



LOUISIANA WORLD EXPOSITION INC. ANNUAL REPORT

## INTERNATIONAL PAVILIONS

The world awaits.



**Australia**, the island continent of koalas and kangaroos, brings to life the startling contrasts of terrain, flora, and fauna from the land 'down under'.

**Canada** presents a miracle of cinema in its IMAX Theatre, where a breathtaking film takes viewers on a mythical journey through Canada's waterways.

**Egypt**, where Pharaoh ruled, recreates a sacred temple and reveals the majesty and mystery of the Nile River, the source of life for an ancient civilization.

**European Economic Community:** Belgium, Denmark, Federal Republic of Germany, France, Great Britain, Greece, Italy, Luxembourg, and the Netherlands present a film and slide show featuring the rivers of Europe, where nations trade and travel.

**France**, legendary for its unique culture, recognized as a world leader in water-related technology highlights its scientific accomplishments and leisure time attractions.

**Italy** spans the centuries with a comprehensive study of the contributions made by Italians in the field of water studies and activities in art, science and technology.

**Japan**, land of contrasts, unfolds its beauty, gaiety and technological advances through a series of exhibits featuring a 3-D film, tranquil garden, giant water wheel, and authentic Japanese restaurant.

**Korea** takes visitors on a journey through time, marked by an ancient Turtle Boat, watercourse, folk festival, and recent technological developments.

**Liberia** addresses all of mankind in its exhibit which focuses on the Liberian landscape, ancient artistic images, and native natural resources.

**Mexico** brings a sweeping history of its civilization, from pre-Hispanic to Modern times, to life in a fascinating audio-visual presentation.

**People's Republic of China**, long a land of mystery, presents a compelling study of the Yellow and Yangtze Rivers, ancient artwork, musical instruments, live craft demonstrations, and its five regional cuisines.

**Peru** is the country in which the Amazon River has its source and the Andes Mountains touch the sky. These, and the ancient cultures of Peru, are explored in several exhibit areas.

**Philippines**, where the past, present, and future are portrayed in a giant mural, and examples of ancient artifacts combine to form a living history.

**United States** presents a spectacular 3-D film exploring America's rivers, waterfalls, lakes, and glaciers that tells the complete story of "Water: the Source of Life."

## TO THE CITIZENS OF LOUISIANA



Floyd W. Lewis



Petr Spurney

The 1984 World's Fair belongs to each and every one of us, and we can all feel proud of the result of our efforts of four years. We have staged an event that not only contributes to a scientific and cultural exchange on an international level, but we have also brought worldwide attention to the many attractions of our city and state.

From its very inception, the concept of hosting a World's Fair was greeted with statewide enthusiasm. If ever an event had full support of a community, this is that event. We can look with pride at the contributions made to the World's Fair by the members of the World's Fair Advisory Committee, the Board of Directors, State and City government officials, lenders, guarantors, business sponsors, civic and community leaders and organizations, and the citizens of Louisiana.

Now that the show has begun we can look forward to a full six months of excitement and festivity on the site, in the city, and across the state.

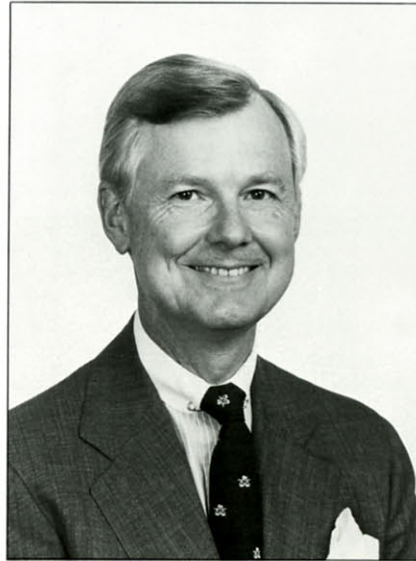
It is a rare circumstance, indeed, where an entire citizenry stands together as one in support of an event of this magnitude. Yet that is exactly what the people of Louisiana have done. Their support has made possible this Celebration of the Twentieth Century.

But it does not end with the World's Fair. We can look forward to a vital future on a renewed riverfront. What was once a neglected warehouse district, and is now a compelling and comprehensive—and very special—World's Fair, will later be an entirely new development complete with residential and office space, shopping centers and restaurants, and new shipping facilities. In total, a new neighborhood has risen on the banks of the Mississippi River. This is an achievement that touches future generations as well as our present citizenry.

It is with great pride that we welcome the world to the 1984 Louisiana World Exposition, and we invite everyone to join us in exploring The World of Rivers: Fresh Water As A Source of Life.

Floyd W. Lewis  
Chairman of the Board

Petr Spurney  
Chief Executive Officer



John Weinmann

As the senior representative of the Federal government at the Exposition, I am delighted to add my comments to the Louisiana World Exposition (LWE) annual report. Last December, I headed the United States delegation to the General Assembly meeting in Paris of the Bureau of International Expositions (B.I.E.), the intergovernmental body which sanctions specialized expositions such as ours. The reports of President Spurney and the B.I.E. Secretary General on LWE's impressive progress were well received by once-skeptical delegates from 40-odd countries. It was particularly gratifying to observe their growing conviction that despite the late start in recruiting international participants made inevitable by 1982's Knoxville Fair, the Louisiana World Exposition will reflect great credit on the B.I.E.

The backing of the Federal government has been essential to the Exposition's success. Since the basic legislation in 1982 which provided United States government approval and funds for LWE, all levels of the Executive branch and the Louisiana Congressional Delegation have strongly supported our efforts. The assignment to my office of two able senior foreign service officers, Harry R. Melone and Rudy Fimbres, has greatly enhanced the ability of my office to assist LWE in securing international pavilions and in fulfilling the responsibilities of the United States as host government for the exposition.

The President, the Vice President, the Secretaries of State and Commerce and other ranking Federal officials, as well as the working levels of the departments of State and Commerce, have given invaluable assistance. Moreover, in addition to the United States Government Pavilion itself, NASA and the United States Corps of Engineers will have separate, important exhibits.

LWE management deserves praise for many things, not least, I think, for its sensitivity to the proper role of government in the Exposition's development. In contrast to most countries, expositions in the United States are essentially private affairs. Yet under the B.I.E. Convention, the Federal government has specific responsibilities towards the international community.

LWE management has been astute in calling upon the government to encourage international participation and, equally important, it has been ever-mindful of the United States obligations to other nations. These obligations may sometimes have appeared to run against LWE's immediate interests but they are often crucial to attaining its long-term goals.

I am proud to be part of this complicated enterprise in which myriads of private and public interests operate and collide. The result, I am persuaded, will honor our city, our state and our country. For that, the dreamers and the organizers deserve our homage and thanks.

JOHN GIFFEN WEINMANN  
UNITED STATES COMMISSIONER GENERAL

"It gives me great pleasure to sign into Law H.R. 6409, a bill authorizing Federal Participation in the 1984 Louisiana World Exposition," stated United States President Ronald Reagan in September, 1982.

Louisiana World Exposition has benefited from a broad base of support. We've worked closely with the U.S. Department of State, the U.S. Department of Commerce, Louisiana Governors Treen and Edwards, U.S. Senators Long and Johnston, Congresswoman Lindy Boggs and Congressman Bob Livingston as well as other members of the Louisiana Congressional delegation. Together they have played a significant role in our planning stages as well as our marketing efforts.

The Louisiana Congressional Delegation introduced and assured passage of the Louisiana World Exposition Commemorative Coin Act which authorized the minting and sale to the public of the U.S. legal tender commemorative coins to support the Exposition.

U.S. Secretary of State George Schultz also acted on our behalf early in 1983 when he hosted a reception for the Chiefs of the Diplomatic Missions to the United States. The event, held at the State Department was indicative of our government's significant commitment to foster international participation in the 1984 World's Fair.

The appointment of Commissioner General John G. Weinmann of New Orleans greatly increased international awareness of our project and heightened our international stature. Mr. Weinmann, an attorney and business leader represents the United States Government in all matters related to the 1984 World's Fair.

State legislation signed into law have included the \$2½ million guaranty toward LWE's line of credit; appropriated \$15 million loan from the State to the City of New Orleans for street and sidewalk improvements in the CBD and French Quarter; designed protection for Louisiana World Exposition against illegal usage of trademark and logo with civil and criminal penalties, provided \$6 million in funding for the Louisiana State Pavilion through the Louisiana Exposition Authority, and granted permission to develop the air rights over Upper Poydras and Julia Street Wharves enabling the Rouse Company to develop a permanent specialty shopping and entertainment center along the riverfront.

Through the cooperation of the Departments of State and Commerce, Ambassador Harry R. Melone joined us as Deputy Commissioner General. Mr. Melone has traveled extensively on behalf of the 1984 World's Fair, encouraging international participation on the senior diplomatic level. Ambassador Melone had served as United States Ambassador to Rwanda before his assignment to Louisiana World Exposition in November 1982.

The Louisiana Exposition Authority, an appointive body headed by State Representative John J. Alario, Jr. has had the responsibility for planning the state's significant participation in the Exposition.

## GOVERNMENT SUPPORT

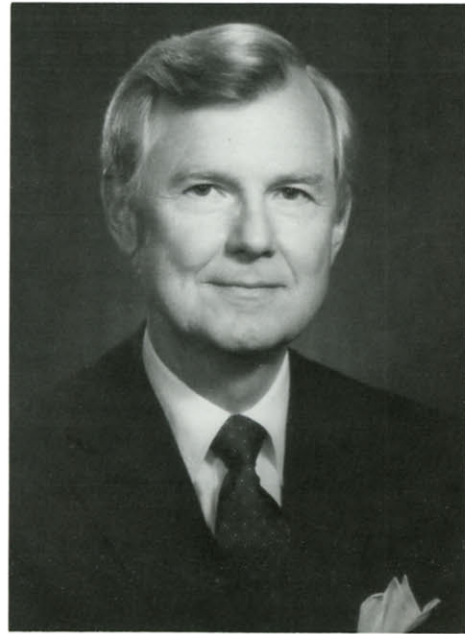


Governor Edwin W. Edwards



Former Governor David C. Treen

## GOVERNMENT/ COMMUNITY RELATIONS

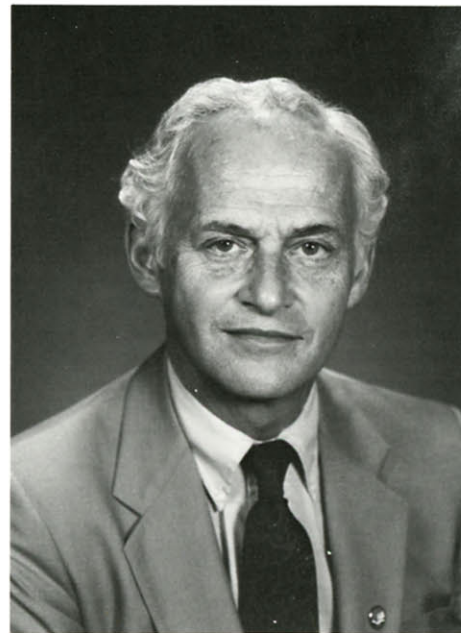


John G. Weinmann

Louisiana World Exposition has also worked very closely with local authorities in the review and implementation of all plans related to the 1984 World's Fair.

The tremendous support and assistance of a multitude of public agencies has enabled LWE to proceed from the planning phase to site construction to operation of the Fair. These agencies include: the Dock Board, the City Planning Commission, the Corps of Engineers, the Public Belt Railroad, the Levee Board, the Police, Fire, Streets and Sanitation Departments, the Regional Planning Commission, the Historic Districts Landmarks Commission, the Department of Safety and Permits, and others.

We have enjoyed the full support and assistance of our elected officials on the local level. The City Council of New Orleans, after an intensive review of all Exposition plans, granted Louisiana World Exposition the Conditional Use Permit to host the World's Fair. In addition, the City Council had given the Fair the opportunity to obtain the required construction permits that are needed for corporate, state and international pavilions.



Harry R. Melone

The LWE staff continued to provide regular briefings to many advisory task forces and committees that had been formed by either public legislation or private initiative to assist in the development in the Exposition.

The LWE Speaker's Bureau, comprised of 40 volunteers gave regular slide presentations to community groups, primarily in New Orleans, but often in Mississippi and surrounding Louisiana. Groups include church, business or civic organizations.



Bennett Johnston

Another volunteer group called "Fair Fans," made up of civic-minded community leaders promoted enthusiasm for the Fair through two highly successful riverboat cruises aboard the Creole Queen. Fair Fans also sponsored "Super Saturday" where fans made use of LWE phones to call their friends in the U.S. and abroad.

The prevailing attitude in the community has been one of, "Company's Coming, so let's put our best foot forward."

One example of the positive co-operative effort is the "Fair Treatment" Program initiated by the "Greater 1984 New Orleans World's Fair Advisory Committee. Fair Treatment serves as a communication and educational service to the visitors of the Fair in guaranteeing that all fair-goers receive equal treatment from the restaurants, hotels and visitor services. The intent, of course, is to insure that guests will return to New Orleans and the state for future visits as a result of the positive experience during the Fair visit.

The goal of Louisiana World Exposition has been to use the Fair as a catalyst to implement community improvement projects while maximizing the economic benefits and physical residuals of the Exposition.



Lindy Boggs

Community improvement projects have included the planting and maintenance of neutral grounds and parks, coordinated efforts to educate the public about litter, the placement of additional trash cans in CBD and French Quarter, work with City and Downtown Development District on unsightliness of business trash and garbage disposal, projects to remove graffiti, as well as timely removal of junk automobiles and dead animals from City Streets and Interstate Highway system, and the establishment of additional visitor services, including currency exchange, transit information, etc., for visitors arriving by bus or train.



Bob Livingston



Russell Long

## FAIR ORGANIZATION



**Executive Division**— from left to right: Mark Romig, Alex Lewis, Petr Spurney, Jim Brandt, Winston Lill, Mary Kate Tews



**Legal Division**— Staff Attorneys: Richard Sabalot, Lynne Stern, Charles Willoughby, Ann Brown, Patricia Underdahl, David Falgoust



**On-Site Merchandise Division**— Caesar Lamonica, Richard Dumas, Ronald Cameron, Frank Kennedy

### Corporate Affairs

Corporate Affairs is responsible for The International Water Symposia Series, Minority Participation, addressing the needs of special interest groups, and providing financing for World's Fair concessionaires and participants.

The International Water Symposia Series is a comprehensive public review of an issue which has become one of global concern—water. Experts and authorities from the world's nations will convene during five symposia to address several specific, well defined, water-related topics. In addition to these symposia, speakers nominated by nations participating in the 1984 World's Fair will address various water-related topics during two forums hosted by LWE.

Corporate Affairs also presented a series of informational seminars to Louisiana based and minority groups throughout the State who were interested in the business opportunities afforded by the Fair. As a result of these seminars, there is significant minority and Louisiana based participation. There is twenty-five percent minority participation and seventy-five percent local participation in food, beverage and merchandise concessions. Regarding direct employment and construction by LWE, minorities comprise forty-two percent and fifteen percent respectively.

Corporate Affairs is the liaison between LWE and interest groups representing the Developmentally Disabled/Handicapped. The Fair is fully accessible to the handicapped, and information regarding Fair events and handicap accessibility is broadcast daily on WBRZ-AM radio.

The Corporate Affairs Division has also worked closely with local banks and other financial institutions in securing \$3 million in financing for twenty-two concessionaires and other Fair participants.

### Finance

The management information system became fully operational by 1984. It will provide Fair management with a wide array of operational and financial information including attendance, per capita spending, concession revenue tracking, ticket sales and entertainment scheduling.

The Fair's financial statements and accounting procedures have been periodically reviewed by its outside consultants, Deloitte, Haskins and Sells, and its outside auditors, Peat, Marwick & Mitchell. Their assistance has been invaluable in allowing us to develop our procedures and controls for the various revenue sources of the Fair.



**Site Development Executive Staff**— from left to right: Pete Sullivan, Patsy Feeman, Mike Carlson, Bob Scamblee, and John Exnicios

### Executive

The Executive Division has been responsible for overall project direction and management of the 1984 World's Fair. While LWE is structured as a private, non-profit corporation, we are accountable to a wide constituency — the Board of Directors, lenders, guarantors, business sponsors, and the people of Louisiana.

As part of its ongoing responsibilities, the Executive Division has met regularly with the Board, and the Management and Executive Committees to finalize plans for program content, financial matters, operational policies and procedures, and the residual use plan.

Executive has also been responsible for the personnel buildup totaling 12,000 employees.

### Legal

The Louisiana World Exposition Legal Division has had primary responsibility for negotiating contracts related to all facets of the Fair's planning and operation; LWE expects to sign a total 2,500 contracts by the close of the Fair.

To support this effort, LWE has enlisted the skills of six attorneys: David

Falgoust, Patricia Underdahl, Charles Willoughby, Richard Sabalot, Lynne Stern and Legal Affairs Vice President, Ann Brown.

The Legal Division has also aggressively protected the Fair's revenues. It is stepping up efforts to control counterfeiting of souvenir items, a common problem plaguing past world's fairs and is assisting in assuring the proper operation of concessionaires.

### Entertainment

The Entertainment Division has been responsible for stimulating the senses and imaginations of visitors to the 1984 World's Fair on 15 stages, 12 hours a day, seven days a week. Programming and Production has filled each and every day with marching bands, jazz ensembles, international choral groups, symphonies, gospel singers, "big name" entertainers, theatre for youngsters, mimes, fireworks, multi-image slide film and video, and aquatic performances, jugglers, flamenco, calypso, and live network television shows.

Commemorative days or weeks honor a state, country, or corporate participant, with entertainment reflecting the chosen participant.



**Marketing Executive Staff**— from left to right: Fred Lounsberry, Barbra Lachenmaier, Jeffrey Stack, Robert Whitney, and Hamp Howell

### On-Site Merchandise

LWE will be the first fair to operate its own souvenir shops on site. This decision was arrived at only after careful thought and planning was given to this enterprise to ascertain that the required management talent could be found to assure a successful operation. The substantial revenues from this operation are an integral part of the Fair's plans to end without a deficit.

There will be 23 shops with 24,000

square feet of selling space, offering 2500 souvenir items.

The planned 700 employees will be led by four senior staff members who have a combined retail experience of more than 100 years.

### Marketing

The Marketing Department has been responsible for the development of all non-international exhibits, concessions, official suppliers, licensees, sponsorships, ticket sales, advertising and public relations.

As a result of the fine efforts of the entire marketing staff, the 1984 Louisiana World Exposition contains some 17 corporate, state, federal and association pavilions, 113 food and beverage locations, 117 merchandise locations, participation from 12 states and are designed to provide enjoyment and entertainment to our 12 million guests. Both the ticket sales and tour and travel function of the Marketing Department are responsible for the purchase of \$19 million in pre-Fair tickets and will continue to provide programs for the duration of the Fair.

Well over 100 million people in this country have been exposed to the "Great Celebration of the 20th Century" advertising campaign and publicity through our Public Relations Department. This advertising and promotional program is a key factor in maintaining attendance levels and will continue to provide news regarding the Fair to the media.

In summary, the Marketing Department has concentrated on filling the site with educational and enjoyable attractions, good food, interesting merchandise and a bumper crop of visitors.

### Operations

The Operations Division totals 1800 people working in areas such as Security, Ticket takers, Emergency-Medical, Crowd Control, all phone communications systems, site video systems, information centers, office maintenance, warehousing, supplies, support seminars, trade shows, foreign facilitative services, site building, restroom and grounds clean up and solid waste removal.



**Corporate Affairs Division**— Judy Boudoin, Irene Johnson, Janie Rhorer, Glenn Haydel, Alesia Devenish, William Manney



**Operations Division**— Bill Birk, Jim Taylor, Claudia Stokes, Joe Trentin, John Whitney, Paul Creighton, Gail Varuso, Joe Boyd, Melvin Walker, Sara Brown (Missing from picture: Joe Theard)

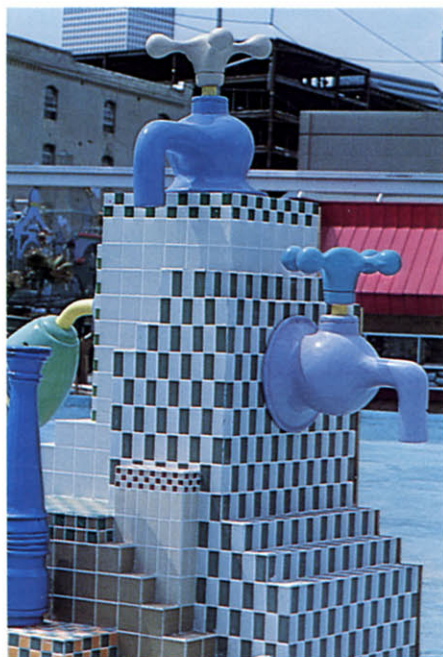


**Entertainment Division**— John Deichmann, Chuck Corson, Karen Giger, Eric Tucker



**Finance Division**— Shelley Babin, Wendy Blossom, Maria Figueroa, Vicki Guillory, Steve Horton, Martin Katz, Judy Lomack, Christie Major, Edwin Martin, Steve Martin, Barbara Perkins, Shauna Seals, Phyllis Seitz, Mary Ann Spell, Denise Whitmore (listed alphabetically)

## NEIGHBORHOODS



Welcome to the 1984 Louisiana World Exposition! Welcome to our neighborhoods!

Within the Fair's 84 riverfront acres are six neighborhoods, each reflecting the rich cultural and historic heritage of New Orleans and Louisiana.

In order to enter these neighborhoods in the World of Rivers, you must first pass beneath towering gods, goddesses, mermaids, and denizens of the deep—the guardians of the Bridge and City Gates.

If you choose to enter through the City Gate, the very first wonder to behold is a stately rotunda that marks the beginning of the Wonderwall, an architectural fantasy that winds its way down the center of the Fair for a full half-mile. Along its facade and within its arcade are stages, concessions, fountains, sandbag alligators, and myriad architectural details ranging from the sublime to the outrageous. Wonderwall gives you a very good idea, indeed, of things to come during the Great Celebration of the Twentieth Century—the 1984 World's Fair.

To begin, look to the past, and Centennial Plaza.



## CENTENNIAL PLAZA

Located just inside the City Gate, Centennial Plaza is a tribute to the 1884 New Orleans Cotton Exposition and a time when Cotton was King and New Orleans was the Queen City of the South.

Set like gems along tranquil Centennial Lagoon are seven seemingly random pavilions, but when they are viewed from the proper perspective, they 'snap' into position to form the gracious Main Hall of the 1884 Cotton Exposition. During its day, the Main Hall was the largest building in the world.

Framing the lagoon is the delicately detailed Empress Walk, a covered timber promenade reminiscent of the ancient Summer Palaces of Peking. Alongside the lagoon is the century-old carousel, and the Frey Gazebo, a shady spot devoted to gentler times and barber-shop quartets, tea dances, and park bands. Further on is one of three designs selected in the International Water Sculpture Competition, "The Source," created by Claude and Francois-Xavier Lalanne of France.

Presiding over the Plaza is the Petroleum Industries Pavilion, an actual offshore oil rig that features a 50,000 gallon salt water aquarium alive with aquatic flora, fish, and deep sea divers.

The double domes nearby house the American Electrical Energy Exhibit, "Rivers of Electricity," where robots direct you through the tunnel of progress and into a 200 seat theater.

It is in Centennial Plaza that the City of New Orleans has its exhibit, "Rain," and the tower of the MART Gondola\* rises majestically and begins its climb 380 feet in the air, whisking passengers across the Mississippi River in just minutes. Here, too, is one of three Monorail Stations, where you can board a sleek train and get a swift overview of the entire Fair site.

Throughout this, and every neighborhood, are food and beverage concessions offering everything from Creole gumbo and spicy fried chicken to frozen drinks and ice cold sno-balls. Shop the neighborhoods of the Fair and the world, and select souvenirs and merchandise from Pakistan, China, Korea, Hawaii, France, and many other places.

## FULTON STREET MALL

Across from Centennial Plaza, on the other side of the Wonderwall, is Fulton Street Mall. Lined with historic, restored warehouses, Fulton Street is an inviting, spacious pedestrian mall celebrating New Orleans as a mecca for international shopping, food, and music. When the rest of the Fair site closes every night, Fulton Street will still be going strong—into the wee hours.

Pete Fountain's Reunion Hall is a non-stop hot spot featuring the food and music of New Orleans and Louisiana. Sheilah's is an authentic Australian pub, and the Seafood Warehouse really cooks—with the taste of fresh Louisiana seafood and the hot sounds of Jazzman Al Hirt. And don't miss the Hurricane Saloon!

All along the mall are inviting shops and restaurants. Sample Greek food, Creole waffles, gourmet lunches, fine ice creams, or a superb bottle of wine. Shop for Tunisian goods, jewelry, leather, Christmas ornaments, and much more.

After you feast your palate, feast your eyes.

The Vatican Pavilion anchors the far end of Fulton Street, and features the exhibit, "Treasures of the Vatican," which presents rare works of art by masters such as El Greco, Caravaggio, Raphael, and Giotto\*. In the adjacent gallery, see a film about the Shroud of Turin, and several other unique and interesting displays.

Twice daily, in true New Orleans fashion, a parade complete with floats, marching bands, and dancing figures will roll along the mall, creating a festive and fascinating atmosphere.

## FESTIVAL PARK

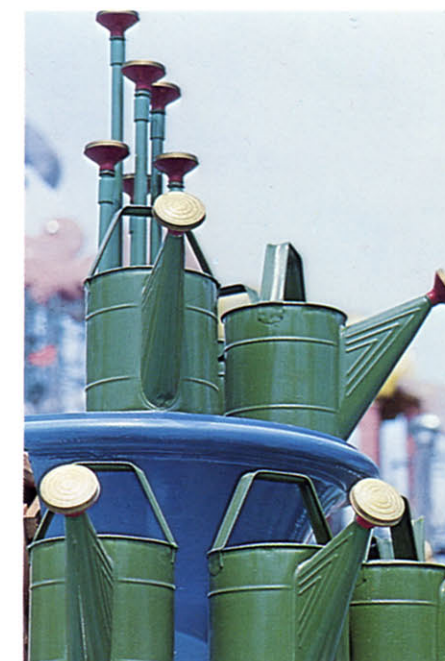
Just beyond Fulton Street is Festival Park. True to its name, it is a festive area that celebrates the good life! In Cajun, that means, "Laissez les bon temps rouler!"

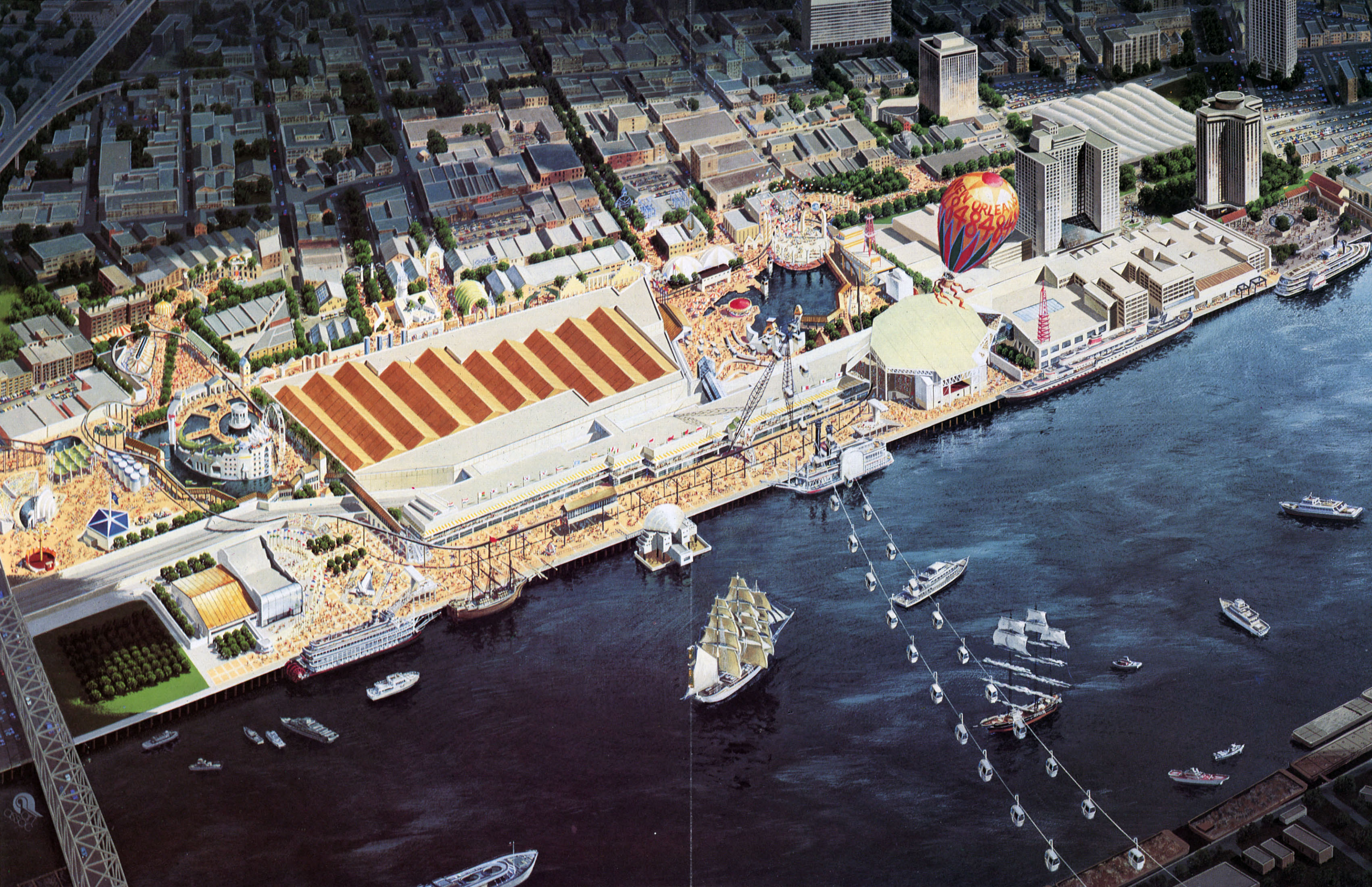
At the center of Festival Park is the massive Federal Fibre Mills Building, an historic warehouse where the Miller Beer Garden is located, as well as Jed's Riverview. On the first and second floors of the building is the Louisiana Folklife Pavilion, an on-going festival of food and music—ranging from Texas swing and Cajun Zydeco to Creole Gumbo and hot boudin!

Nearby is the 1200 seat blue and green Jazz and Gospel Tent, where a revolving stage features the non-stop rhythms of jazz, blues, gospel, Cajun, bluegrass, and rock 'n roll. A short distance away is the American Showcase Tent, one of fifteen performing areas at the Fair, where marching bands, baton twirlers, theatrical companies, and dancers from around the world and across the nation perform daily.

Festival Park's Italian Village is a huge area that recreates the romance and atmosphere of Venice. An open piazza, filled with tables and gaily striped umbrellas, is alive with opera singers, flag twirlers, strolling musicians, and puppeteers. Within the four restored warehouses that border the piazza are craftsmen and chefs plying their trades and preparing their specialties such as delicate Italian pastries and ices, hearty pasta and pizza, Venetian glassblowing and Florentine leather works.

"Rain Towers," a monumental water sculpture by Helen Escobedo of Mexico is also located here, as is the second Monorail Station.







## BAYOU PLAZA

Cross the Wonderwall again, and you are in Bayou Plaza, near the Bridge Gate, a world of water. Stop in this neighborhood for the thrills and chills of hair-raising amusement rides such as the Sky Lab, Rainbow Ride, Ferris Wheel, CycloTower, or the Shoot-the-Shoot\*.

Cajun Walk, a covered promenade winds its way along the border, and crosses over a bayou which features an exhibit of Louisiana native plants. Located here is the Watergarden, a fabulous and fun area devoted to unusual water toys such as a Kid Wash, Jukebox Fountain, and Water Curtain Maze—you're invited to come on in and take the plunge!

On the other side of Cajun Walk is the Coca-Cola Aquacade, a 3500 seat area featuring a musical revue called 'America Swims.' Daredevils dive from twin 94' towers, beautiful girls perform intricate water ballet routines, and everything moves to syncopated music, fountains, and flames.

Just beyond is the multi-million dollar pentastar Chrysler Pavilion, which showcases the automotive industry in a display of high technology robotics involved in the modern auto assembling process; the Union Pacific Pavilion, "Rivers of Steel," tracing the history of America's railroads, and featuring the last steam engine, No. 8444; and, the Conergy Exhibit, demonstrating the ways and means of building a water-saving, energy efficient home.

## THE GREAT HALL

Between Bayou Plaza and Centennial Plaza is the Great Hall, a 15 acre covered facility that houses an intriguing variety of pavilions, exhibits, and services.

Step into its cool, shady interior and visit the Louisiana Pavilion, a 14 minute boat ride that takes you along a river road, through the eye of a hurricane, and into the merriment of Mardi Gras. Nearby is the Great River Roads Exhibit, a permanently berthed steamboat that features a theater and live entertainment.

ARTWORKS 84, a comprehensive multi-faceted program, features showings by respected Louisiana artists and presentations by New York's finest video artists.

In the center of the Great Hall is the Water Course, a refreshing spot to rest and watch as five unusual barges drift to and fro. Located around the Water Course are the exhibits of Ochsner Foundation, I've Known Rivers, Church of Christ, the Federation of Churches, National Park Service, Bureau of Reclamation, Wildlife and Fisheries, WDSU-TV's working studio, and a "Taste of Louisiana" restaurant featuring specialties of the state.

At the far end of the Great Hall is the Mississippi Pavilion, which features 7-20' screens and an audio/visual presentation of the many aspects of the state, an entertainment stage, and an art display. Nearby is the Preservation Resource Center's 1835 Creole Cottage, a typical New Orleans architectural style. Providing information, exhibits, and services are Lipton Tea, Gerber foods, Delta Airlines, First National Bank of Commerce, AT&T's International Calling Center, and the International Business Center.

Also located in the Great Hall is the "Bronze Wave," a water sculpture by Lynda Benglis of Louisiana, many unusual merchandise concessions, and an amusement ride called the Magic Room.

## INTERNATIONAL RIVERFRONT

The theme of the 1984 World's Fair, "The world of Rivers: Fresh Water As A Source of Life," evident throughout the site, takes on global impact on the International Riverfront. Each country explores and showcases its history, advancing, and technological advances in the field of water-related issues.

A world awaits in the International Pavilions. Anchoring one end of the riverfront is the United States Pavilion, a monumental structure featuring twin theaters, where a 3-D film takes you on a breathtaking adventure along America's waterways. Nearby is NASA's Space Shuttle Enterprise and Pavilion—bringing space close enough to touch. Next to the U.S. Pavilion is the Army Corps of engineers exhibit, and the amusement ride, Sky Transpo\*.

The International Pavilion, which has the third Monorail Station, is as long as the Empire State Building is high, and is a festive area positively alive with the science, technology, art, architecture, goods, and languages of 21 nations of the world. Here you can experience the gaiety of Mexico, the ancient culture of Korea, the futuristic technology of France, and the many facets of the European Economic Community and its member nations: West Germany, Denmark, Belgium, United Kingdom, Luxembourg, Netherlands, Ireland, and Greece. Journey 'down under' to Australia, visit Liberia, Italy, and the United Nations.

See the depth and beauty of Canada in its IMAX Theatre, the tranquility and technology of Japan. Travel the River Niger, relax in the Caribbean, visit ancient Egypt and the Nile River, and climb the heights to Peru's Andes Mountains and Amazon River.

Everywhere in the International Pavilion are shops and restaurants where you can buy souvenirs, and taste international cuisines. Also located on the upper floor of the two-level Pavilion is the VIP Club, Rivers.

Alongside the International Pavilion is the 12 story Liggett and Myers Quality Seal Amphitheatre. In this 5400-seat facility, overlooking the Mississippi River, you'll see special ceremonies and celebrations by day, and performances by international stars by night\*.

On the other side of the Amphitheatre is the China Pavilion, where you can enter an entirely Oriental experience—from an exhibit exploring ancient methods of water usage, displays and demonstrations of native arts and crafts, and restaurants to a fascinating souvenir shop.

Throughout the Fair site, special events and celebrations such as the World Festival of Theatre for Children and Young People, sporting events, trade shows, business meetings, and International Water Symposia will be taking place each and every day and night.

Like the world outside, the world inside this World's Fair will change daily. This is the celebration of the Twentieth Century!

\*Amusement Rides, Special Amphitheatre Events, and The Vatican Exhibit require a special fee, in addition to the Admission Charge.





# CONSOLIDATED BALANCE SHEETS

December 31, 1983 and 1982

## Assets

	December 31,	
	1983	1982
Cash, including interest-bearing accounts of \$157,472 and \$6,870 at December 31, 1983 and 1982, respectively (notes 2 and 5)	\$ 3,175,579	\$ 201,774
Marketable securities, at cost plus accrued interest, which approximates market (note 4)	7,143,040	7,128,793
Accounts receivable (note 2):		
Concessionaires and exhibitors	4,062,587	—
License commissions, official suppliers and sponsorships	3,555,730	—
Other (note 5)	870,460	14,164
	<u>8,488,777</u>	<u>14,164</u>
Prepaid expenses	935,985	491,275
Advances relating to equipment under lease (note 4)	1,120,000	800,000
Furniture, fixtures and equipment, at cost, net of accumulated depreciation of \$275,869 and \$26,640 at December 31, 1983 and 1982, respectively (note 2)	632,935	345,975
Leasehold improvements, at cost, net of accumulated amortization of \$886,398 and \$32,371 at December 31, 1983 and 1982, respectively (note 2)	937,676	134,447
Construction in progress (notes 2, 3, 4 and 5)	47,385,251	6,032,840
Deferred amounts:		
Advance development and administrative costs	29,661,455	7,923,623
Less deferred revenues and support	<u>(23,383,417)</u>	<u>(1,372,701)</u>
Net deferred amounts	<u>6,278,038</u>	<u>6,550,922</u>
	<u>\$76,097,281</u>	<u>\$21,700,190</u>

## Liabilities

Accounts payable and accrued expenses (notes 4 and 5)	\$14,626,569	\$ 2,430,690
Concessionaires' and exhibitors' deposits	118,000	269,500
Notes payable (note 2)	54,757,000	19,000,000
Advance payments on ticket sales (note 5)	6,595,712	—
Commitments (notes 4 and 5)		
	<u>\$76,097,281</u>	<u>\$21,700,190</u>

See accompanying notes to consolidated financial statements.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

## December 31, 1983 and 1982 (1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Organization

The Louisiana World Exposition, Inc. was formed in 1976 to provide plans, management, facilities, equipment and personnel for a world's fair to be held in New Orleans, Louisiana in 1984. The Corporation is funded through contributions and bank debt secured by guaranties of govern-

mental bodies, businesses and individuals who are interested in the worldwide promotion of Louisiana (see note 2).

### (b) Principles of Consolidation

The accompanying consolidated financial statements include the accounts of Louisiana World Exposition, Inc. and its wholly-owned subsidiary, LWE Management Company, after elimination of all significant inter-company accounts

and transactions. LWE Management Company was formed June 25, 1982 and provides services for the Corporation under the terms of an agreement approved July 14, 1982.

### (c) Revenue and Expense Recognition

In line with the purpose of the Corporation, all revenues are deferred in the consolidated financial statements and will be recognized generally during the period in which the fair is conducted (May 12, 1984 through

(continued on next page)

# CONSOLIDATED STATEMENTS OF CHANGES IN DEFERRED AMOUNTS

Year ended December 31, 1983 and for the period July 1, 1976 (inception) through December 31, 1983

	Year ended December 31, 1983	Period July 1, 1976 (inception) through December 31, 1983
Deferred revenues and support:		
Advance ticket sales, net of taxes	\$ 3,189,291	\$ 3,189,291
Advance revenues—concessionaires and exhibitors	10,231,124	10,231,124
Pledges and contributions	—	857,755
Interest	752,230	1,175,304
License commissions, official supplier, and sponsorship revenues:		
Restricted for construction and entertainment	5,592,000	5,592,000
Unrestricted	<u>2,160,179</u>	<u>2,218,488</u>
	<u>7,752,179</u>	<u>7,810,488</u>
Other	85,892	119,455
	<u>22,010,716</u>	<u>23,383,417</u>
Advance development and administrative costs:		
Salaries, payroll taxes and benefits	4,218,776	5,708,306
Travel, entertainment and meetings	891,956	1,202,135
Consultant fees	2,813,975	5,074,904
Legal and accounting	215,142	737,157
Office, warehouse, site operating, and lease costs (note 4)	5,317,124	6,511,085
Advertising costs and promotion	3,494,345	4,194,477
Insurance, net of amounts capitalized (note 3)	762,078	974,019
Interest and commitment fees, net of amounts capitalized (notes 2 and 3)	2,672,662	3,821,859
Depreciation and amortization	1,103,256	1,162,267
Entertainment costs	169,768	169,768
Ticket sales commissions (note 5)	67,733	67,733
Other	11,017	37,745
	<u>21,737,832</u>	<u>29,661,455</u>
Advance development and administrative costs (over) under deferred revenues	<u>\$ 272,884</u>	<u>\$(6,278,038)</u>

See accompanying notes to consolidated financial statements.

## NOTES (continued)

November 11, 1984). Costs incurred to date are deferred in the consolidated financial statements and will be recognized as expenses in the same period as revenues are recognized.

### (d) Depreciation and Amortization

Furniture and fixtures are depreciated on a straight-line basis, net of salvage value, from the date placed in service until the completion of the fair.

Leasehold improvements are amortized on a straight-line basis from the date placed in service until the completion of the fair.

### (e) Construction in Progress

All direct costs relating to construction of fair assets are capitalized as construction in progress. Interest is capitalized on all related progress payments.

### (f) Deferred Revenues and Support

Amounts are included in deferred revenues and support when firm, non-cancelable commitments are obtained.

### (g) Income Taxes

The Corporation is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. The Corporation has requested a revenue ruling from the Internal Revenue Service relating to certain activities that could be deemed "unrelated business income" and therefore taxable under Section 501(b) of the Internal Revenue Code. Management is of the opinion that activities through December 31, 1983 are exempt from taxation.

### (2) Notes Payable

At December 31, 1983 the Corporation had \$39,757,000 due to banks under a revolving credit agreement. This agreement permits the Corporation to borrow, at any time through June 30, 1984, up to \$40,000,000 at the prime rate of interest plus 0.5% per annum. The Corporation must pay commitment fees of 0.375% per annum on the average unused portion of the commitment. The loan must be completely liquidated by June 30, 1985. The debt is secured by various guaranties of individuals, corporations, partnerships, associations, trusts and the State of Louisiana, and the funding of the debt cannot exceed

(continued on next page)

**NOTES** (continued)

the amount of such guaranties. Guaranties amounting to \$39,757,000 have been received as of December 31, 1983 and March 23, 1984.

At December 31, 1983, the Corporation also had \$15,000,000 due to banks under a second revolving credit agreement. This agreement permits the Corporation to borrow, at any time through June 30, 1984, up to \$15,000,000 at the prime rate of interest plus 2% per annum. The Corporation must pay commitment fees of 1% per annum on the average unused portion of the commitment. The loan must be repaid in full by August 1, 1984. The debt is secured by assignments and pledges of assets of the Corporation including cash, receivables, equipment and leasehold improvements. The loan agreement also restricts the Corporation's ability to borrow additional funds except from certain sources and is to be repaid before the \$40,000,000 revolving credit agreement.

Interest and commitment fees under the agreements for the year ended December 31, 1983, totaled \$3,972,660 and \$217,510, respectively. Comparable amounts for the period July 1, 1976 (inception) through December 31, 1983 were \$4,869,013 and \$329,777, respectively. Interest of \$1,627,571 and \$1,740,319, respectively, has been capitalized as leasehold improvements and construction in progress during the year ended December 31, 1983 and the period July 1, 1976 (inception) through December 31, 1983.

**(3) Construction in Progress**

A summary of construction in progress at December 31, 1983 follows:

Project	Capitalized costs
International pavilion	\$18,904,381
United States pavilion	2,779,559
Amphitheatre	1,535,926
Wonderwall	2,264,148
Watercourse	2,465,985
Monorail	2,807,872
Warehouse renovation	2,402,812
Installation of site utilities	3,086,337
Petroleum pavilion	1,266,178
Federal Fibre Mills building	539,452
Site demolition	687,493
Aquacade	453,917
Entrance gates	230,486
Other (primarily paving, fencing, and landscaping)	968,501
	<u>40,393,047</u>

Other capitalized costs:

Architectural fees	4,177,451
Interest	1,740,319
Insurance	1,074,434
	<u>6,992,204</u>
Total construction in progress	<u>\$47,385,251</u>

**(4) Leases**

The Corporation has entered into various operating leases with the owners of the land that has been designated as the site of the fair. These leases grant the use of the land and certain buildings to the Corporation for the purpose of conducting the fair with the noncancelable lease terms expiring on December 31, 1984. The terms of the leases permit the Corporation to sublease to participants in the fair. Substantially all of the leases may be terminated upon cancellation of the fair or upon certain events of default. During the year ended December 31, 1983 and the period July 1, 1976 (inception) through December 31, 1983, lease costs of approximately \$3,115,000 and \$3,935,000, respectively, have been incurred. The remaining lease commitments through December 31, 1984 approximate \$6,152,000.

A member of the management committee of the Corporation is a partner in each of two partnerships from which the Corporation has leased property. Lease costs relating to these agreements amounted to approximately \$247,000 for both the year ended December 31, 1983 and the period July 1, 1976 (inception) through December 31, 1983. Remaining rental commitments at December 31, 1983 are approximately \$743,000. A member of the immediate family of the individual mentioned above is a partner in a partnership from which the Corporation has leased property which is to be renovated jointly by the Corporation and the partnership and included as part of the fair site. Lease costs relating to this agreement amounted to approximately \$285,000 for both the year ended December 31, 1983 and the period July 1, 1976 (inception) through December 31, 1983. Included in construction in progress at December 31, 1983 is approximately \$539,000 of renovations related to this agreement. Remaining rental and renovation commitments at December 31, 1983 approximate \$285,000 and \$1,520,000, respectively. The agreement provides for

a reduction of lease costs, not to exceed \$318,000, contingent upon the appraised residual value of the Corporation's improvements. The terms of these leases correspond with the terms of other leases for similar space. The member of the immediate family mentioned above is also a partner in a partnership which entered into two concession agreements with the Corporation in early 1984. Total advance revenues under the two agreements, which are to be collected before the fair opens, approximate \$464,000.

The Corporation leases certain wharf facilities from the Board of Commissioners of the Port of New Orleans (the Board) for development and use in the operation of the fair. The terms of the lease provide that certain existing structures can be demolished and new facilities constructed upon joint approval of the Board and the Corporation. The lease expires on November 30, 1984 with respect to the fair operations. Restoration of the wharf facilities as stipulated in the lease must be completed by March 31, 1985. No cash payments are required to be made during the lease term as rent; however, the Corporation shall be obligated to pay an amount equal to the "Operating Expenses" of the Board, as defined in the lease, not to exceed the "Net Profits" of the Corporation, also as defined in the lease. Such payment shall be made in a lump sum cash payment after obligations to creditors in the normal course of business have been fulfilled and no later than April 1, 1986. The terms of the lease permit the Corporation to sublease to participants in the fair. As security for the Corporation's reconstruction of wharf facilities as required by the lease, an irrevocable letter of credit in the amount of \$7,000,000 was maintained at December 31, 1983 in favor of the Board by a bank and was secured by a pledge of all of the Corporation's marketable securities. The letter of credit was temporarily released by the Board on February 23, 1984. The Corporation has provided to the Board substitute security in the form of a \$10,000,000 collateral mortgage note secured by a lien on all immovable and movable properties, certain leasehold improvements, and a general assignment of all receivables, subject to the prior rights of the bank under the \$15,000,000 revolving credit

agreement described in note 2. The Corporation will provide to the Board, on or prior to September 1, 1984, an irrevocable letter of credit in an amount adequate to restore and replace the wharf facilities. Two members of the management committee of the Corporation also serve on the Board.

The Corporation leases the New Orleans Convention Center (NOCC) from the New Orleans Exhibition Hall Authority (NOEHA) for development and use during the fair. The terms of the lease provide for the Corporation to occupy the NOCC from October 1, 1983 through December 15, 1984, at which time the premises must be returned free and clear of all improvements and modifications made by the Corporation. The Corporation shall pay NOEHA a minimum rental of \$1,400,000 in twelve consecutive monthly payments beginning January 1, 1984. As additional rental the Corporation is required to pay an amount not to exceed \$2,500,000 on or before December 31, 1985, based upon the availability of cash. No portion of the additional rental will be paid by the Corporation if such payment would cause the Corporation to call upon its guarantors under the \$40,000,000 revolving credit agreement described in note 2. The additional rental shall be paid after all of the Corporation's other operating expenses and before any payments to the Board of Commissioners of the Port of New Orleans described above. A member of the management committee of the Corporation also serves on the Board of Directors of the NOEHA. The Corporation has entered into an operating lease agreement for certain components of a monorail system during the operation of the fair. As of December 31, 1983, advances of \$800,000 have been paid to the lessor for construction of portions of the system and reimbursable costs of approximately \$900,000 are owed to the lessor under the terms of the agreement. Future rental payments are contingent upon fair admission revenues based on a formula defined in the agreement and are payable in the year of operation of the fair. At December 31, 1983, approximately \$400,000 has been accrued as rental payments based upon fair admission revenues and advance ticket sales.

**(5) Commitments and Other Matters**

A summary of commitments under construction contracts at December 31, 1983 is presented below:

Contract amount	Amount paid as of December 31, 1983	Amounts payable for work performed through December 31, 1983	Commitments

During 1983, the Corporation entered into several agreements to sell general admission tickets to purchasers, for the purpose of resale, in consideration for \$6,595,712 in cash. Under the terms of the agreements, any unsold tickets may be returned to the Corporation at various dates through November 1984 for a pro rata refund of the price paid.

In 1983 the Corporation committed to issue two irrevocable letters of credit in favor of the City of New Orleans for the purpose of securing the restoration of certain city streets, which have been closed and utilized as part of the fair site, to their original condition. The two letters of credit, which total \$815,000, will be issued in the amounts of \$350,000 and \$465,000 on June 1, and August 1, 1984, respectively. The letters of credit will be secured by certain assets of the Corporation which are as yet undetermined.

At December 31, 1983 two irrevocable letters of credit totaling \$150,000 have been issued by the Corporation in favor of certain performers who have contracts for entertainment services during the fair. The letters of credit are secured by a pledge of \$150,000 of the Corporation's interest-bearing deposits at December 31, 1983.

The Corporation has entered into three different agreements with a local corporation of which a former member of the management committee and current member of the executive committee is an officer:

Under the terms of an agreement, the local corporation (the purchaser) will purchase merchandise of both a foreign and domestic nature on behalf of the Corporation. The merchandise will primarily be sold on the fair site. Foreign orders are noncancelable. The price paid by the Corporation for the merchandise will include the invoice cost and all expenses incurred

by the purchaser in obtaining the merchandise, plus a mark-up of 3.5% on foreign purchases and 3.0% on domestic purchases. Amounts due to the purchaser will bear interest at the prime rate of interest of a New Orleans bank plus 1%. As of December 31, 1983, no merchandise has been received by the purchaser; however, approximately \$3,700,000 and \$2,100,000, respectively, of foreign and domestic goods have been ordered.

The Corporation is required to make payments to the purchaser of not less than \$1,000,000; \$2,000,000; \$3,000,000, and \$3,000,000 on or before May 20, June 20, July 20 and August 20, 1984, respectively. The Corporation has executed a chattel mortgage covering the merchandise which secures a \$9,000,000 note pledged to the purchaser.

In February 1984, the purchaser and the Corporation signed a letter of intent whereby the two parties will enter into an agreement for the purchaser to manage the on-site merchandise concessions at the fair. The Corporation will pay \$150,000 for the services of a management team to be provided by the purchaser. The purchaser will also receive a management fee of 20% of the net profits of the merchandise concessions in excess of \$9,000,000 up to \$12,000,000 and 10% of the net profits in excess of \$12,000,000.

In 1983, the local corporation agreed to sell season "passport" certificates on behalf of the Corporation. Certificate sales during the year ended December 31, 1983 amounted to approximately \$3,017,000, for which the local corporation earned commissions of \$67,733. Approximately \$816,000 is due to the Corporation at December 31, 1983 for the certificate sales. Subsequent to year end, ticket sales and commissions have totaled approximately \$1,362,000 and \$52,000, respectively.

On March 22, 1984, the Corporation received \$6,000,000 cash from the local corporation in exchange for general admission tickets. The Corporation will act as selling agent on behalf of the local corporation and will receive a commission on all sales. The local corporation has agreed to promote the sale of tickets through its advertising

(continued on next page)

## NOTES (continued)

programs for a fee of \$40,000 and to sell some of the tickets directly for a commission. Any unsold tickets will be returned on April 28, 1984 for a full refund of the purchase price.

The Corporation is currently negotiating an agreement with a soft drink bottling company, of which a member of the management committee of the Corporation is an officer, and a major soft drink manufacturer, whereby the bottling company, the Corporation and the soft drink manufacturer will participate in a joint venture during the period of operation of the fair for the sale of soft drinks. The net profits of the joint venture will be distributed in the following order: first, the bottling company will receive reimbursement of certain installation and design costs; second, the bottling company, the Corporation, and the manufacturing company will receive 20%, 20%, and 60%, respectively, of the net profits, until the manufacturing company has received \$1,200,000; thereafter, the bottling company will receive 20% and the Corporation 80% of the net profits.

On February 21, 1984, as consideration for the Corporation constructing and providing public improvements, primarily consisting of parking facilities for the fair, the City of New Orleans paid the Corporation \$3,000,000 in cash.

The Corporation has also contracted with certain companies and is currently negotiating with other firms for marketing and licensing agreements in which it grants the use of its licensable rights, including its logo, terminology and trademarks in exchange for goods, services, sales commissions or cash to be provided for use in fair operations. The Corporation has also entered into and is currently negotiating various contracts with engineering, architectural, consulting and construction firms for the purpose of constructing the fair site. The Corporation has also entered into and is currently negotiating contracts with certain concessionaires which will provide the Corporation with a share of the revenues from the concessionaires' operations.

Certain officers and members of the management committee of the Corporation and/or members of their immediate families are officers and/or owners of companies which have negotiated various insurance contracts on behalf of the Corporation or which have provided guarantees of portions of the revolving credit agreement described in note 2 or which have concessionaire, license, or sponsorship agreements with the Corporation.



## Peat, Marwick, Mitchell & Co.

Certified Public Accountants  
Suite 3500 One Shell Square  
New Orleans, Louisiana 70139

The Board of Directors  
Louisiana World Exposition, Inc.:

We have examined the consolidated balance sheets of Louisiana World Exposition, Inc. and subsidiary as of December 31, 1983 and 1982 and the related consolidated statements of changes in deferred amounts for the year ended December 31, 1983 and for the period July 1, 1976 (inception) through December 31, 1983. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As more fully explained in note 1, the primary operations of the Corporation are to organize and conduct a world's fair to be held in New Orleans, Louisiana in 1984. Accordingly, all revenues and costs are deferred in the financial statements and will be recognized as earned revenues and expenses during the period in which the fair is conducted. The recovery of these deferred amounts and other capitalized costs and the Corporation's ability to meet its obligations are dependent upon such future operations.

In our opinion, subject to the effects of such adjustments, if any, as might have been required had the outcome of the uncertainty discussed in the preceding paragraph been known, the aforementioned consolidated financial statements present fairly the financial position of Louisiana World Exposition, Inc. and subsidiary at December 31, 1983 and 1982 and the changes in deferred amounts for the year ended December 31, 1983 and for the period July 1, 1976 (inception) through December 31, 1983 in conformity with generally accepted accounting principles applied on a consistent basis.

March 23, 1984

PEAT, MARWICK, MITCHELL & CO.

# LOUISIANA WORLD EXPOSITION, INC. BOARD OF DIRECTORS



**Executive Committee:** Front row left to right: Lester E. Kabacoff, Saul A. Mintz, Lt. Governor Bobby Freeman, O. Keith Owen, Jackeen Kelleher Churchill, Robert E. Rintz, Frederick J. Forstall, Petr L. Spurney, Norman R. Kerth, Mary Louise Christovich, Edward W. Stagg, Robert LeBlanc, Ron Pincus  
Back row, left to right: Richard J. Sharp, Alden J. Laborde, Embree K. Easterly, Dan E. Stapp, Don Bernard, Erroll G. Williams, Ronald Zibilich, Michael G. Bagneris, Murray C. Fincher

MRS. ELAINE D. ABELL  
THE HON. JOHN A. ALARIO, JR.\*  
THE HON. AVERY ALEXANDER  
RAYMOND E. ALLAIN  
H. JUDE ALSANDOR  
JAMES AMOSS, JR.  
GERALD L. ANDRUS  
JAMES M. ARDOIN\*  
JOHN ARTHURS  
ALBERT ASCHAFFENBERG  
MICHAEL G. BAGNERIS  
THE HON. SIDNEY J. BARTHELEMY\*  
BEAU L. BASSICH\*  
CHARLES T. BEAIRD  
DONALD J. BERNARD\*  
EDWIN BLAIR  
HAROLD M. BLOCK  
ROBERT H. BOH  
ROBERT H. BOLTON  
JAMES G. BOYER  
EARL BRADFORD  
OWEN BRENNAN, JR.  
EDGAR BRIGHT, JR.  
ARTHUR J. BROUSSARD  
CHARLES M. BROWN  
DR. C. R. BROWNELL  
DR. LEONARD L. BURNS\*  
VICTOR BUSSIE  
JAMES M. CAIN  
JOHN C. CAMP  
JOSEPH CANIZARO  
REV. JAMES C. CARTER  
CHARLES J. CASSIDY  
EDGAR "DOOKY" CHASE  
MRS. MARY LOUISE CHRISTOVICH\*  
MRS. JACKEE K. CHURCHILL  
PIERRE CLEMENCEAU  
C. C. CLIFTON, JR.  
THOMAS B. COLEMAN  
JAMES A. COMISKEY  
MRS. CELESTINE COOK\*  
DR. SAMUEL D. COOK  
FRANK S. CRAIG, JR.  
J. E. CUNNINGHAM  
H. B. DEJOIE, SR.  
MOISE W. DENNERY  
GEORGE H. DIEDRICH  
EDMUND DERAMEE, JR.  
C. E. "ED" DRANGUET, JR.  
BROOKE H. DUNCAN, II  
MRS. DAWN H. DUHE  
F. CLANCY DUPEPE  
J. MICHAEL EARLY  
EMBREE K. EASTERLY\*  
THE HON. EDWIN W. EDWARDS  
HARRY M. ENGLAND  
LAURANCE EUSTIS  
THE HON. ROBERT EVANS  
RON FAUCHEUX  
D. BLAIR FAVROT  
H. MORTIMER FAVROT  
MRS. SHEILA FEIGLEY  
DARWIN C. FENNER  
T. R. FIDDLER\*  
MURRAY C. FINCHER\*  
JAMES E. FITZMORRIS  
TOM A. FLANAGAN, JR.  
B. S. FLOWERS  
RAY FLOYD  
FREDERICK J. FORSTALL\*  
ALBERTO FOWLER  
DR. NORMAN C. FRANCIS  
JOSEPH FREDERICK  
LOUIS M. FREEMAN\*  
THE HON. ROBERT L. FREEMAN\*

R. W. FREEMAN  
FRANK FRIEDLER, JR.  
G. SHELBY FRIEDRICHS  
LOUIS L. FRIERSON\*  
LEON R. FULTON  
ALVIN FURLOW  
GALE L. GALLOWAY  
AL GENSHEIMER  
THOMAS GODCHAUX  
JOEL GOOCH  
H. DEVON GRAHAM, JR.  
ARCHBISHOP PHILIP M. HANNAN  
JIM HARRIS  
CAROL B. HART  
MRS. VIRGINIA KYLE HINE  
MRS. JUDITH L. HOLTON  
LEON IRWIN, III  
ALLAN JAFFE  
F. BEN JAMES, JR.  
G. W. "BILLY" JAMES, JR.  
MACK JOHNSON  
JOSEPH JONES  
HAROLD B. JUDELL  
LESTER E. KABACOFF\*  
DR. EAMON KELLY  
NORMAN R. KERTH\*  
LEONARD M. KING  
ALDEN J. LABORDE\*  
DAVY LABORDE  
JOHN P. LABORDE  
OLAF C. LAMBERT  
JACQUELINE LAWRENCE  
WILLIAM B. LAWTON  
ROBERT LeBLANC\*  
MITCHEL LEDET  
ARMAND L. LeGARDEUR  
JOHN S. LETELLIER, JR.  
FLOYD W. LEWIS\*  
WINSTON B. LINAM  
RAY A. LIUZZA  
STEPHEN A. LOEB  
MRS. SAMUEL LOGAN  
LOUIS H. MARRERO, IV  
KENNETH G. MARTIN  
ERNEST L. MASSON, JR.  
HARRY J. McCALL, JR.  
CHARLES W. McCOY  
ALDEN J. McDONALD, JR.

LAWRENCE W. McINTOSH  
EDWARD J. McNEILL  
JOHN MEGHRIAN  
LAWRENCE A. MERRIGAN  
MARTIN C. MILER  
ERNEST MILLER  
SAUL A. MINTZ\*  
JOHN A. MMAHAT  
MICHAEL J. MOLONY, JR.  
JAMES W. MOORE, JR.  
THE HON. ERNEST N. MORIAL  
HERMANN MOYSE, JR.  
DR. ANTHONY J. MUMPHREY, JR.  
JAMES D. NEILSON, JR.  
GEORGE D. NELSON\*  
WALDEMAR S. NELSON  
MRS. P. R. NORMAN  
THE HON. MICHAEL O'KEEFE  
REVIUS O. ORTIGUE, JR.  
O. KEITH OWEN, III\*  
JOHN G. PHILLIPS  
RONALD PINCUS\*  
MRS. JULIA B. PURNELL  
FRANK PRUITT  
ROBERT QUINN  
MRS. NORBERT C. RAYFORD  
A. LOUIS READ  
WARREN L. REUTHER, JR.  
ROBERT E. RINTZ\*  
REYNARD ROCHON  
J. HUGH ROFF, JR.  
LEE H. SCHLESINGER  
RICHARD J. SHARP\*  
ROGER POST SHARP, JR.  
WILEY H. SHARP, JR.\*  
WILLIAM H. SHEARMAN\*  
MRS. VIRGINIA SHEHEE  
MRS. LANIER A. SIMMONS  
JOHN W. SIMS  
DR. ENRICA SINGLETON  
THE HON. JAMES M. SINGLETON\*  
JOHN B. SMALLPAGE  
JAMES SMITH  
JOE D. SMITH, JR.  
T. G. SOLOMON  
ROBERT I. SONFIELD  
PETR L. SPURNEY\*  
EDWARD W. STAGG\*

JAN E. STAPP\*  
BILL STEGELMEYER  
HANS STERNBERG  
RANK B. STEWART, JR.  
CHARLES C. TEAMER\*  
JR. A. C. TERRANCE  
MRS. DELLA K. THIELEN  
DR. DANIEL C. THOMPSON  
HORATIO C. THOMPSON  
MORRELL F. TRIMBLE  
FLETCHER THORNE-THOMSEN  
THE HON. DAVID C. TREEN  
NICHOLAS P. TRIST, JR.  
F. POCHÉ WAGUESPACK  
R. PRESTON WAILES  
J. HUGH WATSON  
N. SIDNEY WIENER  
ERROLL G. WILLIAMS  
DAVE WINSTEIN  
IRA J. WOODFIN  
J. M. WYATT  
THE HON. JOSEPH S. YENNI  
ROBERT E. ZETZMANN  
RONALD G. ZIBILICH  
\*Denotes Executive Committee  
PAST PRESIDENTS

Carl F. Bailey  
(0000-0000)  
Robert L. Pettit, Jr.  
(0000-0000)

## EXECUTIVE COMMITTEE

JOHN A. ALARIO, JR.  
Louisiana State Representative  
Westwego

JAMES M. ARDOIN  
President  
First National Bank  
Lafayette

MICHAEL G. BAGNERIS  
Exec. Consul to the Mayor  
City of New Orleans  
New Orleans

SIDNEY J. BARTHELEMY  
Councilman, City of New Orleans  
New Orleans

BEAU L. BASSICH  
New Orleans Blue Print  
New Orleans

DONALD J. BERNARD  
New Orleans

LEONARD L. BURNS  
Four Corners Travel Agency  
New Orleans

MARY LOUISE CHRISTOVICH  
New Orleans

JACKEEN KELLEHER CHURCHILL  
New Orleans

CELESTINE COOK  
New Orleans

EMBREE K. EASTERLY  
President  
Capital Bank & Trust Company  
Baton Rouge

RON FAUCHEUX  
Secretary of Commerce  
State of Louisiana  
Baton Rouge

T. R. FIDDLER  
President  
D. H. Holmes Co., Ltd.  
New Orleans

MURRAY C. FINCHER  
Mandeville

FREDERICK J. FORSTALL  
New Orleans

LOUIS M. FREEMAN  
Chairman of the Board  
Louisiana Coca-Cola Bottling Co.  
New Orleans

THE HON. ROBERT L. FREEMAN  
Lt. Governor of Louisiana  
Baton Rouge

LOUIS L. FRIERSON  
George Engine Company  
Harvey

LESTER E. KABACOFF  
Managing Partner  
International Rivercenter  
New Orleans

NORMAN R. KERTH  
New Orleans

ALDEN J. LABORDE  
New Orleans

ROBERT LE BLANC  
Executive Director  
Louisiana Exposition Authority  
Baton Rouge

FLOYD W. LEWIS  
President  
Middle South Utilities, Inc.  
New Orleans

SAUL A. MINTZ  
Strauss Distributors  
Monroe

GEORGE D. NELSON  
Shreveport

O. KEITH OWEN, III  
Area Director, Public Affairs  
Gulf Oil Corporation  
New Orleans

RONALD PINCUS  
Vice President  
The Royal Orleans Hotel  
New Orleans

ROBERT E. RINTZ  
Assistant Secretary  
La. Office of Tourism  
Baton Rouge

RICHARD J. SHARP  
Vice President  
South Central Bell Telephone Co.  
New Orleans

WILEY H. SHARP, JR.  
Cutting Pike Investment Corp.  
Hammond

WILLIAM H. SHEARMAN  
Lake Charles American Press  
Lake Charles

JAMES M. SINGLETON  
Councilman  
City of New Orleans  
New Orleans

PETR L. SPURNEY  
President and  
Chief Executive Officer  
Louisiana World Exposition, Inc.  
New Orleans

EDWARD W. STAGG  
Executive Director  
Council for a Better Louisiana  
Baton Rouge

DAN E. STAPP  
Senior Vice President  
Middle South Services, Inc.  
New Orleans

CHARLES C. TEAMER  
V. P. for Fiscal Affairs  
Dillard University  
New Orleans

ERROLL G. WILLIAMS  
Chief Administrative Officer  
City of New Orleans  
New Orleans

**NON-VOTING MEMBERS**

HUGH FORD  
Planning Director  
Jefferson Parish  
Metairie

RONALD ZIBILICH  
Jefferson Parish World's Fair  
Committee  
Kenner



**Management Committee** Sitting left to right: Charles C. Teamer, Floyd W. Lewis, Petr L. Spurney, Frederick J. Forstall, John A. Alario  
Standing left to right: Jim Harris, Norman R. Kerth, James M. Singleton, Richard J. Sharp, Tom Vincent, Alden J. Laborde, Dan E. Stapp, Lester E. Kabacoff, Sidney J. Barthelemy, Louis M. Freeman

## OFFICERS

**CHAIRMAN OF THE BOARD:**  
FLOYD W. LEWIS  
President  
Middle South Utilities, Inc.  
New Orleans

**PRESIDENT AND CHIEF EXECUTIVE OFFICER:**  
PETR L. SPURNEY  
Louisiana World Exposition  
New Orleans

**VICE PRESIDENT AND TREASURER:**  
NORMAN R. KERTH  
New Orleans

**VICE PRESIDENT AND SECRETARY:**  
CHARLES C. TEAMER  
Vice President for Fiscal Affairs  
Dillard University  
New Orleans

**VICE PRESIDENTS:**  
JAMES M. ARDOIN  
President  
First National Bank  
Lafayette

EMBREE K. EASTERLY  
President  
Capital Bank & Trust Co.  
Baton Rouge

T. R. FIDDLER  
President  
D. H. Holmes Co., Ltd.  
New Orleans

MURRAY C. FINCHER  
Mandeville

FREDERICK J. FORSTALL  
New Orleans

LOUIS M. FREEMAN  
Vice President  
Louisiana Coca-Cola Bottling Co.  
New Orleans

LESTER E. KABACOFF  
Managing Partner  
International Rivercenter  
New Orleans

SAUL A. MINTZ  
Strauss Distributors  
Monroe

GEORGE D. NELSON  
Querbes and Nelson  
Shreveport

WILEY H. SHARP, JR.  
The Citizens National Bank  
Hammond

WILLIAM H. SHEARMAN  
Lake Charles American Press  
Lake Charles

EDWARD W. STAGG  
Executive Director  
Council for a Better Louisiana  
Baton Rouge

DAN E. STAPP  
Senior Vice President  
Middle South Services, Inc.  
New Orleans

**ASSISTANT SECRETARIES:**  
MARGARET ANN BROWN  
KATHLEEN P. PORTER  
Louisiana World Exposition, Inc.  
New Orleans

**CORPORATE OFFICERS:**  
PETR L. SPURNEY  
President and  
Chief Executive Officer

**VICE PRESIDENTS:**  
MARGARET ANN BROWN  
Vice President Legal

MICHAEL CARLSON  
Vice President Site Development

CHARLES CORSON  
Vice President Entertainment

PAUL CREIGHTON  
Vice President Operations

GLENN HAYDEL  
Vice President Corporate Affairs

MARTIN KATZ  
Vice President Finance

JEFFREY STACK  
Vice President Marketing

JAMES C. BRANDT  
Vice President Planning

CAESAR LAMONICA  
Vice President On-Site  
Merchandising

PHOTOGRAPHY BY:  
KIMBERLY PARSONS

© 1984 Louisiana World Exposition

## LOOKING AHEAD



In six months, it will all be over, and just beginning. When the 1984 Louisiana World Exposition closes its gates for the last time, a new world will have opened on the Mississippi River.

The legacy of this World's Fair is neither hot dogs nor ice cream cones. It's something much, much more. This World's Fair will leave a living legacy: a new neighborhood where people can work, play, visit, and live in leisure.

Soon, along the riverfront, new residential and commercial development will offer luxury condominiums, office space, and retail shopping malls. At its center is the MART Gondola, a new and vital form of rapid transit linking the East and West Banks of the river.

Surrounding the site are newly created pedestrian malls and walkways, world class hotels, and renovated historic warehouses. Throughout downtown and the French Quarter, streets and sidewalks have been repaired and beautified.

The future focus of this new neighborhood is the vast New Orleans Convention Center, a 15 acre facility that places New Orleans in the ranks of the world's top convention cities. A city where new and expanded wharf facilities invite increased international shipping and luxury cruise liners.

The 1984 Louisiana World Exposition has returned New Orleans to its riverfront in all of its glory.

A promise fulfilled.  
A legacy for life.

LOUISIANA WORLD EXPOSITION, INC.

Post Office Box 1984  
New Orleans, Louisiana 70158-1984  
Telex ITT 460231 LAWORLD  
(504) 566-1984

