governance .....	2
1.1.2 Resources .....	3
1.2 Evaluation Context.....	4
1.3 Evaluation Design and Methodology.....	5
1.3.1 RMAF/RBAF Elements.....	5
1.3.2 Data Collection .....	5
1.3.3 Data Analysis .....	6
1.3.4 Strengths and Limitations .....	7
2. Key Findings .....	8
2.1 Success.....	8
2.1.1 The Canada Pavilion .....	8
2.1.2 Complementary Programs .....	16
2.1.3 Engaging Canadians Initiatives.....	20
2.1.4 Overall Participation in Expo 2005.....	21
2.2 Cost-Effectiveness .....	22
2.2.1 Efficiency.....	22
2.2.2 Effectiveness .....	24
2.2.3 Work of the Commissioner General .....	25
2.3 Performance Monitoring .....	25
3. Key Conclusions .....	26
3.1 Canada Pavillon .....	26
3.2 Complementary Programs .....	28
3.3 Engaging Canadians Programs .....	28
3.4 Overall Impact .....	29
3.5 Performance Monitoring.....	30
4. Recommendations and Management Response.....	31
APPENDIX A: Performance Measurement Framework.....	a
APPENDIX B: Event Logic Model.....	b
APPENDIX C: Evaluation Framework.....	c
APPENDIX D: Interview Guides .....	e
APPENDIX E: Interview Lists .....	o
APPENDIX F: Document List .....	r
APPENDIX G: Engaging Canadians Initiatives .....	t

## **List of Acronyms**

CG	Commissioner General
DCG	Deputy Commissioner General
NRC	National Research Council
PCH	Department of Canadian Heritage
RMAF/RBAF	Results-based Management Accountability Framework/ Risk-based Audit Framework
TBS	Treasury Board Secretariat

## **Executive Summary**

This report provides an event evaluation of Canada's participation in the 2005 World Exposition held in Aichi, Japan (Expo 2005) conducted by Cathexis Consulting Inc. for the Department of Canadian Heritage (PCH). The evaluation was conducted between September 2005 to August 2006.

### **Description of the Event**

The concept for Expo 2005 was The Grand Intercultural Symphony with Canada's theme being the "Wisdom of Diversity." Canada's participation in Expo 2005 was comprised of the following three key elements:

- the Canada Pavilion, which was staffed 14 hours per day, seven days a week from March to September, 2005;
- the Complementary Programs in Japan; and
- the Engaging Canadians Program intended to engage Canadians, particularly youth, during the Exposition.

Expo 2005 opened on March 25, 2005 and closed on September 25, 2005.

### **Purpose of the Event**

The objectives of Canada's involvement in Expo 2005 were to:

- broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation;
- support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia; and
- engage Canadians in Expo 2005 through the use of modern technology and special events programming.

### **Evaluation Purpose and Methodology**

This evaluation report is intended to provide an analytical assessment of the impact and cost-effectiveness of Canada's Expo 2005 programming for senior Canadian Heritage management. It also provides information designed to assist the International Exposition Program in planning Canada's participation in future international expositions. The fundamental evaluation questions (impact and cost-effectiveness) are from the Treasury Board Secretariat's (TBS) Evaluation Policy. The evaluation was also to assess the effectiveness of the performance monitoring and, to the extent possible, consider the expenditure review questions announced by the Government of Canada in December 2003. The evaluation framework, including the specific evaluation questions, indicators, data sources and collection methods, is attached as Appendix C.

Data were collected from a number of sources for each evaluation question, using a range of data collection techniques. Primary data were collected in Japan through interviews

during the final ten days of Expo 2005 while additional primary data were collected through follow-up interviews with the former Canadian Ambassador to Japan, Canadian Heritage managers, contractors, partners in the Engaging Canadians Program and performers in the Cultural Program. Secondary data included the review of a variety of reports from Canadian Heritage, contractors and the Director General. The following specific lines of inquiry were used:

- over 100 interviews were conducted with Canadian Heritage managers and staff, the design-build firm, the communications firm, the firm that provided the hosting staff, Canadian embassy and Department of Foreign Affairs and International Trade officials, Expo Association personnel, a provincial representative, special events partners, personnel from other pavilions, hosting and culinary staff, and Canadian performers;
- an exit survey that was developed by Canadian Heritage staff and administered by Pavilion staff in June and August 2005;
- a media review (192 sources obtained through ProQuest and Optima: 162 from print, web and press and 30 from radio and television); and
- a document review including Canadian Heritage planning and reporting documents as well as documents prepared by contractors.

Key strengths of the evaluation included reliance on a number of sources of information and the ability to conduct key interviews in Japanese with Japanese-speaking key informants. The familiarity with Japanese and Japan also eased the challenges faced by the evaluation team in obtaining information in Japan during the last few days of Expo 2005.

### **Constraints**

Due to the late start of the evaluation work, approximately one month prior to the closing of Expo 2005, all of the performance monitoring processes were established outside the evaluation. Also, two post-event public opinion surveys – a host country survey on Japanese awareness of Canada and one in Canada on engaging Canadians – were not conducted due to concerns about undertaking unnecessary public opinion research. These limitations resulted in: (1) a lack of control over the quality of the survey instruments and methods; (2) challenges in linking data to the evaluation questions, and (3) a lack of outcome data. However, in cases where a full range data from more than one source was not available to respond to each evaluation question, the evaluation team was cautious in analysing and interpreting results. The qualitative information obtained from an extensive and varied list of key informants was based on guides linked to the evaluation questions and, therefore, helped offset the limitations of the performance monitoring data.

## **Findings and Conclusions**

Overall, the consensus of those who participated in the programming activities at the Canada Pavilion during Expo 2005 was that this exposition had generally accomplished its objectives. Anecdotal information and limited quantitative data also point to a successful exposition. The predominant operational theme that emerged from the evaluation is that more time is needed prior to the exposition for planning, building, orientation and to prepare for the opening of the Pavilion to visitors.

The main findings of the Evaluation of Canada's Participation in the 2005 Aichi, Japan World Exposition on the issues of success, cost-effectiveness and performance measurement are as follows:

### ***Success***

#### The Pavilion

Attendance at the Canada Pavilion, at 3.3 million visitors, was more than double the projected estimate of 1.5 million people. Exit surveys indicate that although visitors were predominantly from Japan, 19 other countries were represented. Canadian Heritage managers noted, however, that there were visitors to the Pavilion from several other countries not captured by the exit surveys, including a large number of visitors from China. Visitors, as well as hosting staff and Canadian Heritage managers and staff, were of the view that the Canada Pavilion served to broaden the images of Canada. Diplomatic staff and staff from other pavilions observed that the VIP lounge played a role in promoting Canada's diplomatic, business and cultural interests. The Pavilion was designed, built and operated within budget.

#### Complementary Programs

The complementary programs contributed to strengthening the cultural understanding of Canada by scheduling a number of different events at the Pavilion. Over 300 artists, including visual, performing and literary artists, participated in cultural events in the pavilion. A number of these artists provided examples of opportunities that emerged from their involvement with Expo 2005. There were 34 trade and business events held at the Pavilion and there is some evidence that Canada's participation in Expo 2005 and these events contributed to the decision by Toyota to locate an \$800 million plant in Cambridge, Ontario and to the leveraging of \$200,000 from private industries in Japan for the Cultural Industries Trade Promotion Initiative. The complementary programs operated within budget.

#### Engaging Canadians Initiatives

Both virtual and actual activities were held as part of the Engaging Canadians program, including one virtual project, eight regional projects, 12 national projects, four international projects and four feasibility studies. Many of the Engaging Canadians Program initiatives provided an opportunity for people in Japan to meet Canadians at a personal level while other outputs were displayed at the Pavilion. In addition, a number of web sites were developed that allowed visitors to learn about Canada's diversity.

Unfortunately, information on the extent to which these and other projects exposed Canada's culture and diversity to Japanese citizens is not available. The Engaging Canadians program operated within budget.

### ***Cost-effectiveness***

Canada's participation in Expo 2005 was delivered under budget and there were several instances of where resources were leveraged from provincial governments and the private sector.

Almost all information sources, including Canadian Heritage's "Final Report," suggested that efficiency could have been increased by starting the planning and implementation phases earlier and by better defining the roles and responsibilities of contractors, and in particular the design/build and the communications/public relations contractors. Although the communications and public affairs functions were delivered under budget, it would appear there were some instances where Canadian Heritage staff provided some of the contracted services. There was also some confusion regarding the respective roles of the Commissioner General and the Deputy Commissioner General. While the Commissioner General had no signing authority or operational command at the Pavilion, he was viewed by the Expo Association as being responsible for ensuring that the commitments made by Canada were carried out. This confusion resulted in some operational inefficiencies.

Overall, however, it would appear that Canada's participation in Expo 2005 was relatively cost-effective. It was delivered for substantially less than budgeted, original traffic projections were more than doubled, most visitors to the Pavilion learned something new about Canada, and all key informants were of the view that the Pavilion was effective in portraying the geographical, biological and ethnic diversity of Canada.

### **Recommendations**

The following recommendations emerged from the findings of this evaluation. These recommendations are intended to contribute to the planning of future expositions, although it is recognized they may have to be modified depending on the situation with the particular exposition.

1. Allow adequate time for planning, designing and building the Pavilion by developing a comprehensive functional plan prior to design.
2. In the event a consortium of contractors is selected to work on an Expo, ensure that a senior manager of a consortium member has responsibility for overall project management and client contact.
3. Clarify the roles of contracted and Canadian Heritage employees by developing a detailed work plan at the project initiation phase.

4. Clarify the roles of the Commissioner General and the Deputy Commissioner General to ensure that the responsibilities for operating the Pavilion and representing Canada are clearly identified.
5. Identify the types of support measures that Canadian Heritage and contract employees will need at future Expos in order to optimize their ability to carry out their duties and responsibilities.
6. Engage the services of evaluators early in planning process of future Expos.



## **1. Introduction and Context**

This report provides an event evaluation of Canada's participation in the 2005 World Exposition held in Aichi, Japan (Expo 2005) conducted by Cathexis Consulting Inc. for the Department of Canadian Heritage (PCH). The evaluation was conducted from September 2005 to August 2006.

### **1.1 Event Description**

Canada has a long history of participating in international expositions. Canada strengthened its commitment through the announcement in 2000 of a stable funding framework for Canada's participation in international expositions. This was re-affirmed in the 2001 Speech from the Throne and the 2002 Budget Speech, which made commitments to promote Canada's culture and values and the benefits of a pluralistic society.

The concept for Expo 2005 was The Grand Intercultural Symphony with Canada's theme being the "wisdom of diversity." The objectives of Canada's involvement in Expo 2005 were:

- to broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation;
- to support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia; and
- to engage Canadians in Expo 2005 through the use of modern technology and special events programs.

Canada's participation in Expo 2005 was comprised of the following three key elements:

- The Canada Pavilion, which was staffed 14 hours per day, seven days a week from March – September 2005. It included:
  - A public presentation area which included six Canadian story tellers who served as virtual guides through a multi-sensory experience of Canadian culture, environment and identity. Visitors were greeted by the 'teku-jin' and by hosts and hostesses, which performed hosting duties and broadcast images to people standing in line. In addition, there were impressionistic portrayals of Canada's physical landscape and climate. Visitors left the Pavilion through the Cyber Salon.
  - The Manulife VIP lounge and executive boardroom located on the mezzanine floor of the Pavilion. These were accessed through a separate entrance and people attended by invitation only.
  - Executive and Administrative offices located in two separate parts of the Pavilion.
  - The staff lounge located on the first floor. This area included computers for hosting staff use, a small kitchen, washrooms and change rooms with showers.
- Complementary Programs in Japan included:

- Protocol and VIP Services including receptions for visiting VIPs, Canadian dignitaries and delegations.
- A cultural program and communications and public affairs.
- Hospitality and Special Events that generally occurred in the VIP Lounge and executive boardroom.
- A culinary program that provided Canadian cuisine made from Canadian ingredients and which was prepared by Canadian chefs. Traditional Canadian food was also served to the public on days when there were special events.
- Business Promotion and Trade that included 34 initiatives aimed at promoting business between Canada and Japan and other Asian countries.
- The Engaging Canadians Program intended to engage Canadians, particularly youth, during the Exposition through:
  - Virtual exchanges that were supported between Canada and Japan through four Cyber Explorer modules on-site at the Canada Pavilion and in seven museum locations across Canada. The intent was to provide the opportunity for 'real time' discussions on diversity.
  - Actual exchanges that occurred through a number of projects including student exchanges and events bringing together experts for discussions.
  - Participation/learning activities (e.g., contests in photography and poetry and educational web-sites).
- After Expo closed, the Pavilion was intended to provide Japan with lasting symbols of Canada.

The Expo 2005 opened on March 25, and closed on September 25, 2005.

### **1.1.1 Governance**

Canadian Heritage (PCH) was the lead department for Expo 2005. The International Expositions Program falls under the responsibility of the Director General, International Expositions in the Public Affairs and Communications Sector in the Department of Canadian Heritage. A Commissioner General (CG) was appointed to promote partnerships with provincial/territorial/municipal governments and the private sector, encourage participation in the Engaging Canadians Program, support the communications strategy, promote the attendance of leading government officials and VIPs and to represent the Government of Canada in all matters related to the exhibition. The Commissioner General reported directly to the Deputy Minister, Canadian Heritage and had no operational responsibility for management of the exposition. He was supported by a Deputy Commissioner (DCG) who was also responsible for the Pavilion's operations.

### 1.1.2 Resources

The original budget for Expo 2005 was \$45 million but it was later reduced to \$40 million due to departmental funding pressures. Canadian Heritage International Expositions' budget covered core costs of Canada's participation. In addition, to enhance Canada's presence, PCH collaborated with the private sector, as well as with municipal, provincial and federal government organizations, including the Department of Foreign Affairs and International Trade Canada. The key items by fiscal year are presented in Table 1 below.

**Table 1: Expo 2005 Budget; August 2003**

Item	2002-03	2003-04	2004-05	2005-06	Total
Pavilion Management Salaries	\$ 151,500	\$ 245,000	\$ 452,025	\$ 909,250	\$ 1,757,775
Commissioner General (includes salary)		\$ 89,750	\$ 355,300	\$ 350,600	\$ 795,650
Pavilion Development	\$ 154,985	\$ 1,469,500	\$ 12,555,000	\$ 3,670,000	\$ 17,849,485
Hosting Staff			\$ 1,583,000	\$ 1,055,000	\$ 2,638,000
Travel & Accommodations (Exc. CG & Hosting Staff)	\$ 39,200	\$ 50,000	\$ 1,243,500	\$ 1,539,800	\$ 2,872,500
Pavilion Operations			\$ 720,000	\$ 1,830,000	\$ 2,550,000
<b>Sub-total</b>	<b>\$ 345,685</b>	<b>\$ 1,854,250</b>	<b>\$ 16,908,825</b>	<b>\$ 9,354,650</b>	<b>\$28,463,410</b>
Cultural Program			1,500,000	3,500,000	\$ 5,000,000
Communications & Public Affairs	\$ 182,000	\$ 450,000	\$ 1,270,000	\$ 1,315,000	\$ 3,217,000
Complementary Programs			\$ 350,000	\$ 1,000,000	\$ 1,350,000
Engaging Canadians Program		\$ 100,000	\$ 1,600,000	\$ 350,000	\$ 2,050,000
<b>Sub-total</b>	<b>\$ 182,000</b>	<b>\$ 550,000</b>	<b>\$ 4,720,000</b>	<b>\$ 6,165,000</b>	<b>\$ 11,617,000</b>
<b>Total</b>	<b>\$ 527,685</b>	<b>\$ 2,404,250</b>	<b>\$ 21,628,825</b>	<b>\$ 15,519,650</b>	<b>\$ 40,080,410</b>

Source: Canadian Heritage, International Expositions Branch.

There were three categories of staff working in the Canada Pavilion:

- Federal public servants (14 in Japan plus some in Canada and others such as those who assisted with set up and dismantling the Pavilion and who were only in Japan for those specific times);
- Canadian contract staff including 39 hosting and reception staff, six culinary staff and building maintenance and multi-media operations staff; and
- Locally engaged staff that were hired to perform a variety of services such as cleaning, security and chauffeuring services.

## 1.2 Evaluation Context

This evaluation report is intended to provide an analytical assessment of the impact and cost-effectiveness of Canada's Expo 2005 programming for senior management of the Department of Canadian Heritage. It also provides information designed to assist the International Exposition program management in the development of future international expositions. The fundamental evaluation questions (impact and cost-effectiveness) are from the Treasury Board Secretariat's (TBS) Evaluation Policy. The evaluation was also to assess the effectiveness of the performance monitoring and, to the extent possible, consider the expenditure review questions announced by the Government of Canada in December 2003. The evaluation questions are:

### Success

1. Did Canada's participation in Expo 2005 activities meet objectives, were they within budget, and were they implemented without unwanted outcomes?
2. Was the Canada Pavilion at Expo successfully designed, installed, operated and dismantled?
3. Were Complementary Programs and Engaging Canadians Programs offered as planned and successful?
4. What was the reach of the Canada Pavilion, Complementary Programs and Engaging Canadians programs?
5. To what extent did the Canada Pavilion, Complementary Programs and Engaging Canadians programs:
  - Broaden images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
  - Support Canada's diplomatic, business and cultural interests in Japan and Asia?
  - Engage Canadians in Expo 2005 through the use of modern technology and special events programming?
6. Did the Canada Pavilion at Expo 2005 and related programs have any unintended impacts, either positive or negative?

### Cost-effectiveness

7. Were the most appropriate and efficient means used to achieve objectives, relative to alternative design and delivery approaches?
8. Could the Canada Pavilion and related programs have been developed or delivered more efficiently?

9. Could the design of the Canada Pavilion and related programs have been more effective (without additional cost)?
10. To what extent did the promotional work of the Commissioner General contribute to objectives achievement?

#### Performance Monitoring

11. Were the program's performance monitoring and measurement activities sufficient to support results reporting and evaluation?

The evaluation was conducted during the period from September 15, 2005 to August 2006, using data from a variety of sources as it became available. Primary data was collected in Japan through interviews during the final ten days of Expo 2005. Additional primary data were collected through follow-up interviews with the former Canadian Ambassador to Japan, Canadian Heritage managers, contractors, partners in the Engaging Canadians program and performers in the Cultural Program. Secondary data included a variety of reports from Canadian Heritage, contractors and the Director General.

### **1.3 Evaluation Design and Methodology**

#### **1.3.1 RMAF/RBAF Elements**

The Results-based Management Accountability Framework and the Risk-based Audit Framework (RMAF/RBAF) included a logic model, an evaluation strategy that identified the evaluation issues, questions, indicators and data sources, and a performance measurement strategy.

#### Performance Measurement Framework

The Performance Measurement strategy, developed as part of the RMAF/RBAF, did not include indicators with benchmarks or targets. It did identify some of the activities to be carried out as part of the ongoing monitoring process. The performance measurement framework attached in Appendix A. was developed by the evaluation consultants as part of the evaluation. It included some targets where none had previously been established. However, targets were not established for a number of the indicators.

#### Logic Model

The logic model, developed as part of the RMAF/RBAF and attached in Appendix B, provides the objectives, activities, outputs, immediate outcomes and long-term outcomes of the event. While there may be residual impacts occurring over an extended period following the closing of EXPO 2005, the evaluation questions address all aspects of the logic model.

This is an event evaluation, encompassing both formative and summative issues.

#### **1.3.2 Data Collection**

Multiple lines of inquiry were used to obtain information for each evaluation question. The evaluation framework, attached in Appendix C, guided the data collection. It was modified from the original framework since some of the anticipated sources of information, such as the

post-Expo host country survey, did not materialize. Specifically, data was collected from the sources indicated below.

- Over 100 interviews were conducted with:
  - Canadian Heritage managers and staff, including 14 interviews before Expo 2005 closed and 13 interviews approximately two months after the Exposition closed. Two sets of interviews were conducted to obtain information when key issues were still 'top of mind' and to obtain responses based on reflection
  - The design-build and the communication firms during Expo 2005 and following the Exposition with the design-build firm, the communication firm and the firm providing the hosting staff to obtain their perspectives on the process and suggestions for improvements.
  - Embassy personnel during the Exposition and with the Canadian Ambassador and one of his staff approximately five months after closing. The interviews explored what worked well, what could be changed and the outcomes of Canada's participation.
  - Expo Association personnel to obtain their views on Canada's participation in the Exposition.
  - Three Regional Community members prior to the Exposition closing to obtain information regarding some of the Complementary Programs.
  - Six Special Events partners prior to the Exposition closing and five Special Events partners approximately five months after the closing of Expo 2005.
  - Six personnel from other pavilions/other Expo partners including the United Nations, Japanese, Spanish, Singapore, United States and Australian pavilions.
  - Twenty hosting staff approximately eight months after the Exposition to obtain information regarding the impact that Expo 2005 had on their lives and the extent to which their involvement affected other Canadians.
  - Seventeen performers approximately eight months after the Exposition to obtain information on the impact Expo had on their careers.

Interview guides are provided in Appendix D while a list of people interviewed is provided in Appendix E.

- Exit surveys developed by Canadian Heritage staff and conducted in June and August 2005. Hosting staff administered the questionnaires to visitors leaving the Pavilion. PCH compiled descriptive statistics, summarizing the number of responses for each field. The original data were not available to the evaluation team.
- Media Review (192 sources obtained through ProQuest and Optima: 162 from print, web and press, 30 from radio and television).
- Document review (list attached in Appendix F).
- Review of Canada's Expo 2005 website.

### **1.3.3 Data Analysis**

Most of the data is qualitative and was analyzed using content analysis, linking responses to the appropriate evaluation question. The exit surveys were conducted and the responses analysed by PCH Expo staff. They provided information regarding the percentage of respondents that gave a particular response. The number of respondents was not included in the analysis nor was there analysis that looked at relationships between where visitors came

from and their response to the questions. The hosting staff interviews and the interviews with performers were conducted using open-ended questions. These were analyzed in the same manner as the other qualitative data (i.e., using content analysis). Evidence matrices were used to organize the data and triangulate the information from the various sources to determine consistency in the information.

### **1.3.4 Strengths and Limitations**

#### Strengths

The evaluation relied on a number of sources of information including interviews with different groups of people, media review, document review and the exit survey. In theory, this should allow for the triangulation of the data, which enables the evaluation team to assess the extent to which it could have confidence in the information received. However, in some instances there was not a full range of sources for each evaluation question. This was taken into account when analyzing and interpreting the data.

A key strength was the ability of the evaluation team to conduct interviews in Japanese with Japanese-speaking key informants. One member of the evaluation team was fluently bilingual, which provided assurance that the team was able to receive the information as the key informant intended. Familiarity with Japanese and Japan also eased the challenges in obtaining information during the last few days of Expo 2005.

#### Limitations

##### *Challenges in linking data to the evaluation questions*

This evaluation commenced approximately one month prior to the closing of Expo 2005. As a result, all of the performance monitoring processes had been established outside of the evaluation plan. While the RMAF/RBAF had been produced with evaluation questions, the performance monitoring instruments were not systematically linked to those evaluation questions and the resulting reports were also not linked. However, the interview guides were linked to the evaluation questions and, therefore, helped offset the data monitoring weaknesses.

##### *Lack of outcome data*

Most of the data is linked to the process evaluation questions, focusing on issues related to implementation and the extent to which activities and outputs occurred as intended. The following surveys that were to have been conducted following the closing of Expo 2005 were intended to produce data related to outcomes of the exposition.

- Post-Expo host country survey on the Japanese awareness of Canada; and
- Post-Expo survey on Engaging Canadians

Neither survey was conducted due to concerns about undertaking unnecessary public opinion research, thereby hampering the availability of outcome data.

##### *Lack of control over the quality of the survey instruments and methods*

Canadian Heritage provided summary data of the responses to the exit survey conducted in June 2005 and in August 2005. The surveys' results were to help improve the quality of visitors' experiences. The report does not indicate how respondents were selected or the

language in which the survey was conducted. It provides percentages to indicate levels of response but does not indicate the total number of responses. There is no indication of significance or confidence levels. Consequently, the data need to be interpreted with some caution when using the results to report on outcomes.

Discussion of performance monitoring is a part of this evaluation process. This will be explored in greater detail with recommendations for monitoring and evaluation of future expositions and major events.

## **2. Key Findings**

### **2.1 Success**

There are six evaluation questions related to the success of Canada's participation in Expo 2005 in achieving its stated objectives of: (1) broadening the images of Canada in Japan by showcasing its diversity, creativity and innovation; (2) supporting Canada's diplomatic, business and cultural interests in Japan and Asia; and (3) engaging Canadians in Expo 2005 through the modern use of technology and special events programming. This section is first organized by each of the three components of the exposition, i.e., the Canada Pavilion, the Complementary Programs and the Engaging Canadians Programs plus the overall participation in Expo 2005 and then by related evaluation issues including the extent to which each component was delivered within budget. It should be noted that success relates to both the process of developing and implementing Expo 2005 as well as obtaining results.

#### **2.1.1 The Canada Pavilion**

##### Met the Objectives

The objectives for Expo 2005 were quite broad and the immediate outcomes identified in the RMAF to contribute to objectives achievement included: (1) Expo visitors attend the Canadian Pavilion; (2) relationships developed between Canadian entrepreneurs and business partners and the Canadian public; and (3) Canadians are involved in and value the Expo 2005 experience. Longer term outcomes included increased Japanese awareness of Canada's diversity and increased interest in strengthening diplomatic, business and cultural relations with Canada and increased tourism to Canada. The Expo was also expected to contribute to increased Canadian awareness of, support for and participation in international expositions.

*Objective #1: To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation.*

The various reports following Expo 2005, the Canadian Heritage managers involved with Expo 2005, the hosting staff, the Canadian consulate staff, most of the performers interviewed and the majority of visitors to the Pavilion indicated that the Pavilion had served to broaden the images of Canada in Japan by showcasing its diversity. Key informants from the Expo Association indicated that the Pavilion was successful in portraying Canada as a country with more than forests and trees, but with diversity in its people. They expressed the view that people visiting the Canada Pavilion developed a new image of Canada as a culturally and geo-physically diverse country. Key informants from other pavilions noted that the Canada Pavilion promoted a dynamic picture of Canada in an impressive and vibrant



way. They felt the Pavilion showed the multicultural diversity of Canada. They did note that while the presentation was a powerful experience, it was not fully understood by all visitors.

Table 2 provides information regarding what people said they learned about Canada in the exit survey administered by the hosting staff to people leaving the Canada Pavilion.

**Table 2: What Visitors to the Canada Pavilion Learned About Canada**

Learned About	June, 2005	August, 2005
The natural/environmental diversity	74%	78%
The cultural diversity of Canadian citizens	36%	33%
Canada's creativity	17%	8%
Canada's science and technology	16%	12%

Source: Canadian Heritage, Pavilion Exit Surveys.

These findings should be interpreted cautiously, given that the evaluation team did not design and administer the survey or analyze the data. A vast majority of the respondents (about 75 per cent) indicated they learned about Canada's natural and environmental diversity in Canada. About a third indicated they learned about the cultural diversity and far less (about 12 per cent) indicated they learned about Canada's creativity and innovation. Slightly more indicated they learned about Canada's science and technology. In the August 2005 survey, respondents were asked what they learned about Canada that they did not previously know. The following are some of their responses:

- The population is small.
- Canada is a vast country, so diverse.
- It has four seasons like Japan.
- It is bilingual.
- It has seals and musk ox.
- Canadians are friendly.
- Canada has more than nature, it has cities.

The survey results are consistent with some of the findings from key informants and from the documents. For example, a number of management personnel and hosting staff indicated that visitors were impressed by the natural beauty presented by the displays in the Canada Pavilion, but many indicated they did not understand the message being conveyed. Key informants from the Expo Association noted that while the visuals were outstanding, the message was not clear.

The majority of exit survey respondents (approximately 90 per cent) indicated they would like to travel, study or work in Canada. This compares to the Leger Marketing research report<sup>1</sup> that indicated that Canada would be a likely destination to visit for only six per cent of the respondents. This finding should be interpreted cautiously since the respondents in the exit survey sample only included those who have already shown an interest in Canada by choosing to visit the Canada Pavilion in the first place.

<sup>1</sup> Leger Marketing. *Quantitative and Qualitative Research on the Perception and Awareness of the Potential Japanese Audience at the Canada Pavilion at the 2005 World Exposition, Aichi, Japan, January 30, 2003.*

Since a post-Expo survey of Japan was not conducted, it is not possible to determine whether the overall images of Canada have been broadened and sustained in Japan. The qualitative data, however, indicates that those involved with Expo believe that the Canada Pavilion helped broaden Canada's image in Japan, but not in the rest of Asia.

*Objective #2: To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia.*

All Canadian Heritage management personnel expressed strong confidence that the Pavilion was an environment in which diplomatic, business and cultural interests could be strengthened, focusing primarily on Japan. Both management and hosting staff indicated that the Manulife VIP lounge was frequently used as a setting for cultural presentations as well as business meetings. The Canadian embassy staff indicated this goal had been achieved and pointed to the availability of VIP space as one of the contributing factors. The other pavilions noted that the Manulife VIP lounge played a role in promoting Canada's diplomatic, business and cultural interest.

Regional community members and Canadian Heritage management indicated that while the Manulife VIP lounge served an important function, it could have been more effective if it had been larger. They noted that there was not enough room for everybody during receptions.

*Objective #3: To engage Canadians in Expo 2005 through the use of modern technology and special events programming.*

Canadian Heritage management and hosting staff noted that while the Pavilion provided an excellent environment for Canadian VIPs and entertainers, the Cyber Salon failed to engage Canadians to the extent it was hoped. However, the Expo 2005 final report<sup>2</sup> indicates that the Canada Interactive Network in the Pavilion provided "a unique opportunity for Canadians to take part in the Expo experience" without leaving home. The final report of the communication and public relations contractor states the following about the Interactive Network in the Cyber Salon:

"This event was conceived as a simultaneous launch of the Canada I-Net in all six participating museums. The objective of this event was to officially present the Canada I-Net as an intricate component of Canada's participation in Expo 2005, and thus generate media coverage in both Canada and Japan. A secondary objective was to create a buzz amongst youth and the general public before the Expo opening on March 25. Originally scheduled for mid-March 2005, the launch was postponed to early April 2005 and was successful in garnering interesting coverage in national and regional media around the country."<sup>3</sup>

The museum partners conducted visitor surveys to evaluate their appreciation of the Expo 2005 Interactive Network module in each establishment. Although it is not known how many

---

<sup>2</sup> Canada. Department of Canadian Heritage. *Canada's Participation in the 2005 World Exposition Aichi Japan Final Report*, June, 2006.

<sup>3</sup> Optimum. *Canada's Participation in the 2005 Expo Aichi Japan*, December, 2005.

visitors there were to these sites or how active they were, PCH staff report that the results of the surveys were positive.

The Commissioner General's report<sup>4</sup> indicates that this aspect of the Pavilion was only modestly successful, noting that only six virtual exchange events were held. The report expressed concern that the animation was often not of sufficiently high calibre and poor quality Internet connection impeded discussion. Other Canadian Heritage management staff indicated that the primary problem was the effort to achieve 'real time' communication across so many time zones. A decision was made to not include a store in the Pavilion where Canadian products could be purchased in order to make room for the Cyber Salon. Some key informants felt the store would have been a more productive use of the space.

There was a mixed response to Cyber Salon in terms of success in Engaging Canadians. Clearly some Canadians were engaged and the project provides a legacy in the ongoing connection between schools in Gifu, Japan and Kamloops, British Columbia.

The Commissioner General's report concludes: *"It is important to innovate in each Expo and the cyber-modules were one of our key innovations. The success as part of the Pavilion experience was satisfactory, but as a tool for interactions with Canadian, they did not meet expectations."*

#### Pavilion within budget

Table 3 outlines the projected 2003 budget and actual expenditures, as outlined in the Final Report.

**Table 3: Projected Pavilion Budget Compared to Actual Expenditures**

Items	Projected Budget (August 2003)	Actual Expenditures (May 2006)
Pavilion Management Salaries	\$ 1,757,775	\$ 2,002,289
Commissioner General	\$ 795,650	\$ 709,077
Pavilion Development	\$ 17,849,485	\$ 17,388,838
Hosting Staff	\$ 2,638,000	\$ 2,134,058
Pavilion Operations	\$ 2,550,000	\$ 2,504,467
Travel & Accommodations (Excludes CG & hosting staff)	\$ 2,872,500	\$ 2,570,329
Finance and Administration		\$ 869,043
<b>Total</b>	<b>\$ 28,463,410</b>	<b>\$ 28,178,101</b>

Source: Canadian Heritage, International Expositions Branch.

According to these figures, the expenditures related to the construction and operation of the Canada Pavilion and the Commissioner General were delivered on budget, although management salaries were slightly higher than projected.

<sup>4</sup> Moyer, Norman. *Report on the 2005 World Exposition*.

### Pavilion successfully designed, installed, operated and dismantled

This section looks at the design and installation process, the operations of the Pavilion and the dismantling process.

#### *Design and Installation*

The Expo Association installed four pavilion modules with a free-standing enclosed structure in Global Common 2, the Americas. Canadian Heritage managers and Embassy staff commented on the benefits of the location as it provided clear views of the Pavilion from a number of angles.

The cladding and interior fitting were provided by the design/builder. This meant that the basic shape and configuration of the building was pre-determined by the Expo Association and the Canada Pavilion had to be designed within some relatively inflexible parameters.

Table 4 outlines what was intended regarding design and installation, based on the planning documents and what occurred based on the post-Expo reports, interviews with Canadian Heritage management and in an interview with a representative from the design/build lead company.

The design and installation of the Pavilion occurred as planned and was slightly under budget. However, the design/build consortium and Canadian Heritage managers noted that the process could be improved. The consortium and PCH managers met in November 2005 to explore ways in which to improve the overall design, build, operations and dismantling processes. It was noted that there were a few areas where Canadian Heritage's expectations relating to design and installation were not met including the interactive element of the Pavilion experience, the 3D virtual Pavilion experience and the Aurora Borealis. Some suggestions for future planning and design that emerged from those discussions include:

- the design/build company be involved in the thematic development;
- that there be substantially more time to design and install the Pavilion; and
- if there is a consortium, the roles of the partners should be clear and that there be an identified lead with overall project management responsibility.

Canadian Heritage management and staff noted a number of aspects of the design that they would like to see considered in designing and building future pavilions, including:

- a larger VIP lounge;
- a larger staff lounge;
- executive and administrative offices in the same location; and
- a kitchen that is designed to support a professional culinary program.

**Table 4: Design and Installation**

Planned	Occurred
<b>Timing:</b> <ul style="list-style-type: none"> <li>Exhibition space determined by September 15, 2004.</li> <li>Completion of Pavilion by February 10, 2005.</li> <li>Installation of exhibits by March 10, 2005.</li> </ul>	<ul style="list-style-type: none"> <li>Exhibition space determined by September 15, 2004.</li> <li>Pavilion completed by February 2005.</li> <li>Not all of the exhibits installed by March 10, 2005 (e.g., the Cyber Salon was delayed due to technical difficulties).</li> </ul>
<b>Proposal Call and Selection Process:</b> <ul style="list-style-type: none"> <li>Two phased approach.</li> </ul>	<ul style="list-style-type: none"> <li>Request for Proposals to short-list companies was issued in June 2003.</li> <li>A second Request for Proposals was issued to the five selected companies in September 2003 and closed on October 23, 2003.</li> <li>The joint venture consortium was awarded the contract on December 2, 2003.</li> </ul>
<b>Design:</b> <ul style="list-style-type: none"> <li>Thematic development completed prior to selection of design/build contractor.</li> <li>Analysis of program requirements.</li> <li>Concept design and development.</li> </ul>	<ul style="list-style-type: none"> <li>Thematic development completed prior to selection of design/build contractor.</li> <li>Analysis of program requirements.</li> <li>Concept design and development.</li> </ul>
<b>Expenditures:</b> <ul style="list-style-type: none"> <li>Budgeted: \$17,849,485.</li> </ul>	<ul style="list-style-type: none"> <li>Actual: \$17,388,838.</li> </ul>
<b>Dismantling Principle:</b> <ul style="list-style-type: none"> <li>Built without damage to the area.</li> </ul>	<ul style="list-style-type: none"> <li>The actual installation of the building was carried out by the Expo Association, which operated with similar principles.</li> <li>Many components were recycled.</li> </ul>

Source: Various interviews, planning documents and reports.

### *Operations*

Pavilion operations included maintenance, security and hosting. Much of this work was contracted out while some was carried out by Canadian Heritage staff. Canadian Heritage's final report provides extensive details regarding the operations of the Pavilion with recommendations relating to timing, communication and role clarity. Given the summative focus of this report, it will not address the detailed operations of the Pavilion. While there were positive aspects as well as areas for improvement, overall the operations did not appear to have a notable impact on the outcome of Canada's participation in Expo 2005.

### *Dismantling*

The dismantling and re-use of the components of the Pavilion was a key activity intended to ensure that the Pavilion was built without damage to the area, would allow for re-use and recycling and that it could be easily dismantled. The post-expo documents indicate the following re-use of components of the Pavilion:

- the giant maple leaf sculpture is in Kariya City, Japan, a sister city to Mississauga, Ontario;
- a sculpture of a Grizzly bear made by a Kelowna artist is in Kasugai City Hall in Japan;
- the stairway of recycled western cedar timber is going to be used again in a new project by the architect who built the Canada Pavilion;
- the six Cyber units located in Canadian museums were left as legacies to these organizations. The Cyber Explorer units located at the Canada Pavilion in Japan were donated to the Canadian War Museum, Canadian Heritage's Knowledge Centre, the Kamloops/Thompson School District and a school in Gifu, Japan;
- the Show Us Your Canada photographs are in the Expo 2005 museum in Nagoya; and
- furniture was provided to the Canadian Embassy in Japan.

The dismantling of the Pavilion and evacuation of the site was to be completed by October 25, 2006. In fact, it was completed about a week prior to this date. Both Canadian Heritage managers and the design/build contractor indicated that the process could have been made easier if recycling planning had commenced earlier in the process.

### Reach of the Pavilion

The Canada Pavilion reached approximately 3.3 million people, more than double the anticipated attendance of 1.5 million. The exit survey conducted by Canadian Heritage indicates that close to 90 per cent of people responding to the survey were from Japan. The remainder of the respondents were from:

- |             |               |                 |
|-------------|---------------|-----------------|
| • Australia | • Hong Kong   | • Portugal      |
| • Belgium   | • India       | • South Africa  |
| • Brazil    | • Italy       | • Sweden        |
| • Canada    | • New Zealand | • Taiwan        |
| • France    | • Norway      | • United States |
| • Holland   | • Philippines |                 |
| • Honduras  | • Poland      |                 |

PCH managers noted, however, that there were visitors from other countries, including a large number of visitors from China, who were not represented in the survey respondents.

### Unanticipated Outcomes

Some of the Pavilion's success can be attributed to the responsiveness of the hosting staff, who were the primary contact for visitors to the Pavilion. Although it was not part of the initial plan, Canadian Heritage management and Canadian embassy staff both noted that the hosting staff were highly pro-active in engaging visitors to the Pavilion while they were standing in line. Key informants from other pavilions also noted the extent to which the Canadian hosting staff exceeded what would normally be expected of such staff.

The impact on the hosting staff of participating in Expo was not an outcome that was considered in the initial planning. Table 5 outlines the results of interviews with 20 hosting staff.

**Table 5: Impact of Expo on Hosting Staff**

Response	# of Responses
Expo had an immediate positive impact	13
Expo had a positive impact on future plans	18
Experience with Expo has positively impacted friends/family	12

Source: Post-Expo interviews with hosting staff.

All but two of the hosting staff interviewed indicated that their experience in Japan had a lasting positive effect on them. Some of the positive impacts on the hosting staff include:

- taking French because of greater appreciation of the bilingual nature of Canada;
- better understanding of both Japan and Canada;
- trips to visit friends from Expo and trips to Japan;
- increased confidence in taking on more challenging careers;
- pursuing work related to Japan or in Japan;
- applied to Japanese Exchange and Teaching (JET) program;
- attempting to make a Japanese radio program at University;
- looking for a job in East Asian Studies and Politics; and
- use customer service skills that were learned at Expo.

Some of the spin-off effects that have gone beyond the individual to family and friends include:

- ability to convey to others a better understanding of one's own culture of origin;
- sharing positive experiences with family and friends;
- friends becoming more interested in Japan; and
- friends travelling to Japan.

## 2.1.2 Complementary Programs

The Complementary Programs included trade and business promotion, partnerships to gain financial and in-kind support, protocol and VIP services, the culinary program, communications and Public Affairs, the Cultural Program and special events such as the Northwest Territories Week, New Media Week, International Forum on Aboriginal languages, Québec day and Kelowna day.

### Met the objectives

This section provides information regarding the extent to which the Complementary Programs contributed to achieving the objectives of Canada's participation in Expo 2005.

*To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation.*

The Complementary Programs contributed to strengthening the cultural understanding of Canada by scheduling a number of different events at the Pavilion including: (1) 41 groups in the performing arts; (2) 13 visual artists; (3) 13 authors; (4) 105 on-site performances; and (5) 48 on-site literary events. Combined, 331 Canadian artists in all categories participated in cultural events in the Pavilion.

The RCMP log notes numerous positive interactions between the RCMP officers and visitors to the Pavilion, with requests for photographs. Canadian Heritage managers indicated that the Complementary Programs broadened the images of Canada through:

- the diversity of presenters in cultural programming;
- the interest of other pavilions in Canadian cultural programming; and
- the numerous invitations extended to Canadians by other pavilions.

These perceptions are supported by comments made by the hosting staff, who had direct contact with the public visiting the Pavilion. They noted the positive response of visitors to the Pavilion, the extensive use of the VIP lounge and the excellent special events.

*To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia.*

A number of participants in the Cultural Program experienced increased contact with Japan following their appearance at Expo 2005. A number of 'good news stories' were reported in Canadian Heritage's final report including the following:

- Janelle Dupuis was invited to return to Japan to perform for Canada's Ambassador to Japan and to star at the Wild Blueberry Week Festival in Tokyo. She once again appeared live on a Japanese television station.
- A representative of a Japanese book editor who attended some of Sampar's cartooning duels signed a deal to have six of his albums translated into Japanese in a full-coloured version of these books.
- The six 6' x 6' artworks created by Michael Nicoll Yahgulanaas during the live painting events at Expo were exhibited in Seoul, Korea at a conference on



Canadian books. This exhibit was fully remounted at the 7th International Manwha ("Comic Artists") Conference in Bucheon, Korea. Mr. Nicoll's latest Japan book project is selling well in Japan (5,000 copies were pre-sold prior to its release on May 15th, 2005 in Tokyo). More than 10,000 copies of Mr. Nicoll's Hchidori Haida manga were sold in Japan between April and September 2005. Hachidori is now in its third printing (30,000 copies in all) by magazine publishing giant Kodansha in Japan, and will also be published in colour in Korea by Design House. He was featured in multiple newspapers while in Japan.

One of Sam Robert's albums is now available for purchase at HMV Japan. A meeting with Universal Japan led the band to discussing a booking at Summer Sonic Festival 2006.

- During follow up interviews with 12 of the performers, eight indicated they had additional business opportunities as a result of their involvement with Expo 2005. Eight of the performers also indicated they had increased international exposure as a result of performing at Expo 2005. Almost all of the performers interviewed felt that the cultural program supported Canada's cultural and business interests in Japan.

There were 34 business and trade events that attracted close to 2,000 business people and industry representatives from across Japan. Canadian Heritage's final report indicates these events contributed to opening up a number of business and trade opportunities including the following:

- the Automotive Trade Mission meetings by the Province of Ontario with Toyota Motor Corporation counterparts that resulted in a commitment by Toyota to locate an \$800 million plant in Cambridge, Ontario;
- the Cultural Industries Trade Promotion Initiative that included a music recording project that leveraged almost \$200,000 from private industry partners in Japan and which resulted in a contract for four bands for the sale of albums in the Japanese market; and
- an Aboriginal jewellery project that established links with an interested importer in Japan..

Expo 2005's business partners included the following:

- Canadian Pacific Railways
- Boa Franc, Inc.
- Herman Miller Canada
- Japan Airlines
- Magna International
- Manulife Canada
- Metropolitan Wood Flooring
- Pacific Western Brewing Company
- Power Corporation
- Sleeman Malting and Brewing Company
- Tilley Endurables
- Town and Country Uniforms
- Toyota Canada
- TUL (Taiwan)
- Whistler Water

Information was obtained from business partners through interviews during the last ten days of Expo 2005 as well as through follow up interview with five partners who agreed to be interviewed approximately five months after Expo 2005 closed. The goals of the business partners were not necessarily related to the objectives of Expo 2005, but none were in direct conflict. The goals presented by the five business partners interviewed included: (1) improve or further relationships between the two countries; (2) support the Canadian government; and (3) increase the company's presence abroad.

Three of the partners indicated their goal(s) had been fully achieved while two partners indicated that their goals had been only somewhat achieved.

Business partners indicated their investments ranged from \$1,000 to over \$300,000. The involvement ranged from financial or in-kind contributions to active involvement in Expo activities. For the most part, business partners were not looking for a direct return on their investment. However, two of the partners commented on increased activities as a result of their Expo experience that could lead to a return on investment.

Trade Seminars were organized by Ontario, Prince Edward Island, Quebec, Northwest Territories, National Research Council (NRC), the Canadian Council of Forest Ministers and the Canadian Wheat Board. The Cultural Industries Trade Promotion Initiative also included seminars on contemporary design, aboriginal jewellery and crafts, and electronic music. Specific outcomes from these seminars were not identified.

Although the kitchen was not designed to support a commercial venture, the culinary program offered at the Pavilion was viewed by many key informants as having contributed to the success of many diplomatic and business events.

To engage Canadians in Expo 2005 through the use of modern technology and special events programming.

The primary aim of the Complementary Programs was to provide opportunities for connections between Japanese and other visitors to Expo 2005 and Canadians. This aspect of the program engaged Canadians in direct involvement with the exposition

through partnerships, business and trade events, cultural events and a variety of special events.

#### Extent to which Complementary Programs were within budget

Table 6 outlines the elements included in the Complementary Programs.

**Table 6: Projected Complementary Programs Budget Compared to Actual Expenditures**

Items	Projected Budget (August 2003)	Actual Expenditures (May 2006)
Cultural Program	\$ 5,000,000	\$ 2,895,082
Communications and Public Affairs	\$ 3,217,000	\$ 2,685,523
Complementary Program	\$ 1,350,000 <sup>1</sup>	\$ 715,741 <sup>2</sup>
<b>Total</b>	<b>\$ 9,567,000</b>	<b>\$ 6,296,346</b>
Footnote: (1) Includes protocol and hospitality, special events and projects, culture and trade and partnership promotions expenditures.		
(2) Also includes VIP and culinary program expenditures not identified in the 2003 budget.		

Source: Canadian Heritage, International Expositions Branch.

Based on these figures, it appears that all elements of the Complementary Programs were delivered for substantially less than budgeted.

#### Reach of Complementary Programs

There were 34 trade and business promotion activities during Expo 2005, involving almost 2,000 people.

The Pavilion hosted 134 special events, using the facilities to a 72 per cent capacity. Canadian Heritage's final report indicated this exceeded the goal of using the space to 60 per cent capacity.

Over 5,500 VIPs visited the Canada Pavilion including:

- his Imperial Majesty Akihito, the Emperor of Japan and her Imperial Majesty Michiko, Empress of Japan;
- her Imperial Highness Princess Takamado;
- former United States Secretary of State Colin Powell;
- Samuel Berger, former U.S. National Security Advisor; and
- Ambassadors from a number of countries.

Most of the 12 performers interviewed noted the high attendance at their cultural events. The number of people attending varied, depending on the type of event. For example, a reading would be designed to draw a smaller group than a concert, so attendance comparisons could be misleading. For the most part, all of the performers interviewed were pleased with attendance at their event.

### 2.1.3 Engaging Canadians Initiatives

Both virtual and actual activities were planned as part of the Engaging Canadians Program. There were one virtual project, eight regional projects, 12 national projects, four international projects and four feasibility studies. More detailed descriptions of these components are provided in Appendix G. This section outlines the extent that these projects contributed to meeting the objectives of Canada's participation in Expo 2005, the extent they were carried out within the budget and their reach.

#### Met the objectives

*To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation.*

Many of the Engaging Canadians Program initiatives were designed to provide an opportunity for people in Japan to meet Canadians at a more personal level. For example, the YMCA Youth Exchanges program brought 162 youth and leaders from Canada to stay with Japanese families. The participating groups came from six different provinces and, to some extent, represented the diversity of Canadians. The following indicates the characteristics of the youth who participated:

- 24 per cent reported being francophone;
- four per cent were Aboriginal;
- three per cent were of a visible minority;
- 23 per cent were economically disadvantaged; and
- 27 per cent were from a rural or isolated area.
- Some of the outputs of the Engaging Canadians Program were showcased at Expo. For example, the images of Canada produced by Canadians for the Toyota photography contest were displayed at Expo 2005. The winning poster from the Celebrate Canada Poster Challenge was displayed at the Pavilion. A number of websites were developed that would allow anyone in the world to learn more about Canada's diversity. Japanese scholars and students joined Canadian experts on diversity for a two-day symposium. The Canada-Japan Sister Cities program established an ongoing relationship between a Canadian city and Japanese city. The youth who participated indicated it was a very positive experience. While these are examples of opportunities for greater exposure to Canada's culture and diversity, specific information about the impact on Japanese citizens is not available.

*To engage Canadians in Expo 2005 through the use of modern technology and special events programming.*

The entire focus of the Engaging Canadians Program in Expo 2005 was to engage Canadians. It did succeed in engaging some Canadians through the various activities including the 162 youth that participated in the YMCA project, the 3,000 entries in the Toyota photography contest and the researchers and experts from Canada who participated in the various projects.

The media coverage of Expo 2005 was reviewed to assess the coverage as a 'news' event for Canadians. Of the 192 media sources reviewed, only five (three per cent) were negative in tone. The remaining coverage was either neutral or positive. The search for media coverage did not uncover any articles or broadcasts from Nunavut or Manitoba. The majority of the sources reviewed were from Ontario, Quebec and British Columbia, followed by Alberta. Seventy-four (39 per cent) of the media sources focused on specific Canadian performers, often covering local talent travelling to Japan.

#### Within budget

The Engaging Canadians Program had a budget of \$2,050,000 and expended \$1,121,042, under-spending by \$928,958.

#### Reach of Engaging Canadians Program

The YMCA Youth Exchanges project was one of the more ambitious Engaging Canadians Program initiative established to engage Canadians. The program received applications from 34 different groups (15 school groups, 19 community organizations). A total of 12 groups were approved, with the following distribution:

British Columbia	1
Prairies	2
Ontario	5*
Quebec	2
Atlantic	1
Territories	1

\*One Ontario group selected youth from across the country.

The Toyota photography contest had approximately 3,000 entries and 19,000 visits to its website. The Screen Saver Competition elicited 35 entries. There is insufficient information from the other projects to determine their reach.

### **2.1.4 Overall Participation in Expo 2005**

Up to this point, this evaluation has looked at each of the components of Expo 2005 as separate entities. However, it is evident from the interviews and documents that the various components are inter-related and that, in some cases, the successes achieved must be attributed to the overall participation in Expo 2005. The most significant event that occurred during the Exposition was the decision by Toyota Japan to locate an \$800 million plant in Cambridge, Ontario. While there are a number of factors that contributed to the decision, embassy staff, Canadian Heritage management and regional key informants indicated that the prominent role that Canada played in Expo 2005 contributed to this decision. Toyota was a major contributor to Expo 2005 in Japan, and Canada being the first to accept the invitation to participate was viewed positively. Automotive trade missions were hosted at the Canada Pavilion only a few weeks after the announcement was made.

## **2.2 Cost-Effectiveness**

This section looks at whether the most appropriate and efficient means were used to achieve Expo's objectives including whether the Pavilion and related programs could have been developed and delivered more efficiently or effectively, as well as assessing the extent to which the work of the Commissioner General contributed to the success.

### **2.2.1 Efficiency**

In looking at efficiencies, it is appropriate to look at both efficiency in expenditure of financial resources and efficiencies in expenditure of human resources. This section will look at both.

Expo 2005 came in under budget; the projected budget was reduced from the \$45,000,000 originally allocated in 2003 to \$40,000,000. Final expenditures amounted to \$35.2 million, including \$400,000 from the private sector for exchanges.

Table 7 provides an overview of the projected expenditures compared to the actual expenditures, indicating that the budget was further reduced and actual expenditures were less than originally forecast.

Canadian Heritage management and Canadian Heritage's final Expo 2005 report indicated instances where resources were used to leverage investment from the provinces and private sector. For example, the final report indicates that \$12,000 of the Engaging Canadians Program funding leveraged \$345,000 from Toyota Canada for a photography contest. The Engaging Canadians Program projects were implemented by third parties, either community or private sector organizations, which committed staff days to the project. Canadian Heritage estimates that, on average, 15-20 staff days per project were provided.

**Table 7: Revised Projected Compared to Actual Expenditures**

<b>Item</b>	<b>Projected Expenditures (August 2003)</b>	<b>Actual Expenditures (May 2006)</b>
Pavilion Management Salaries	\$ 1,757,775	\$ 2,002,289
Office of CG (includes salary)	\$ 795,650	\$ 709,077
Pavilion Development	\$ 17,849,485	\$ 17,388,838
Hosting Staff	\$ 2,638,000	\$ 2,134,058
Staff Relocation to Japan (Travel and Accommodations, excluding CG and Hosting Staff)	\$ 2,872,500	\$ 2,570,329
Pavilion Operations	\$ 2,550,000	\$ 1,635,424
Finance & Administration		\$ 869,043
Cultural Program	\$ 5,000,000	\$ 2,895,082
Communications & Public Affairs	\$ 3,217,000	\$ 2,685,523
Complementary Programs	\$ 1,350,000	\$ 715,741
Engaging Canadians Program	\$ 2,050,000	\$ 1,121,042
<b>Sub-total</b>	<b>\$ 40,080,410</b>	<b>\$ 34,726,446</b>
Exchange (Private Sector)	--	\$ 400,000
Adjustments to STAR	--	\$ 119,196
<b>Total</b>	<b>\$ 40,80,410</b>	<b>\$ 35,245,642</b>

Source: Canadian Heritage, International Expositions Branch.

Although the communications and public affairs allocation came in on budget, PCH management noted that PCH staff had to do some of the activities that the contractor had been expected to do. In this instance, it appears that money was expended for services that were ultimately provided by internal staff. It is important to ensure that contractors have delivered to expectations prior to releasing funds.

With the extensive savings achieved, some consideration could have been given to adopting measures that would have facilitated staff comfort, thereby contributing to increased efficiency. Although work during the exposition is highly demanding, it was even more so during the period immediately prior to the start of the Exposition and during the Exposition's final days, with everyone required to 'go the extra mile.' The following suggestions emerged from interviews with key informants and from Canadian Heritage's final report on Expo:

- Provide transportation to non-management and contract personnel in order to ensure that travel time to and from the Pavilion is minimized, within reason. The hosting staff, who were engaged by a contractor, reported that initially their commute to and from the Pavilion took almost twice as long as the time required

for Canadian Heritage personnel because they (the hosting staff) were required to take public transportation. Adjustments were made during Expo so that transportation was provided one-way for hosting staff. Hosting staff would have felt better treated if they would have had the same arrangements as Canadian Heritage personnel.

- Allow more time prior to the opening of the exposition for Canadian Heritage personnel and contract staff to settle in prior to beginning their work.
- Allow more time following the closing of the exposition for Canadian Heritage personnel and contract staff to pack prior to their being required to leave.
- Provide both Canadian Heritage and contract personnel with an open ticket following the exposition so that they could stay on if they wish.

While these measures would have cost implications, depending on the needs of future expositions, they could help ameliorate the level of stress experienced by staff.

The final report notes a number of other areas where efficiencies could be achieved in future expositions. Two key themes related to efficiency emerged from almost all information sources:

- The need to start earlier so that there is more time to carry out the planning and implementation. This was particularly noted with the planning, development and implementation of the Pavilion. However, it is also true with the deployment of personnel. Providing extra time can support finding the least costly solutions when issues arise.
- The need for better definition of roles and responsibilities was noted particularly with the design/build contractors and the communications and public relations contractors. Improved clarity of roles and responsibilities up front would result in a more efficient use of personnel as all staff would understand what is expected of them. As well, this would help to ensure that nothing goes undone.

As previously mentioned, the Cyber Salon was not as effective as planned.

### **2.2.2 Effectiveness**

The effectiveness of a program or event is generally determined by the extent to which the desired results are achieved within the anticipated expenditures. As indicated previously, Expo 2005 was carried out for substantially less than originally forecast. All key informants felt that Expo 2005 was very effective and pointed to the following as evidence of that effectiveness:

- the Canada Pavilion drew over twice the anticipated visitors;
- almost all key informants felt that the Pavilion was effective in portraying the geographical, biological and ethnic diversity of Canada;
- the survey of visitors to the Canada Pavilion indicates that most learned something new about Canada;



- all key informants indicated that Expo 2005 was effective in advancing Canada's business, diplomatic and cultural interests; and
- the Canada Pavilion was viewed very positively by key informants from other pavilions and the Expo Association, noting the leadership role played by Canada.

### **2.2.3 Work of the Commissioner General**

The Commissioner General travelled throughout Japan from October 2004 to March 2005 to promote Canada's presence in the exposition. He was present throughout and following the exposition and he prepared a report providing his perspective on the exposition.

There is little doubt that the work of the Commissioner General is an important aspect of the promotion and implementation of an exposition. Responses from the Expo Association and other pavilions noted that Canada's presence and contribution to the overall exposition through the Commissioner General's participation was extremely positive.

Internally, some concerns were raised regarding the involvement of the Commissioner General in the day-to-day management of the Pavilion. The Commissioner General noted in his report that there was confusion regarding operational command in the Pavilion. This view was echoed by the Deputy Commissioner General (DCG) and by some managers who felt the Commissioner General inappropriately intervened in the Pavilion's operations. The Commissioner General had no signing authority or position in the reporting relationships. However, he was deemed by the Expo Association to have responsibility to ensure that the commitments made by Canada were carried out. Responses from hosting staff indicated the Commissioner General helped address some of their issues. With two more expositions occurring in the next four years, it is important that the respective roles of the Commissioner General and DCG be clarified and understood by future incumbents and the Expo Association. PCH managers also noted that the roles of the Commissioner General and the DCG need to be integrated with the role of the Director General back in Canada.

## **2.3 Performance Monitoring**

Canadian Heritage developed a combined RMAF/RBAF for Expo 2005. The performance measurement framework established short and long-term results indicators, but in many instances did not provide metrics in relation to those indicators. Because the evaluation did not commence until well into the implementation of Canada's participation in Expo 2005, mechanisms for systematically collecting data were not established. While it is evident from information provided by Canadian Heritage management and the hosting staff that monitoring occurred on a constant basis and corrective measures were taken, much of this was related to ongoing activities and inputs; very little information was gathered on results. Consequently, most of the information is qualitative in nature with few solid numbers to support the consensus that Canada's participation in Expo 2005 was a highly successful event.

While a number of mechanisms were used to monitor performance, they were not linked to the formal evaluation process. Some of the processes included setting deadlines and working towards those deadlines, monitoring activities and outputs against work plans and informal noting of responses to the various aspects of the Pavilion and associated programs. Canadian Heritage's final report notes the lessons learned and makes a number of recommendations. The primary shortcomings of Canada's participation in Expo's performance monitoring were that it was not planned systematically and it did not focus on results. The objectives of Canada's participation in Expo 2005 were quite broad and did not have specific indicators with targets. For example, the performance measurement framework indicated an increased number of partnerships as a measure of success. However, there was no indication of an expected level of increase, making it difficult to know if success has occurred.

### **3. Key Conclusions**

The key challenge in drawing conclusions is the lack of concrete substantive data. However, anecdotal information and a small amount of quantitative data point to a highly successful exposition. Overall, the response from those who participated in Expo 2005 was extremely positive, with a general consensus that the exposition had accomplished its goals. The predominant operational theme that emerged from the evaluation is that more time is needed prior to the exposition for planning, building, orientation and in general preparation for the onslaught of visitors. Once it starts, there is very little extra time to address issues that arise.

#### **3.1 Canada Pavillion**

Overall, the Canada Pavilion was highly successful, bringing in more than twice the number of visitors than originally anticipated. The Pavilion contributed to achieving all three objectives to some degree:

- The response from visitors to the Pavilion indicates that most learned about Canada's natural and environmental diversity and that slightly more than a third learned more about Canada's ethnic diversity. Far fewer learned more about Canada's creativity and its science and technology. The broadening of images was primarily within Japan, with the vast majority of visitors to the Pavilion being Japanese.
- The Expo Association and other pavilions saw Canada as taking the lead in cooperation and setting a standard for others to emulate. The VIP Lounge and Executive Boardroom in addition to the public areas provided an opportunity for diplomatic and business meetings. The culinary program, with Canadian cuisine, prepared by Canadian chefs, contributed to those meetings being truly Canadian.
- The Pavilion provided an area where the results of Engaging Canadians such as the Toyota photography contest could be showcased. A number of special events

occurred over the course of the expositions that engaged people from Canada, including through real-time internet technology six times during the exposition.

The response to the Canada Pavilion is not surprising. Canada is a vast and diverse country geographically. Its population comes from around the world and lives together relatively harmoniously. Canada is also known for its cooperation and peacekeeping efforts around the world. These strong images, built on Canada's existing strengths, were successfully projected through the Canada Pavilion.

The effort to project an image of innovation was admirable, but did not build on one of Canada's existing strengths. While Canada is technologically advanced and has made some significant contributions historically, it is not seen as one of the leading countries in this field. Japan, in particular, has led in information technology (IT). At this point, many parts of Canada still do not have access to high-speed Internet, making real time exchanges and exchanges dependent on images difficult. Although the IT modules were supplied at both ends, technical and time issues were reported to have interfered with good communication. This was the first time that the I-Net Cyber Explorer stations were used. It offered the opportunity to test them out in a real-life environment and make adjustments. It is something that could be used at future Expos, particularly if it is developed for virtual rather than real time exchanges. Sufficient lead-time is essential in order to allow for at least two pre-tests prior to the system going public.

- The Pavilion design worked in the public areas for the most part, the one exception being the Aurora Borealis. Had there been more time, it could have been modified prior to the opening of the Pavilion. More attention could have been given to the non-public areas. Generally, the design of a building is based on a functional plan that looks at all of the functions of a building and what is required to carry out each function. A well-developed functional plan also looks at the interactions among the various functions so that the design can take into account the ways in which people interact. It provides details regarding how staff are going to use the building and where they can go in order to withdraw from the public areas. The contractors noted that the Request for Proposals included many pages of government boiler-plate requirements, but more information specific to the project requirements would have been useful. In the future, it might be useful to have the development of a functional plan as the first phase, the design as a second phase and building as the third phase. The functional design will need to be linked to the specific goals of the exposition.
- While the Canada Pavilion was successful, more attention to having the design consistent with the functions of the building would likely have alleviated some of the stress experienced by the personnel. It seems that expositions, by their nature, are intense and somewhat stressful, although also exhilarating experiences for those running them. However, it makes sense to minimize the stress to the extent possible, which might be achieved through improved pavilion design.

## **3.2 Complementary Programs**

Although the performance measurement framework did not provide a context for judging the success of the Complementary Programs, the information received regarding these programs supports a conclusion that overall they were successful. Numerous Canadian artists were able to showcase their talents at the exposition. This type of exposure is seen to be beneficial, as it has positive implications for one's resumé. Additionally, there is evidence that participation in Expo 2005 contributed to increased work and income for a number of the performers, with increased international work.

The culinary program contributed to the positive environment that was desired at diplomatic and business events. Despite the struggles with a kitchen that was not designed for professional use, the culinary program was seen as highly successful.

There is little evidence, with the exception of the major decision by Toyota to locate its plant in Cambridge and the contribution to the Cultural Industries Trade Promotion Initiative, that the trade and business events resulted in increased business for the participants. A couple of the business partners noted increased communication but, at the time of this evaluation, had not received business that could be attributed to their participation in Expo 2005. Because business development requires time to mature, it is beyond the scope of this evaluation to report on Expo's contribution to many business decisions.

It is likely that had more emphasis been placed on developing indicators and data sources for the Complementary Programs, its successes could have been better documented.

There was some disappointment that not all provinces were involved in the exposition. Prior to future expositions it will be important to engage the provinces early in the process and to provide them with specific information regarding how their involvement in the exposition could benefit their province. This may also leverage the provinces' involvement in engaging business and community partners.

## **3.3 Engaging Canadians Programs**

The efforts to engage Canadians likely increased the awareness of Expo 2005 in Canada. Local newspapers reported Canadians performing at Expo 2005, further broadening Canadians' appreciation of Canada's participation. The Engaging Canadians programming also got Canadians involved in contests and trips to Japan. However, it is difficult to know the effects this participation may have had on participants. The performance measurement framework did not establish indicators or targets for this program so other than anecdotal information, there is little information available to indicate the extent of the success of this program.

### **3.4 Overall Impact**

There is symmetry to the overall design of Expo 2005. The Pavilion set the stage for the Complementary Programs and was the focus for engaging Canadians. All of the components achieved a degree of success. Even key informants who indicated scepticism about the benefits of Canada participating in expositions stated that this exposition was highly successful. However, it is possible that Toyota's decision to locate its plant in Cambridge, Ontario may have had an effect on key informants. The number of people attending the Pavilion was certainly another positive aspect, but in an environment where results, effectiveness, efficiency and value for money predominate, the positive business outcomes are a credible way of measuring the success of an exposition.

However, business is not the only reason that Canada participates in expositions. Canada is a country with a small population and yet it is a significant player in global relationships. Expositions are one means of highlighting Canada's contributions to the world. While such contributions are hard to measure, the responses from Expo Association and other pavilion officials indicate that Canada was perceived as a leader at Expo 2005. Canada was the first to accept the invitation to participate. The management staff were acknowledged as being helpful to the management of other pavilions. The hosting staff were seen to set an example of being gracious and helpful. The Commissioner General actively participated in exposition committees and was seen to make useful contributions.

Most of the key informants indicated ways that expositions can serve the public interest. Embassy staff suggested that results can differ depending on the location of the exposition, so that goals need to be determined for each exposition, with an assessment of whether the goals are achievable. Expositions showcase Canada in the host country and, therefore, it is appropriate for government to take the lead in planning and implementing expositions. While it is desirable to involve the provinces, the benefits to the provinces may be less direct, depending on the location of the exposition. This exposition leveraged the involvement of both the provinces and the private sector to some degree. There is opportunity for greater involvement by provinces and the private sector, allowing for a higher level of activity within Canada and the host country. This particular exposition seems to have provided good value for the tax dollars spent, given its perceived role in influencing Toyota's decision to invest in Canada. While it is difficult to place a monetary amount on the good will created by Canada's active participation and leadership in this exposition, particularly at times when there is substantial dissention throughout the world, such good can be considered quite valuable. In responding to the question of whether Canada can afford to continue to participate in expositions, another question comes to mind; can Canada afford not to continue? How would lack of participation affect Canada's image in the world?

Overall, Canada's participation in Expo 2005 is seen as having a positive impact on the overall Exposition and of being a benefit to Canada through the development of business opportunities by the Japanese in Canada and for Canadian performers in Japan.

### **3.5 Performance Monitoring**

More attention needs to be paid to performance monitoring. The exposition in China is likely to offer some significant challenges for monitoring and evaluation. For example, English and French is even less widely spoken than in Japan and China has many dialects. The development of instruments aimed at determining the impact on the Chinese population not only needs to be linked to the evaluation questions, but will need to be conducted by people able to speak the language. As a starting point, it will be important that measurable goals related to Canada's participation in the exposition in China are clearly articulated and incorporated into a performance measurement framework.

Some suggestions for improving performance monitoring include:

- Include a performance measurement strategy with a strong focus on results that identifies specific measurable indicators with specified targets and data sources. In this way, it will be possible to document the successes.
- Develop tools for establishing baselines and measuring change. For example, ensure that pre- and post-surveys are carried out. These should be simple-to-administer tools that are tied directly to the evaluation issues and performance indicators.

Making performance monitoring an integral part of the planning and implementation of the exposition can support a more systematic and constructive approach. It helps to clarify the goals and objectives that are desired. It can serve as a mechanism for achieving a common understanding of those goals and objectives. Establishing means for monitoring that are linked to the goals and objectives not only supports the ability to evaluate the event, it also provides a mechanism for determining when things are getting off-track in a more formal way. While managers sometimes are able to do this well using less formal means, the availability of formal mechanisms support excellence in performance monitoring and reporting.

#### **4. Recommendations and Management Response**

The following recommendations emerged from the findings of this evaluation. These recommendations are intended to contribute to the planning of future expositions, although it is recognized they may have to be modified depending on the situation with the particular exposition.

**1. Allow adequate time for planning, designing and building the pavilion by developing a comprehensive functional plan prior to design.**

The functional planning for the 2010 exposition should be occurring already. The first Request for Proposals should be for the development of a functional plan. The second Request for Proposals should be the design build.

**Management Response: Agreed in part.**

Agreement with allowing adequate advance time for planning, designing and building the Pavilion. Regarding the suggestion to contract externally the development of a comprehensive functional plan, the Branch has found it more cost-effective to develop in-house, thereby incorporating the extensive Expo experience of Canadian Heritage employees and consultations with other federal departments, as well as with each up-coming Expo host. The functional requirements for the Pavilion are then specified in the subsequent Requests for Proposals (RFPs), such as those for constructing and dismantling the Canada Pavilion, which bidders would then address in their proposals.

**Actions:** Plans are to issue the Request for Proposal (RFP) and the contract for the Pavilion for the next up-coming Expo ten-twelve months earlier in the process than was done for Expo 2005. Please refer also to Audit Recommendation #2 Actions.

*Implementation schedule: 2008, to issue RFP. Subject to adjustment, should unanticipated circumstances require.*

**2. In the event a consortium of contractors is selected to work on an Expo, ensure that a senior manager of a consortium member has responsibility for overall project management and client contact.**

While contracts generally specify the lead role with primary client contact, should any confusion arise, it will be important for PCH to intervene early and ensure that the roles are adequately clarified.

**Management Response: Agreed.**

**Actions:** Plans are to work with procurement services to ensure that new Requests for Proposals and contracts with consortia reflect this requirement.

*Implementation schedule: From 2008, and ongoing, for the duration of the project cycle.*

**3. Clarify the roles of contracted and Canadian Heritage employees by developing a detailed work plan at the project initiation phase.**

It is important that the roles of contract and Canadian Heritage staff are clearly identified and understood by all parties as success can be defined as the ability to deliver on or exceed expectations. Consequently, it is important to define those expectations carefully. If there is a need to engage replacement staff following the project initiation phase, consideration should be given to amending the contract to ensure clarity of expectations. It is also important to seek assistance from procurement personnel if the terms of the contract are not being met.

**Management Response: Agreed.**

Well before each Expo, in addition to an overall project plan, clear work plans are routinely developed for each contractor and for Canadian Heritage employees. These work plans are subsequently updated and/or contracts amended in order to address unanticipated, emerging needs arising in either Canada or in the country that hosts the Expo. However, this recommendation highlights the need for more timely and streamlined responses to deal with situations where the terms of a contract are not being met. These responses would respect procurement policies and regulations yet allow re-allocation of essential work from contractors who unexpectedly fail to fulfill their contractual obligations overseas during the Expo to others who can.

**Actions:** The Branch will continue to have project plans and to ensure that its employees who manage Expo contracts have the required training, expertise, management support and procurement experts' services, in order to: a) assess potential risks in bids responding to RFPs and ensure that subsequent contracts specify consequences of non-compliance; and b) manage complex, large and/or potentially high-risk contracts effectively, including dealing with contractor non-compliance and other unanticipated urgencies in a timely fashion.

*Implementation schedule: Fall 2007 and ongoing, for the duration of the project cycle.*

**4. Clarify the roles of the Commissioner General and the Deputy Commissioner General to ensure that the responsibilities for operating the pavilion and representing Canada are clearly identified.**



The responsibilities of the CG are sufficiently demanding that the individual should not need to be concerned with the day-to-day operations of the pavilion. However, the responsibilities of the CG are such that the individual may need to intervene to ensure that Canada's commitments to the exposition are honoured. It is important that the CG and the DCG form a solid team with linkages to the Director General of the Branch of the Department.

**Management Response: Agreed.**

The first step was completed for Expo 2005, with the acceptance on March 31, 2004, of the Accountability Framework for the 2005 International Exposition in Aichi Japan. This written agreement delineated the respective decision-making and reporting responsibilities of the Commissioner General, the Assistant Deputy Minister and the Director General, including the Commissioner General's reporting relationship vis-à-vis the Deputy Minister of Canadian Heritage.

**Actions:** Review this Accountability Framework document, with the view of updating it for Expo 2010 and of appending the decision-making and reporting responsibilities of the Deputy Commissioner General at the Canada Pavilion during the Expo.

*Implementation schedule: Prior to the appointment of Canada's Commissioner General for Expo 2010 or January 2008 (whichever is first).*

**5. Identify the types of support measures that Canadian Heritage and contract employees will need at future Expos in order to optimize their ability to carry out their duties and responsibilities.**

The type of support needed will likely vary at each exposition, so it will be important to adopt a flexible approach. It may be appropriate to include some specific requirements for staff comfort in agreements with sub-contractors to achieve this.

**Management Response: Agreed.**

As noted in the Evaluation, the type of employee support required will likely vary with each exposition. The International Expositions Branch recognizes the myriad of diverse and sometimes unpredictable challenges employees face when serving their country abroad during an international Expo. While the management team seriously considers working, living and commuting issues raised by Pavilion employees, the Branch's priority has been, and will continue to be, employee's overall health and safety. For instance, for Expo 2005 in Japan, to ensure physical safety in case of earthquakes and typhoons, emergency preparedness training was provided to all Pavilion staff. To reduce mental stress often associated with living and working in a foreign country, the Branch collaborated for the first time with the Centre for Intercultural Learning

(CIL)/Centre d'apprentissage interculturel (CAI) in providing: cultural adaptation and re-integration sessions for both Canadian Heritage and Canadian contract employees; spousal support strategies; and 24-hour access to professional psychological counselling, if needed, on a confidential basis.

**Actions:** The Branch will continue to develop employee support measures required for each Expo. For Expo 2010, the Branch is planning to collaborate again with the Centre for Intercultural Learning (CIL)/Centre d'apprentissage interculturel (CAI) for cultural adaptation and re-integration learning services. It will review considerations such as jet lag and work responsibilities when scheduling Canadian Heritage and contract employees' travel to and from Expo 2010 in Shanghai. It has also begun discussions with Health Canada and Public Works and Government Services Canada officials regarding ways to minimize potential health risks due to the quality of Shanghai water and air.

*Implementation schedule:* For contracted Pavilion employees, until contract termination after the Expo (November 2010). For Canadian Heritage employees, ongoing through the duration of the project cycle.

## **6. Engage the services of evaluators early in planning process of future Expos.**

Engaging evaluation experts early in the planning process of an Expo will help ensure the development of performance measures with targets for all objectives and the development of an evaluation framework with clearly identified issues, questions, indicators and data sources. If the evaluation team is engaged prior to the start of an Expo, data gathering instruments can be developed that are linked to the performance indicators and evaluation questions and appropriate baseline information can be collected.

**Management Response: Agreed.**

**Actions:** For evaluating Canada's participation in Expo 2010 and upcoming International Expos, the International Expositions Branch will continue to collaborate with Corporate Review Branch of Canadian Heritage on a three-stage approach: 1) review and revise, as needed, the Results-based Management Accountability Framework and the Risk-based Audit Framework (RMAF/RBAF); 2) develop and issue the Request for Proposals for evaluating Canada's participation in the Expo; and 3) issue this contract well in advance of the Exposition.

In addition, in order to obtain quantitative as well as qualitative/anecdotal data on results, the International Expositions Branch will encourage its partnering organizations to obtain and report data linked to performance indicators.

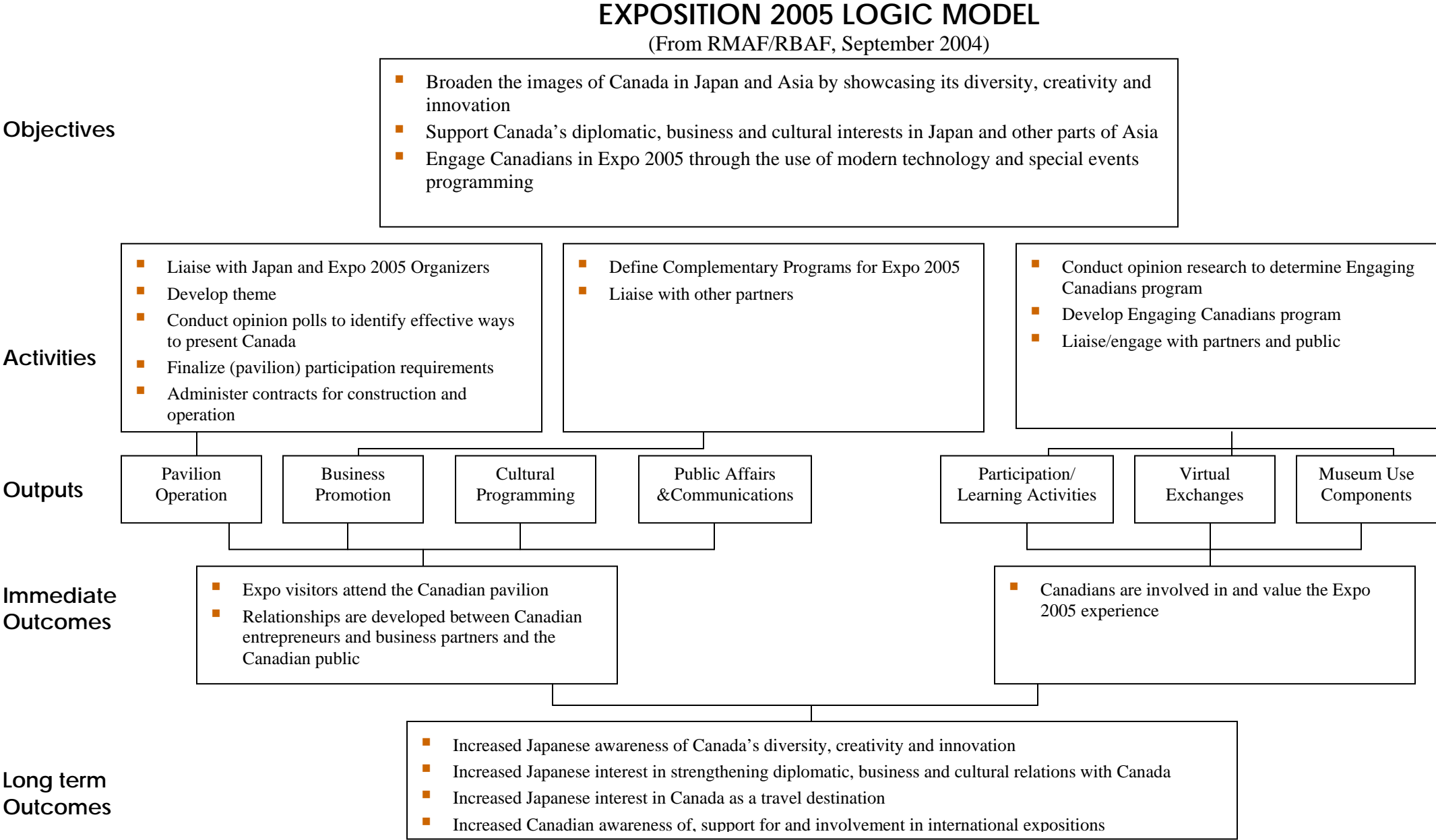
*Implementation schedule:* Contract to be awarded by December 2009.

## APPENDIX A: Performance Measurement Framework

Developed by Cathexis Consulting as part of the evaluation framework

Desired Outcome	Indicator of Success	Measure	Targets
<b>Short Term</b>			
Expo visitors attend the Canadian Pavilion	The number of anticipated visitors are met or exceeded	# of visitors % of total Expo visitors	1.5 million 10% of Expo visitors
Relationships are developed between Canadian entrepreneurs and business partners and the Canadian public	Evidence of increased collaborations between Canadian entrepreneurs and business partners Evidence that the Canadian public is more aware of the partners Permanent linkages established	# of new collaborations  # of permanent linkages established	No target set
Canadians are involved in and value the Expo 2005 experience	Canadians taking the virtual tour Canadians attending Expo	# of website hits from Canadian urls # of Canadians attending Expo	No target set No target set
<b>Long-Term</b>			
Increased Japanese awareness of Canada's diversity, creativity and innovation	Post-Expo survey indicate Japanese are more aware	% of respondents that indicate increased awareness	60%
Increased Japanese interest in strengthening diplomatic, business and cultural relations with Canada	Japanese VIPs, business men indicate an interest in strengthening business and cultural relations	# who indicate increased interest Variety in types of relations	No target set 2 – 3 in each category
Increased Japanese interest in Canada as a travel destination	Japanese express a greater interest in visiting Canada More Japanese come to Canada  Positive Japanese opinions of Canadians	% of positive responses to question on post-Expo survey Increase in Japanese visitors to Canada Canada's rank in comparison with other countries: <ul style="list-style-type: none"> <li>▪ Beautiful natural spaces</li> <li>▪ Considerate toward tourists</li> <li>▪ Considerate in general</li> <li>▪ Safe place</li> <li>▪ Quality of manufactured goods</li> </ul>	No target set No target set  Second Third Fifth Sixth Sixth
Increased Canadian awareness of, support for and involvement in International Expositions	Canadians indicate increased awareness	Percentage of positive response on post-Expo survey	No target set

APPENDIX B: Event Logic Model



**APPENDIX C: Evaluation Framework****Expo 2005 Evaluation Framework**

<b>Evaluation Question</b>	<b>Indicators</b>	<b>Source of Information</b>	<b>Data Collection Method</b>
<b>Success</b>			
1. Was the Canada Pavilion at Expo successfully designed, installed, operated and dismantled?	Variances between plans and implementation regarding timelines, costs and staffing	Planning documents Resource and expenditure information Monitoring information on contracting, etc. Managers and staff involved Contractors	Document review Key informant interviews Interviews with contractors Survey Focus group
2. Were Complementary Programs and Engaging Canadians programs offered as planned?	Extent of programs compared to plans Variances between plans and implementation in timelines, cost and staffing	Planning documents Resource and expenditure information Individual programming reports Managers and staff involved Complementary program participants	Document review Key informant interviews Focus groups with participants
3. What was the reach of the Canada Pavilion and related programs?	The number of visitors to the Pavilion Percentage of visitors compared to benchmarks Number of website/interactive hits and comments The type of comments made Number of participants in the Complementary and Engaging Canadians programs The extent and amount of financial and in-kind support provided The number and types of partners involved	Canada Pavilion attendance data Previous attendance data Lists of partners Website data Complementary and Engaging Canadians program report/data Resource and expenditure information Management and staff involved Japanese Expo officials Other pavilions Hosting staff Partners Performers	Document review Key informant interviews Focus groups Survey
4. To what extent did the Canada Pavilion and related programs: <ul style="list-style-type: none"> <li>▪ Broaden images of Canada in Japan and Asia in the areas of diversity, creativity and innovation</li> <li>▪ Support Canada's diplomatic, business</li> </ul>	Japanese awareness of Canada's culture, society and technology before and after Expo 2005 Pre/post Expo Japanese appreciation for Canada's diversity, creativity and innovation	Visitors to Expo Japanese Expo officials Asian countries VIP visitors Embassy personnel Other pavilions Canadian VIP visitors	Exit survey Interviews with cultural performers Interviews with partners Follow-up survey of hosting staff

Summative Evaluation of Canada's Participation in the 2005 Aichi, Japan World Exposition

Evaluation Question	Indicators	Source of Information	Data Collection Method
<ul style="list-style-type: none"> <li>and cultural interests in Canada and Asia</li> <li>Engage Canadians in Expo 2005 through the use of modern technology and special events programs</li> </ul>	Canadian VIP visitors' feedback on extent to which diplomatic, business and cultural objectives were advanced	Complementary Programs participants	
5. Did the Canada Pavilion at Expo 2005 and related programs have any unintended impacts, either positive or negative	Impacts beyond program objectives	All sources of information	Document review Surveys Interviews Focus groups
<b>Cost Effectiveness/Alternatives</b>			
6. Could the Canada Pavilion and related programs have been developed or delivered more efficiently?	Budget deficits or surpluses Evidence of need for re-design, re-ordering, re-hiring, etc. Effectiveness of contracting processes	Resource and expenditure information Monitoring information on contracting, etc. Audit information Management and partners Media coverage	Document review Interviews Media reviews
7. Could the design of the Canada Pavilion and related programs have been more effective without additional cost?	Analysis of the degree to which objectives were successfully met Ideas for improvement Analysis of cost/savings related to suggested improvements	Resource and expenditure information Monitoring information on contracting, etc. Audit information Management Contractors	Document review Interviews
8. To what extent did the promotional work of the Commissioner General contribute to objectives achievement?	Attribution analysis of the promotional work compared to the outcomes	Commissioner General Foreign Affairs and International Trade Canada Management Partners	Interviews
<b>Performance Monitoring/Measurement</b>			
9. Were the programs' performance monitoring and measurement activities sufficient to support results reporting and evaluation?	Ease of producing the evaluation report Quality of monitoring reports Acceptability of performance reports Usefulness of VIP data base for evaluation purposes	Resource and expenditure information Monitoring information on contracting, etc. Audit information Senior managers	Document review Interviews

## **APPENDIX D: Interview Guides**

### **EXPO 2005 CANADIAN PAVILION On-Site Management Team Interview Guide**

We are conducting an evaluation of the Canadian program at Expo 2005. To assist us we would appreciate your answering a few quick questions. Your responses will be kept confidential and you will not be identified. By answering the questions, you are giving us permission to use your responses in the evaluation report.

We will likely be following up with a longer interview once you return to Canada and have had a bit of time to reflect on your experience.

Note role of interviewee: \_\_\_\_\_

1. To what extent was Expo 2005 developed as planned? What differences occurred from the original plan? Did these differences improve or detract from the success of Canada's participation in Expo 2005?
2. Canada had three key objectives for Expo 2005. Tell me the extent to which each of the objectives was achieved. What tells you that they were or were not achieved?
  - a. To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
  - b. To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia: [Probe for preliminary results of the complementary programs offered at the Pavilion including the business promotion, cultural programs (including performing, literary and visual arts) and public affairs and communications activities.] Although you will get a second chance for most of these interviewees, be specific – note individual's area of responsibility.]
  - c. To engage Canadians in Expo 2005 through the use of modern technology and special events programs: [Probe for results the management team may be aware of including the school and youth zones on the we-site.]
3. Give me an example of when it all came together and things were working well? What were the contributing factors? You may also want to ask what features of Expo 2005 (including both on-site and web-based) exceeded expectations.
4. Were there any aspects of Expo 2005, including both on-site and web-based elements, that could have worked better or been changed? Explain why?

## **EXPO 2005 CANADIAN PAVILION Pavilion Staff Interview/Focus Group Guide**

We are conducting an evaluation of the Canadian programs at Expo 2005. To assist us we would appreciate your answering a few quick questions. Your responses will be kept confidential and you will not be identified. By answering the questions, you are giving us permission to use your responses in the evaluation report.

Note role of interviewee: \_\_\_\_\_

1. Canada had three key objectives for Expo 2005. Tell me the extent to which you believe each of the objectives were achieved.
  - a. To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation:
  - b. To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia:
  - c. To engage Canadians in Expo 2005 through the use of modern technology and special events programs:
2. Give me an example of when things were working very well – when you felt you were making a difference. What factors contributed to things working well?
3. What were some of the problems you encountered?
4. If there were three changes that you would make to the Canada Expo 2005 program what would they be?



## **EXPO 2005 EVALUATION CONSULTANTS INTERVIEW GUIDE**

We are conducting an evaluation of the Canadian programs at Expo 2005. To assist us we would appreciate your answering a few quick questions. Your responses will be kept confidential and you will not be identified. By answering the questions, you are giving us permission to use your responses in the evaluation report.

1. Please describe your role at EXPO 2005.
2. To what extent were the Pavilion, complementary programs and Canadian participation developed as planned? What differences occurred from the original plan? Did these differences improve or take away from the success of your event?
3. Canada had three key objectives for Expo 2005. To what extent do you believe these objectives were achieved? What factors contributed?
  - a. To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation:
  - b. To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia:
  - c. To engage Canadians in Expo 2005 through the use of modern technology and special events programs:
4. Give me an example of when it all came together and things were working well? What were the factors that contributed to that?
5. If there were three things you could change for next time, what would they be?

## **EXPO 2005 EVALUATION SPECIAL EVENTS PARTNERS INTERVIEW GUIDE**

We are conducting an evaluation of the Canadian program at Expo 2005. To assist us we would appreciate your answering a few quick questions. Your responses will be kept confidential and you will not be identified. By answering the questions, you are giving us permission to use your responses in the evaluation report.

1. Please describe the special event in which you partnered. (Purpose, activities, audience, location)
2. What was your organization's role in this event?
3. Who were the other partners and what were their roles?
4. To what extent was the program developed as planned? What differences occurred from the original plan? Did these differences improve or take away from the success of your event?
5. Canada had three key objectives for Expo 2005. Tell me the ways in which this event contributed to achieving those objectives:
  - To broaden the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation:
  - To support Canada's diplomatic, business and cultural interests in Japan and other parts of Asia:
  - To engage Canadians in Expo 2005 through the use of modern technology and special events programs:
6. Give me an example of when it all came together and things were working well? What were the factors that contributed to that?
7. If there were three things you could change for next time, what would they be?

## **EXPO 2005 CANADIAN PAVILION**

### **Partner Interview Guide**

[Introduce yourself.] We understand that you have received a survey from André Frenette. We would like to get more detailed information from you to use in our summative evaluation of EXPO 2005 that we are conducting on behalf of Canadian Heritage. Check whether the information provided can be used publicly or should be kept confidential.

1. What were your reasons for becoming a partner in EXPO 2005? (Probe: increased business opportunities, making initial connections, solidifying existing connections)
2. What were your activities while you were in Japan? (Probe: meeting with people in the VIP lounge, meeting with others off-site)
3. What related activities, if any, have occurred since returning?
4. What was your total investment in this effort? (Human resources and direct dollar contribution)
5. To what extent did you achieve your objectives? We are interested in obtaining specific information regarding the extent to which your investment resulted in real returns for you.
6. Are you anticipating that the effort and resources will result in future business and contacts?
7. To what extent did EXPO 2005 contribute to expanded business opportunities? What aspects contributed the most?

## **EXPO 2005 CANADIAN PAVILION**

### **Follow up Management Team Interview Guide**

Thank you for taking the time in Japan to give us your on-the-spot impressions. Now that you are back and have had time to reflect, we would like to ask you more in-depth questions. Again, your responses will be kept confidential and not attributed to you. By completing this interview you are giving us permission to use the information you provide us in the evaluation report.

1. First of all we would like to explore whether the Expo 2005 activities occurred as planned. meet objectives, were they within budget, and were they without unwanted outcomes?
2. What Complementary Programs occurred in Japan?
  - a) Were they offered as planned?
  - b) What did not occur? Why not?
  - c) What do you think could be done differently in the future?
3. What Engaging Canadians programming occurred?
  - a) Were they offered as planned?
  - b) What did not occur? Why not?
  - c) What do you think could be done differently in the future?
4. Who was reached by each of the three programs? What role did media communication have in the effectiveness of each of the programs in both Japan and Canada?
  - a) The Canada Pavilion
  - b) The Complementary Programs
  - c) The Engaging Canadians Program
5. In what ways did each of the three program areas work toward achieving the Canada Expo 2005 goals:
  - a) The Canada Pavilion
    - Broaden images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
    - Support Canada's diplomatic, business and cultural interests in Canada and Asia?
    - Engage Canadians in Expo 2005 through the use of modern technology and special events programs?
  - b) The Complementary Programs
    - Broaden images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
    - Support Canada's diplomatic, business and cultural interests in Canada and Asia?
    - Engage Canadians in Expo 2005 through the use of modern technology and special events programs
  - c) The Engaging Canadians Program

- Broaden images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
  - Support Canada's diplomatic, business and cultural interests in Canada and Asia?
  - Engage Canadians in Expo 2005 through the use of modern technology and special events programs?
6. What role did the architectural design of the Canada Pavilion have in the following elements of Canada's Expo 2005 program?
- Canada Pavilion's presentation for general visitors
  - Complementary Programs
  - The Engaging Canadians Program
  - Staff working in the Pavilion
  - Overall
7. What unintended impacts either positive or negative, did the Canada Pavilion at Expo 2005 and related programs have?
8. In what ways could the Canada Pavilion and related programs have been developed or delivered more efficiently?
- The Canada Pavilion
  - The Complementary Programs
  - The Engaging Canadians Program
  - Overall
9. In what ways could the design of the Canada Pavilion and related programs been made more effective without additional cost?
- The Canada Pavilion
  - The Complementary Programs
  - The Engaging Canadians Program
  - Overall
10. To what extent did the promotional work of the Commissioner General contribute to objectives achievement? What role did the Commissioner General's pre-Expo Techjin Tour of Tokyo region and its media coverage play in the promotion of the Canada Pavilion?
11. What tells you that a program like this is successful? What information was kept to measure success? What did it tell you/how did you use it?
12. How did the management of the Expo 2005 affect the staff working in the Canada Pavilion?
- Were roles and responsibilities clear?
  - Did you feel well informed? Were you able to communicate well?
  - Did you feel supported?
  - Was the team effective and working well?

## **POST-EXPO 2005 SURVEY OF PAVILLION HOSTING STAFF**

A survey with the following questions was provided electronically to all Expo 2005 hosting staff. Twenty of the staff responded.

1. What activities have you been involved in since returning from Japan that are directly or indirectly related to your involvement with Expo 2005?
2. What difference has Expo 2005 made in your life in terms of future plans?
3. What, if any, spin-offs have there been for those around you because of your involvement in Expo 2005?

## **POST-EXPO 2005 PARTNER INTERVIEW GUIDE**

[Introduce yourself.] We understand that you have received a survey from André Frenette. We would like to get more detailed information from you to use in our summative evaluation of EXPO 2005 that we are conducting on behalf of Canadian Heritage. Check whether the information provided can be used publicly or should be kept confidential.

1. What were your reasons for becoming a partner in EXPO 2005? (Probe: increased business opportunities, making initial connections, solidifying existing connections)
2. What were your activities while you were in Japan? (Probe: meeting with people in the VIP lounge, meeting with others off-site)
3. What related activities, if any, have occurred since returning?
4. What was your total investment in this effort? (Human resources and direct dollar contribution)
5. To what extent did you achieve your objectives? We are interested in obtaining specific information regarding the extent to which your investment resulted in real returns for you.
6. Are you anticipating that the effort and resources will result in future business and contacts?
7. To what extent did EXPO 2005 contribute to expanded business opportunities? What aspects contributed the most?

## POST-EXPO 2005 PERFORMER INTERVIEW GUIDE

Cathexis Consulting has been engaged by the Department of Canadian Heritage to conduct an evaluation of EXPO 2005. As part of that evaluation we are contacting people who performed at EXPO 2005 to arrange a time to conduct a telephone survey. Please email me with a convenient time and a telephone number where I can reach you at that time.

We will be asking the following questions:

1. What was the performance/event that you were involved in?
2. How many people attended your performance/event? What was their response to your performance?
3. In what ways did your involvement with EXPO 2005 affect your career? Please provide some specific examples.

	<b>Ways it affected/will affect your career</b>	<b>Specific examples</b>
a.		
b.		
c.		
d.		

e.		
f.		

4. What impact do you believe EXPO 2005 had in broadening the image of Canada in Japan and Asia by showcasing its diversity, creativity and innovation?
5. What impact do you believe EXPO 2005 had in supporting Canada's diplomatic, business and cultural interests in Canada and Asia? Please give examples.
6. Did the Canada Pavilion at Expo 2005 and related programs have any unintended impacts, either positive or negative? Please give examples.



## APPENDIX E: Interview Lists

### INTERVIEWS CONDUCTED IN JAPAN

Name	Title
<b>Canadian Pavilion Staff</b>	
Norman Moyer	Commissioner General
André Frenette	Deputy Commissioner General
Barbara Helm	Director, Canada Pavilion
Suzanne Murphy	Director, Protocol, Hospitality and Special Events
Laurie Peters	Director, Communications
Pierrette Boisvert	Director, Cultural Program and Hosting Staff
Veronica Sylvester	Pavilion Director
Paul Bisson	Manager, Pavilion Development and Operations
Denise Séguin	Director, Personnel and Administration
Corinne Guénette	Communications Branch
Charles Gardner	Senior Commerce Officer
Robert Myers	Director, Material Management and Contracting
Mario Cournoyer	RCMP Constable
Gilles Déry	Director General, International Expositions
Susan Eldridge	Manager, Hosting Staff
4 Hosting staff	
Wayne Murphy	Manager, Culinary Program
3 Culinary staff	
<b>Others</b>	
OYÉ! Canada	
LLI SOLOTECH	
Asahi Agency	
Expo 2005 Association, Public Affairs	
Expo 2005 Association Media Relations	
Consul and Senior Trade Commissioner	
Senior Advisor, Expo 2005 Association	
Managers, Expo 2005 Association	
President, Japanese Association for Canadian Studies	
Media relations, Manulife Life Insurance Company	
Managing Director, Canadian Tourism Commission	
Attaché aux affaires publiques, Délégation du Québec	
Representative, Alberta	
President KCA, OIC Group	
Tokai Japan Society	

Name	Title
UN Pavilion, Director	
Japanese Pavillon, Director	
Spanish Pavilion, Commissioner General	
Singapore Pavilion, Commissioner General	
U.S. Pavilion	
Australian Pavilion, Director	
3 Canadian embassy staff	

## POST-EXPO INTERVIEW LIST

Name	Title
Gilles Déry	Director General, International Expositions
Norman Moyer,	Commissioner General
André Frenette,	Deputy Commissioner
Barbara Helm,	Director, Canada Pavilion
Suzanne Murphy,	Director, Protocol, Hospitality and Special Events
Laurie Peters,	Director Communications
Pierrette Boisvert	Director, Cultural Program and Hosting Staff
Veronica Sylvester,	Pavilion Director
Paul Bisson,	Manager, Pavilion Development and Operations
Denise Séguin,	Director, Personnel and Administration
Corinne Guénette	Communications Branch
Charles Gardner	Senior Commerce Officer
Robert Myers	Director, Material Management and Contracting
Mario Cournoyer	RCMP Constable
Susan Eldridge	Manager, Hosting Staff
Doug MacDonald	Deputy Director, Foreign Affairs Canada (CIL)
20 Hosting staff	
2 Contractors	
17 Performers	
5 Special Events Partners	
Canadian Ambassador	

## POST-EXPO PERFORMER INTERVIEW LIST

Name
1. Lulu and Tomcat
2. Tim Wynne-Jones
3. Steve Lacey – Ceilidh Friends
4. Shannon Thunderbird
5. Rob Korb
6. Mike Renaud
7. Marilyn Faye Parney
8. Keith Gillard – Figital
9. John Gilliat Group
10. Janelle Dupuis
11. Donna May Testawich
12. Nadia Labrie – Similia
13. Noel Wentworth
14. Marilyn Gagoona
15. France Daigle
16. Sheri Jones
17. Robert Fine

## **APPENDIX F: Document List**

- Bureau of International Expositions. *Extract from the Model General Regulations for International Exhibitions*.
- Bureau of International Expositions. *Role of the College of CG*.
- Bureau of International Expositions. *Special Regulations*.
- Canada Pavilion Personnel Statement of Duties*.
- Canada Royal Canadian Mounted Police. *Expo 2005 Aichi Japan Inquiries from Japan, Daily Journals, Weekly Reports, Volume #9*, December 5, 2005.
- Canada. Department of Canadian Heritage Budget Expenditures Forecast, 2005.
- Canada. Department of Canadian Heritage. *1<sup>st</sup> Expo 2005 Survey of Foreign Visitors*, 2005.
- Canada. Department of Canadian Heritage. *2<sup>nd</sup> Expo 2005 Survey of Foreign Visitors*, 2005.
- Canada. Department of Canadian Heritage. *Calendar of Events*, December 12, 2005.
- Canada. Department of Canadian Heritage. *Canada's Participation in the 2005 World Exposition Aichi, Japan Final Report*, June, 2006.
- Canada. Department of Canadian Heritage. *Collection of Reports from the Sister Cities Expo 2005 Young Reporters Initiative*, Summer 2005.
- Canada. Department of Canadian Heritage. *Evaluation of Canada's Participation in Expo 2000 in Hannover, Germany*. February 20, 2002.
- Canada. Department of Canadian Heritage. *Expo 2005: Engaging Canadians Program report*, January 6, 2006.
- Canada. Department of Canadian Heritage. *Fact Sheet – Final attendance figures*.
- Canada. Department of Canadian Heritage. *PP Deck: Presentation to the Extended Sector Management Board Public Affairs and Communications Sector*, October 13, 2005.
- Canada. Department of Canadian Heritage. *Wisdom of Diversity. Planning and Theme Document for Canada's Participation in the 2005 World Exposition, Aichi, Japan*, July 18, 2003.
- Canada. Department of Canadian Heritage. *Final Report Canada Pavilion Expo 2000 Hannover, Germany*.
- Canada. Department of Canadian Heritage. *Integrated Results-based Management and Accountability Framework and Risk-based Audit Framework (RMAF-RBAF) for Canada's Participation in the Aichi World Exposition 2005*, October, 2004.
- CIL-CAI. *WebSurveyor Analysis Japan Expo 2005 Survey*.

Japan Association for the 2005 World Exposition, *Results and Evaluations Expo 2005, Aichi, Japan*, September 14, 2005.

Leger Marketing. *Quantitative and Qualitative Research on the Perception and Awareness of the Potential Japanese Audience at the Canada Pavilion at the 2005 World Exposition, Aichi, Japan*, January 30, 2003.

Media Delta and Vision Research. *Market Assessment Study Engaging Canadians in Expo 2005*, March, 2004.

Moyer, Norman. *Report on the 2005 World Exposition*.

Optimum. *Canada's Participation in the 2005 Expo Aichi Japan*, December, 2005.

OYÉ!. *Report, Executive Summary, Recommendations and Annexes A, E & F*.

Prowles, John M. *The Canadian Participation at the 2005 World Exposition Aichi Japan Post Mortem Report on the Design Build Contract Let to the Consortium of Lunny-Lambert-Immersion*, December 5, 2005.

Spherion. *Final Report*.

YMCA. *Youth Exchanges Canada Aichi Japan Program Final Program Report*, December 5, 2005.

## **APPENDIX G: Engaging Canadians Initiatives**

The following information was taken from the Canadian Heritage' Canada's Participation in the 2005 World Exposition Aichi, Japan Final Report:

### **VIRTUAL EXCHANGES**

#### **Interactive Network**

As part of Canada's participation in Expo 2005, an Interactive Network was created to provide a high impact audio-visual experience and I-Net video conference links for visitors to the Canada Pavilion and Canadians at home. The initiative comprised several components: 1) four Cyber Explorer modules on site at the Canada Pavilion, and others at seven museum locations across Canada; 2) I-Net video conferencing hosted by five of the museums to engage Canadian students with counterparts in Japan; 3) theme content development work (involving the contribution of other departments/agencies); and 4) a teachers guide to using theme content material (involving the Communications Branch of Canadian Heritage). The seven museums that contributed to the partnership were: Centre des Sciences de Montréal (QC), Canadian Museum of Civilization (QC), Canada Science and Technology Museum (ON), Ontario Science Centre (ON), Science World British Columbia (BC), Prince of Wales Northern Heritage Centre (NT), and the Maritime Museum of the Atlantic (NS).

### **REGIONAL**

#### **Lucy Maud Montgomery Project at Expo 2005**

Through this project, a virtual interactive learning program about Lucy Maud Montgomery and her art of scrapbook-making at the turn of the century was made available in Japanese. Its purpose was to provide a creative intercultural experience between Canada and Japan and other visitors to the Canada Pavilion at Expo 2005. The project was a partnership with the Lucy Maud Montgomery Institute. (Atlantic Region)

#### **Contest - Sushi and Sashimi in Aichi**

One lucky Montréal winner emerged from among listeners of René Homier-Roy's show on Radio-Canada (FM radio) in Montréal and readers of La Presse who took part in daily contests for the chance to win a trip for two to Japan. The winner's visit to the Canada Pavilion at Expo 2005 (April 23-26) included a live interview with René Homier-Roy at *C'est bien meilleur le matin*. The project was a partnership with Radio-Canada, La Presse and Air France. (Québec Region)

#### **Postcard Art Contest**

A Postcard Art Contest, open to students in grades 2 to 6, was held in celebration of Expo 2005. The five winning postcards were displayed on the Canada Expo website. The internet-based contest was organized by the Canadian Children's Book Centre, which was founded in 1976 to promote, support and encourage the reading, writing and illustrating of Canadian books for children and teens. The project was a partnership with the Canadian Children's Book Centre. (Ontario Region)

### **Screen Saver Competition**

CyberKrib.com, an online promoter of urban music culture with a strong presence in Japan, hosted a Screen Saver Competition for youth to promote Canada's participation and diversity theme at Expo 2005. Promoted online and via distribution of 20,000 flyers by street teams in Canada's major urban centres, the competition drew 35 entries from across the country. The winning entry was from a young designer of Mississauga, Ontario. His artwork was widely publicized via CyberKrib's email subscriber list of some 17,000 across North America. (Ontario Region)

### **The Sustainable Design Exchange**

The Sustainable Design Exchange is an online initiative to promote Canadian sustainable design and designers at Expo 2005. Showcasing Canadian best practices in the field, the website is a strategic resource linking the Canadian design community to international opportunities and partners. A partnership with the Design Exchange. (Ontario Region)

### **Malvern Photo Project**

The Expo 2005 Canada Pavilion was the venue for an exhibition of photos produced by youths from one of Toronto's high-need communities. The selected photos, which were on display throughout the Expo, represented the work of 14 youth who took part in a series of professionally led workshops where they learned to express themselves and their neighbourhood using photography. The project was inspired by a similar initiative by the Regent Park Focus Filmmakers Cooperative in Toronto and is an example of the government's Art in the Workplace project. This project was a partnership with the Malvern Family Resource Centre. (Ontario Region)

### **Nunavut's Culture**

Aimed at involving youth from Nunavut in Expo 2005, this project enabled two youth-focussed websites to be redeveloped so as to: 1) provide a window on Inuit youth culture and enable young people to explore issues related to culture and diversity; and 2) share images of Canada's North. The project was a partnership with the Kugluktuk High School Athletic Association and Nunavut Youth Consulting. (Prairies and Northern Region)

### **Aichi Expo Presentation**

A presentation about the Aichi exposition and the Canada Pavilion was organized by the Canada-Japan Society of British Columbia and delivered to a Canadian audience comprising of several members of the Canadian-Japanese community, including the Konwakai (Japanese Businessmens Club), the Vancouver Mokuyokai Society, the Kyukai, as well as the Vancouver Board of Trade. The event was held in Vancouver in April, 2005 and served to promote Canada's participation at the exposition. This was a partnership with the Canada-Japan Society of British Columbia. (Western Region)

## **NATIONAL**

### **Celebrate Canada Poster Challenge**

The annual Canada Day Poster Challenge engages students across the country to celebrate Canada. In 2005, the theme *Canada from East to West* emphasized the

exploration of Canada from the Atlantic to the Pacific and Arctic oceans, highlighting how Canadians value their environmental and cultural diversity. This year's national winner was a 14-year old student from Saskatchewan, who received a 7-day trip to Japan with her family to visit the Canada Pavilion at Expo 2005. Her winning artwork was displayed at the Pavilion, and became the official poster for all 2005 Canada Day and Celebrate Canada activities from June 21 to July 1, 2005. This project was a partnership with provincial Canada Day Committees

### **Culture.ca Showcase - Canada and International Expositions**

Culture.ca is an online gateway to Canadian culture, providing access to a range of content to engage, educate and entertain Web surfers. The site is for those who want to explore and share in the best of Canadian cultural and creative life and was developed by Canadian Heritage. To celebrate Canada's participation at Expo 2005, two special content showcases were developed: the first was entitled Canada and International Expositions, and focussed on the history of Canada's participation at international expositions. The second highlighted the Spheres of Canadian Diversity, which is directly related to Canada's theme at Expo 2005. In addition to these two content showcases, an animated game was also created to act as a viral marketing tool to encourage people to visit Culture.ca to view the Expo-related content. These projects were created in partnership with private and public sector content contributors.

### **Children's Ceramic Art Exhibit**

virtual exhibit was created on Canada's Expo 2005 Interactive Network of some 25 ceramic works by Grade 5 students from the Queen Victoria Public School in Toronto. The work was in response to a *Picasso and Ceramics* exhibition held at the Gardiner Museum of Ceramic Art in Toronto. Live video interaction also took place between Canadian children artists and Japanese school children via Interactive Network modules located at the Canada Pavilion and the Ontario Science Centre. The project was a partnership with the Gardiner Museum of Ceramic Art.

### **Canadian Diversity - Expo 2005**

Japanese scholars and students joined with Canadian experts on diversity for a two-day symposium/workshop (June 27 and 28) at the Canada Pavilion of Expo 2005 and the Aichi Gakuin University in Japan to examine issues in Canadian diversity, ranging from the historical development of Canada's multicultural mosaic to the benefits of a pluralistic society and intercultural harmony. The initiative also engaged Canadians at home through a one-day forum on diversity in Toronto, and through internet-based dialogue on diversity issues. In addition, a special tri-lingual publication, *Canadian Diversity - Expo 2005*, was distributed to Canadian university students and Japanese participants. This project was a partnership with the Canadian Association for Canadian Studies, the Japanese Association for Canadian Studies, Metropolis Project and Foreign Affairs Canada.

### **Japan-Canada Youth Exchanges**

Twelve groups of Canadian youth took part in this exchange initiative organized in connection with Canada's participation at Expo 2005. Involving 162 participants, the groups came from across the country and represented a range of interests and



organizations, including a school-based culinary club, music school, Canadians with disabilities, as well as several YMCAs. The exchanges provided Canadian and Japanese youth the opportunity to experience first-hand the geography, culture and other aspects of the two countries, and to develop an understanding and appreciation for the cultural diversity of both societies. Learning activities ranged from home-based stays to culinary exchanges, to young reporters to youth forums. The initiative was a partnership with non-governmental organizations, including the Toronto YMCA.

### **YouthLinks Program**

YouthLinks is a component of the Historical Foundation of Canada and uses internet technology to link high school students in Canada and around the world in online learning activities. A YouthLinks online module, focussing on Canada's relations with Japan and other Pacific Rim countries, was created for students and teachers, and facilitated communication between Canadians and their Japanese/Pacific Rim counterparts. A YouthLinks Summit in Lethbridge (May 3-9), also provided a forum for those involved in the Expo 2005 YouthLinks project to present and discuss their ideas with the more than 100 Canadian high school students in attendance. This project was a partnership with the Historical Foundation of Canada and the Asia-Pacific Foundation.

### **Animation competition "In Vivo: A Window on Diversity"**

As part of Canada's participation in Expo 2005, Canadian amateur animators were invited to submit a digital animated film on the theme of diversity for a chance to win a week for two at Expo 2005 in Aichi, Japan. The competition culminated in an animation workshop for Japanese and Canadian youth, held September 10 and 11 at the Canada Pavilion. Led by Canadian animator, Theodore Ushev, along with Japanese animator Maya Yonesho, the workshop involved the Québec winner and others in creating a collective work in the tradition of auteur animated films. The overall project was a partnership with the National Film Board of Canada, with Hewlett-Packard and Micromedia as workshop partners. The workshops were also assisted by the Canadian Embassy in Tokyo.

### **Dialogue on Canadian Diversity Poetry Contest**

Close to 100 Canadian high school level students took part in a poetry contest by submitting poems (in their second official language) that reflected the diversity theme of Expo 2005. The first two winners (one in each official language) were announced in October 2005 in conjunction with the Festival international de la poésie de Trois Rivières. The project was a partnership with the Fondation Les Forges.

### **Show Us Your Canada Photography Contest**

Canadians of all ages were asked to send their favourite photos to describe what Canada means to them. The best photographs were chosen from thousands submitted and 14 winners received trips to Expo 2005 in Aichi Japan, where their winning images were displayed in the VIP area of the Canada Pavilion. In addition, they received a coffee-table book featuring their winning photos. A post-Expo exhibit also took place at the Prince Takamado Gallery at the Canadian Embassy in Tokyo. This project was a partnership with Toyota Canada Inc.

### **The National Association of Japanese Canadians Website**

The National Association of Japanese Canadians created a website (in English and Japanese) that tells the story of its community, including its history and a contemporary interpretation of traditional cultural content. Aimed at engaging Japanese Canadians in sharing their perspectives and aspirations with other Canadians, the site was launched with the opening of Expo 2005 and was linked to Canada's Expo 2005 website. This project was a partnership with the National Association of Japanese Canadians.

### **Canada-Japan Sister Cities - Young Reporters Initiative**

In conjunction with the Canada-Japan Sister-Cities Project, a special Young Reporters initiative was established for Canadian youth visiting the Canada Pavilion as part of the sister-cities delegations. Involving two sister-city associations in Canada, this special initiative engaged some 20 youths in preparing reports and photos of their Expo experience for Canada's Expo 2005 website. The initiative was a partnership with the Campbell River Twinning Society and the Richmond-Wakayama Sister City Association, both of British Columbia.

### **Engaging Canadians Culinary Program**

This project had two components, both involving youth studying to become chefs. Prior to Expo 2005, young Japanese chefs, who had won the Culinary Cup in Japan, met and exchanged recipes/techniques with their counterparts in culinary college programs in Canada. During Expo 2005, six young Canadian chefs, who had won an Expo 2005 competition in Canada, worked under the guidance of an executive chef to provide a full range of catering services presenting Canadian cuisine to foreign diplomats and other VIPs attending invitational events in the Canada Pavilion in Japan. This project was a partnership with Agriculture and Agri-Food Canada, the Young Canada Works Program (Exchanges Canada Program) of Canadian Heritage, the Fédération de la jeunesse canadienne-française and several other non-government organizations, including community colleges.

## **INTERNATIONAL**

### **Expo 2005 Global 100 Eco-Tech Awards**

Two Canadian companies were among 100 worldwide winners of the Expo 2005 Global 100 Eco-Tech Awards. The awards were sponsored by the Japan Association for the 2005 World Exposition to recognize efforts to address global environmental challenges. The Canadian winners were Carmanah Technologies Corporation of British Columbia, a world leader in energy efficient lighting and illumination products, and Spheral Solar Power of Ontario, a manufacturer of unique solar technology. The Globe Foundation of Canada researched and prepared Canada's five nominations for the Expo 2005 Global 100 Eco-Tech Awards as a means of showcasing Canadian leading-edge innovations in environmental technologies and as a contribution to Canada's participation in this international event. The project was a partnership with the Globe Foundation of Canada.

### **International Symposium on the World's Indigenous Languages: Coming Together in Diversity**

This conference, which took place in the Canada Pavilion at Expo 2005 (August 9 to 11), brought together some 40 experts and concerned individuals to discuss the revitalization, preservation and promotion of Indigenous languages from an international perspective. It was also an occasion to highlight steps being taken to revitalize Aboriginal languages in Canada. With an opening by the Minister of Canadian Heritage, Liza Frulla, the conference featured presenters from Asia, Australia, North America and Europe, as well as from the United Nations. This was a partnership project, organized by the Aboriginal Affairs Branch of Canadian Heritage.

### **Cultural New Media Days and Culture.mondo Roundtable**

This collaborative initiative was developed by three Canadian Heritage branches working together to hold a two-day event at the Expo 2005 Canada Pavilion in Japan (June 7 and 8). Canadian Culture Online, Canadian Heritage Information Network, and the eServices Branch invited more than 80 professionals and experts to come together to discuss issues and trends in the field of Cultural New Media. Representing a mix of public, private, collaborative, national, regional, and international entities from all regions of the world, including UNESCO, the group gathered to share knowledge and best practices and to set in place a framework for international collaboration. As part of this event, the Culture.mondo Roundtable was held, bringing together a group of cultural portal managers to discuss relevant issues. As a result, this group developed an international steering committee and plans for this Roundtable to be an annual event.

### **UNESCO Cultural Diversity Symposium**

Representatives from 16 countries participated in a special session of the International Network on Cultural Policy's (INCP) Working Group on Cultural Diversity and Globalization, held at the Canada Pavilion in Aichi, Japan from June 20 to 22. Involving cultural policy experts from INCP member countries and those from non-INCP countries from the Asia-Pacific region, the session enabled participants to exchange views and share national experiences in promoting culture, cultural expressions and cultural industries. It was also an opportunity for detailed discussion on the draft UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions. For a number of participants, this was the first occasion that their states had in engaging colleagues from other countries in a discussion on the convention. The project was a partnership with the International Affairs Branch of Canadian Heritage.

## **FEASIBILITY STUDIES**

### **Youth Radio Acadia-Japan Expo 2005**

A feasibility study was undertaken to involve youth from Canada in the creation of programs around economic, cultural and environmental themes as part of a Youth Radio Acadia-Japan Expo 2005 project, and to distribute the programs to international and local radio networks around the globe using satellite and internet communications technologies. The study was a partnership with l'Association des radios communautaires acadiennes du Nouveau-Brunswick and Micro-voyageur. (Atlantic Region)

**MediaJamtv.com**

A feasibility study was carried out in respect to the creation of an Expo 2005 episode of MediaJamtv.com. The intent was to create a dedicated website for video and web content solicited from emerging Canadian and Japanese youth media creators. This was a partnership project with Pope Productions. (Atlantic Region)

**Western Region 2005 Project**

A feasibility study was undertaken to create opportunities for performers and artists destined for Expo 2005 to take part in Canadian summer festivals in Canada's western region, en route to Japan. The study was in partnership with OYE! Canada. (Western Region)