

OPERATIONAL PLAN

VISITOR'S SERVICES

SUMMARY  
ACCOMMODATIONS  
INFORMATION  
SPECIAL EVENTS  
TRANSPORTATION

1. SUMMARY

Recommended Programs  
by S. Constable

2. ACCOMMODATIONS

a. Scope of Problem

Experience at Past Fairs  
Attendance estimates  
Magnitude of Accommodations required  
Limits of Area covered

b. Preliminary Investigations

American Express  
Queens Chamber of Commerce  
Travelers Aid Society  
New York Convention and Visitors Bureau  
Hotel Association  
Recommendations

c. Proposed Plan

Pre-Fair

Survey of available accommodations  
Publication of listing  
Periodic revisions  
Personnel Requirements

During the Fair

Operation Accommodations Office  
Answer Mail Requests  
Personnel Requirements

d. Estimated Budget

1 ACCOMMODATIONSa. Scope of Problem

Experience at Past Fairs: Experience at modern Fairs has indicated the need for a central accommodations bureau to handle the requests of visitors for lodging. For example, at the Brussels World's Fair in 1958 a private group known as "Logexpo" was the central accommodations agency. A similar organization will operate at the Seattle Century 21 Exposition.

Attendance Estimates: The Fair Corporation's revenue engineers have estimated that the 1964 attendance at the Fair will be 40 million and the 1965 attendance 30 million. Only a small part of these crowds will require overnight lodging.

Magnitude of Demand: In order to fully understand the accommodations problems the magnitude of the demand has been <sup>estimated</sup> ~~made~~. ~~The Analysis of the estimated admissions to determine the number of accommodations required is as follows:~~

Total Admissions	40 million
Adults	33 million
Individual Visitors (assume 3-1/2 trips per person)	10 million
Those requiring accommodations	2 million
Those above normal visitor load to New York City	1 million
Assume 38% stay with family or friends - remaining require accommodations	600 million
Number of rooms needed	500, 000
Peak 10-week period load	400, 000
Average weekly load	40, 000

Finally- assume 90% make own arrangements - therefore

4, 000 week

- \* Figures based on information available from Brussels experience, American Express Report, and other sources.

The above analysis shows that an estimated 4,000 rooms a week will have to be found for Fair visitors in addition to normal New York visitor volume.

Practically all foreign visitors can be expected to make their own arrangements; <sup>dignitaries</sup> ~~VIPs~~ through their embassy or U.N. Delegation, and <sup>others</sup> ~~normal visitors~~ through their travel agents. Fair responsibilities will be small.

The people who will look to the Fair for accommodations are primarily those who have not made reservations ahead of time. The Fair will have a responsibility for assisting in finding accommodations.

Limits of Area Covered: A survey of available accommodations at the Fair should include New York City and Nassau and Westchester counties.

## ACCOMMODATIONS

- b. Preliminary Investigations: The problem of providing accommodations for Fair visitors has been discussed with the following agencies:

American Express Co.: This company submitted a full proposal under which they would conduct a survey, publish the listing and maintain a bureau at an estimated total cost of approximately 1-1/2 million dollars.

Queens Chamber of Commerce: This group expressed an interest in running the accommodations bureau for the Fair Corporation. They, have no available staff, however, and would have to hire and train employees for this temporary assignment.

Travelers Aid Society: This group was approached but they would be unable to undertake such a task under the terms of their organizational set-up.

New York Convention and Visitors Bureau:

Hotel Association:

These two groups have been approached as it is believed that they can jointly undertake to operate an accommodations bureau for the Fair utilizing to a certain extent their existing staff plus the addition of supplementary personnel.

A meeting will be held with the head of the Convention and Visitors Bureau to discuss details when he returns from Europe.

The Executive Committee has now authorized the Operations Division to negotiate an agreement for the operation of an accommodation bureau with the Hotel Association and the New York Convention and Visitors Bureau.

ACCOMMODATIONS

c. Proposed Plan

Pre-Fair

Survey of Available Accommodations: A survey will be made of all available rooms in the metropolitan and suburban area.

The survey will include hotels, motels, clubs, rooming houses and rooms for rent in private homes. Much of this information is already available in the files of the Hotel Association.

The survey will include number, types (twin, double, single, etc.) facilities, private bath, radio, television, etc., price range, dining facilities, location ( distance from Fair grounds ) and accessibility.

Publication of Listing: A directory of accommodations will be published during 1963 for distribution to travel bureaus, auto clubs, and persons requesting housing information. It is estimated that the directory would include about 700 listings, maps of the Fair, and the City, and have about 64 pages. An initial edition of 500,000 copies is anticipated.

Periodic Revisions: The Accommodations bureau will keep a central file on all available accommodations. The availability will be continuously checked and a new edition will be published in the spring of 1964.

Personnel and Space Requirements: The Accommodations Bureau can be located in existing offices of the contractors utilizing to a maximum extent their present personnel with supplementary hiring as required. There is an alternative whereby space could be provided for the Accommodations Bureau in the new press building to be completed in 1962. Recommendations will be made after negotiations are completed.

During the Pre-Fair period the Accommodations Bureau should be open between 9 A.M. and 5 P.M. Between four to six people will be required during the Pre-Fair period.

During the Fair:

Accommodations Bureau: During the Fair the Accommodations Bureau would have an office open to the public in the press building near the Administration Building. Hours of operation will be from 9 A.M. to 9 P.M. Staff will be 10 to 15 people. These people will be employed by the Convention and Visitors Bureau under a resident manager from their regular staff. If the Central Accommodations file is maintained in New York City offices of the Bureau, then a minimum staff would be required at the Fair grounds.



ACCOMMODATIONS

d. Estimated Budget                      1961              1962              1963              1964              1965

Accommodations Bureau

Survey

Personnel

PreFair 6 at

During Fair 12 at

Brochures

500,000 at \$

500,000

Supplies

Furniture

# SYNOPSIS OF AMERICAN EXPRESS PROPOSAL of January 13, 1961

## Work to be done:

1. Start work April 1, 1961 at their headquarters.
2. Conduct survey, directory to be issued early 1963.
3. Process requests for reservations in Pre-Fair period.
4. Advertise the Central Housing and Reservation Bureau.
5. Relocate Bureau to Fair in 1963.
6. Recheck properties listed in directory.
7. Establish reservations units at 3 airports, 2 railroad stations and at the Fair.

## Staff and Costs:

	Personnel <u>Regular</u>	<u>Temporary</u>	<u>Estimated Cost</u>
1961	7	(30 to 40 weeks)	\$143,565
1962	11	-	213,525
1963	17	-	352,715
1964	17	20	403,875
1965	17	20	<u>378,880</u>
			\$1,492,560

## Facts:

Office Hours:	Pre Fair	9 A.M. to 5 P.M.
	During Fair	8 A.M. to 9 P.M.
	At Terminals	8 A.M. to 8 P.M.

Directors:

- 500,000 copies
- 64 pages in English
- 700 listings - 65 words each
- NYC Map
- Fair Map
- Index

The Company agreed that \$1,492,560 would be a maximum or upset figure.

\$493,640 of the total are fixed costs while the remaining \$998,920 would be reimbursed as spent (up to that amount).

3. INFORMATION

a. Scope of Problem

Scope of Problem  
Experience at Past Fairs

b. Preliminary Investigations

Pinkerton  
Greyhound  
New York Telephone Co.  
Construction  
Recommendations

c. Proposed Plan

1. At the Fair

Responsibility  
Information Booths  
Guides - Pinkerton  
Guides - Greyhound  
Personnel Requirements

2. By Telephone

Responsibility  
Tape Recordings  
Operators  
Personnel Requirements

3. Publications

Responsibility  
Guides  
News Releases  
Progress Reports  
Brochures

4. Other

Responsibility  
Billboards  
Trail-blazers  
Highway Signs  
Subway Maps

d. Estimated Budget

INFORMATION

a. Scope of Problem:

The requests for information about a World's Fair come through every media of communication and encompass every conceivable type of question. Booths, information boards, guides and other sources of information are needed throughout the Fair grounds. A telephone answering service is required. Some means of handling the millions of requests by mail is necessary. Publications must be distributed,

Experience at Past Fairs: During the week immediately preceeding and the week just after the opening of the 1939 Fair, telephonic requests for information averaged 100,000 a day and a peak of 10,000. Attendance of up to 500,000 a day at the Fair undoubtedly brought an average of at least one question about information from each one. The Information Department had, at its peak, approximately 300 employees, mostly guides.

The Brussels Fair in 1958, for an attendance of 42,000,000, had a staff of 425 guides, all girls. They each spoke at least two languages.

INFORMATIONb. Preliminary Investigations:

The problem of providing personnel and services to answer requests has been discussed with many of the Fair's contractors and other agencies.

Pinkerton: The contract between the Fair Corporation and the Pinkerton National Detective Agency provides for them to supply information guides on the Fair grounds for the manning of the booths and as guides.

Greyhound: A contract is currently being negotiated with Greyhound for the internal transportation within the Fair grounds. This contract provides that they will supply guides, some of whom will also be drivers, on all tractor-trains and motorized wheel chairs. It is also specific that Greyhound will provide a guide-for-hire service.

New York Telephone Company: Preliminary discussions have been held with the Telephone Company concerning many of the problems of providing Fair information. One proposal discussed would have the Telephone Company undertake to answer telephonic requests either by tape or live, or both, at their regular information centers throughout the City rather than centralize all answering service at the Fair. The possibility of having Telephone Company personnel answer requests for information at the Fair is also under con-

sideration. Another proposal involves the extensive use of telephones around the Fair grounds for information rather than the conventional information booths.

The Telephone Company is currently developing their recommendations concerning the entire field of information services which should be available in the near future.

Construction: Preliminary plans for information booths, information boards, central answering service facilities are being developed by the consultants.

Recommendations: A tentative plan has been developed utilizing to a maximum extent the services of the Fair's contractors, Pinkerton, Greyhound and the Telephone Company.

INFORMATION

c. Proposed Plan:

1. At the Fair:

Responsibility: Information to visitors to the Fair grounds will be supplied by employees of Pinkerton and Greyhound under the jurisdiction of the Operations Division. The preparation of information to be disseminated to the guides will be the responsibility of the Communications Division.

Information Booths: Under the preliminary plan twenty information booths will be located near the Fair entrances and at other strategic locations around the grounds. They will be portable and will be moved to locations that experience dictates. Utility connections required consist of low voltage electric current for lighting the booths.

The information booths will generally be manned seven days a week from 10 A.M. to 10 P.M. except at key locations where longer hours may be required. Pinkerton will supply personnel to man the booths on a two-seven-hour-shifts a day basis. Approximately 80 people will be required.

The balance between booths and telephones will be adjusted as experience dictates.

Information Boards: A series of information boards will be erected at strategic points within the Fair grounds and in the parking lots adjacent to the Fair entrances. These boards will contain a map of the grounds showing the points of interest and will display a calendar of the day's special activities.

It is estimated that there will be 30 to 40 of these information boards.

A plan for their location is being developed by the consultants.

Guards - Pinkerton: There will be a number of roving guides within the Fair grounds to answer general questions and to act as guides for guests of the Fair Corporation. As far as possible these guides will be bilingual and will serve as interpreters as the occasion arises. The guides will be employees of Pinkerton. Approximately 75 such guides will be hired with a maximum shift of about 25 guides.



Guides - Greyhound: There will be Greyhound guides, some of whom will also be drivers, on all the tractor-trains and the motorized wheel-chairs. These guides will be able to give a running commentary as the vehicles travel through the Fair grounds. Approximately 100 will be required.

A number of guides-for-hire by the Fair patrons will be available. These guides will also be employees of Greyhound. It is estimated that there will be 50 guides-for-hire.

Personnel Requirements: All of the guides and information booth personnel will be employees of Greyhound or Pinkerton. There will be no guides employed directly by the Fair Corporation. The guides will be outfitted in the official Fair Guide uniform. The uniforms in the Fair colors - blue with orange trim and accessories, will be supplied by the contractors after approval of the design by the Fair Corporation.

All personnel supplying information to the public will be given a thorough two-week orientation and training course based on an information manual prepared by the Communications Division. This manual

will be kept up to date with daily, weekly supplements listing special events and any changes in basic information.

In summary, the following is the presently planned guide and information staff:

Pinkerton:

Information Booths	80
Special Information Guides	75

Greyhound:

Motorized Vehicle Guides	100
Guides for hire	50

The size of the staff is subject to change as more detailed plans are developed and as experience dictates.

2. By Telephone:

Responsibility: For the dissemination of general information to the public by telephone, the present plan is to utilize the services of the New York Telephone Company under the jurisdiction of the Communications Division.

Tape Recording: It is planned to have special telephone numbers which the public can call for information. General information can be placed on tape recordings which will be changed several times a day. Simultaneous calls can be tied into the same recording message.

Operators: During 1963 it may be necessary to have several operators on duty from 8 A.M. to 6 P.M. daily to answer questions. During the Pre-Fair period in 1964, and during the time between Fair seasons, 10 operators will be on duty from 7 A.M. to 9 P.M. During the operating seasons it is planned to have at least 10 operators on duty from 7 A.M. to midnight with up to 15 additional operators available during peak calling periods. Ten to fifteen trunk lines will be necessary for information calls.

The telephone answering service can supply information through the 10 to 15 regular central Telephone Company information offices throughout the City or space can be provided in the Press Building to be erected in 1962.

Personnel Requirements: Under the proposed plan all of the operators and tape recording personnel would be employees of the New York Telephone Company. The operators would be orientated by the Telephone Company.

Augmentation for peaks required will be by the Telephone Company from its regular staff.

Publications:

Responsibility: The preparation, editing, and publications of all printed materials, films, visual displays etc. will be the responsibility of the Communications Division. They will maintain a Speaker's Bureau to fill requests for talks and exhibits. Licensing matters will be handled through Martin Stone.

Guide Books: There is a requirement for official Fair guide books. These will be published under licensing arrangements to be negotiated by Martin Stone. It is not anticipated that the Fair Corporation would publish its own guides.

The principle guide will be a pocket-size publication with complete Fair information which will be given world-wide distribution prior to the opening of the Fair. No publication date has been established but this guide should be available early in 1963.

Secondly, there will be a World's Fair souvenir book containing pictures and text on the Fair for distribution principally on the Fair ground. This book will be published in the spring of 1964 under a licensing arrangement.

News Releases: In order to spread the story of the Fair to a nationwide and worldwide audience a continuous flow of news releases will be prepared by William J. Donoghue Associates under the supervision of the Communications Division. Photographs will be distributed around

the country and the world through the facilities of United Press International. Special sections will be prepared for inclusion in the newspapers throughout the world.

Progress Reports: In order to apprise public officials, exhibitors and other interested parties of the progress of the activities of the Fair, the Fair Corporation issues a detailed Progress Report every four months. The second report will be issued on May 8th, 1961. These reports, prepared by Richard C. Guthridge, contain information as to the construction, financing, space-rental, and operational activities of the Fair Corporation during the period. Approximately 10,000 copies are printed. They are distributed to exhibitors, both foreign and domestic, the United States Congress, newspapers and others requiring detailed information about the Fair.

Brochures: A major source of information for the general public will be the various brochures, folders, reprints, etc., which will be printed from time to time. The requests for literature about the Fair have already begun to increase to a substantial volume. In April two brochures have been published: 25,000 copies of a pamphlet outlining the economic benefits of the Fair to the City of New

York and 100,000 copies of a full-color information brochure which describes the Fair in broad terms.

Brochures will be updated periodically. They will be distributed through the mail, travel bureaus, auto clubs, conventions etc.

Leaflets will be prepared for various companies for inclusion with their monthly billings and other mailings. Proposed quantities and scheduling for these brochures are presently being studied by the communications division. It is proposed that the Corporation retain a mailing firm to service requests for information from the general public.

4. Other Forms:

Responsibility: It will be the function of the Communications Division <sup>Printed</sup> to develop the form and contents of other forms of informational programs to encourage people to come to the Fair.

Trail Blazers: A distinctive trail blazer marker is being developed for placing along the highways in the Metropolitan area to show the way to the Fair.

The Trail Blazer will have the symbol in Fair colors and an arrow pointing to the correct route. A plan for the location of these trail blazers will be developed by the Engineering Division of the Fair and the New York City Department of Traffic. It is estimated that approximately 2,000 trail blazers will be installed.

Highway Signs: Directional signs to the Fair will be installed on all of the parkways and expressways adjacent to the Fair grounds. Plans for the signs will be developed jointly by the State Department of Public Works, appropriate City agencies and the Engineering Division.

Subway Maps: A plan is being developed whereby the locations of the Fair is prominently displayed on the subway maps placed in each subway car and station. Small printed subway maps showing access to the Fair will also be published by several banks, etc.

INFORMATION

d. <u>Estimated Budget</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>
Pinkerton					
Guides					
Uniforms					
Supplies					
Greyhound					
Guides					
Uniforms					
Supplies					
Booths					
New York Telephone Co.					
Tape Recording facilities					
Operators					
Guides Books (concession)					
News Releases					
Progress Reports	75,000	75,000	75,000	75,000	75,000
Brochures, Leaflets etc.					
Information Boards					
Trail Blazers					
Highway Signs (no cost to Fair)					
Subway Maps (no cost to Fair)					



4. SPECIAL EVENTS - General

a. Scope of Problem

Past Experience  
Ceremonial Demand

b. Proposed Plan

Special Events Bureau

Responsibility  
Personnel Requirements

Operations

Responsibility  
Physical Plans  
Personnel Requirements

SPECIAL EVENTS - ARTS AND SPORTS

Coordinator of the Arts

Responsibility  
Joint Programs  
Personnel Requirements  
Recommendations

c. Estimated Budget

SPECIAL EVENTSa. Scope of Problem:

A major activity of the Fair Corporation during the Fair months will be the planning and programming of the various ceremonies involving distinguished visitors. In past Fairs these special events have been an almost daily occurrence. At the 1939-40 Fair there were 52 national days, 24 state days, and 21 formal opening programs. Usually 50 to 60 people were involved in the official party for a distinguished visitor. A special department of ceremonies handled the arrangements and planning for these events.

It is planned to try to restrict official sponsorship of special events and receptions at the 1964-1965 Fair to those which are important and required. The majority of special events will be sponsored by others but a control by scheduling will be a necessary function of the Fair Corporation. The coordination of the activities involving special ceremonies and distinguished visitors will be vested in a Special Events Bureau under the supervision of the Communications Division.

Ceremonial Demands: <sup>potential</sup> The/ceremonial demand in the Fair, while not all inclusive, could be as listed:

United States Government Visits

President  
Vice President  
Cabinet Members  
Congressmen (including Committees)  
Other high U.S. dignitaries

United States National Holidays, etc.

Decoration Day  
Flag Day  
4th of July  
Labor Day  
Columbus Day

New York City and State Demand

Mayor's official visit  
Governor's official visit  
Other officials

State official days and visits -if exhibiting

State Days  
Governor's visits  
Other officials

Foreign official visits and Days

National Days -if exhibiting  
Chief of State  
Political Chief of State  
Others of high official rank  
Goodwill groups

Other Groups

Opening of Exhibits  
Chamber of Commerce  
Rotary-President & City groups  
Kiwanis, Lions, Elks etc.  
American Legion  
VFW  
DAR  
Other patriotic and civic groups  
Industrial groups  
College Groups  
High School Groups  
Scouts  
Odds and Ends

SPECIAL EVENTSb. Proposed Plan

Scope: The Fair should sponsor the ceremonies for opening day each year and the final closing ceremonies.

The Fair should co-sponsor with the U. S. Commissioner the visits of the President, the Vice President and Fourth of July ceremonies.

The Fair should host one major event - a reception or dinner - for:

Heads of State ( if exhibiting )  
Governor of New York State  
Mayor of New York City.

Except in special circumstances, sponsorship of other events will be the responsibility of the group involved. The Fair's functions and method of implementation are:

1. The Industrial and International divisions are responsible for initial contact arrangements with the Fair by ~~visitors~~ <sup>dignitaries</sup> and groups and will develop the program for each visiting dignitary. They will provide a liaison man for protocol requirements, etc.
2. The Communications Division will be the coordinating agency. They will keep a schedule of events to assure that there will not be any conflicting events. They will make arrangements for the necessary publicity, <sup>invitations</sup> flags and special activities. They will notify Operations well in advance of the physical arrangements.

3. The Operations Division will handle all of the physical arrangements within the Fair as well as the transportation to and from the Fair when necessary. They will provide all of the necessary guides through Pinkerton.

Special Events Bureau: This bureau would be the coordinating agency for the following:

- Calendar of Special Events
- Physical Arrangements
- Transportation of Guests
- Entertainment
- Accommodations ( when necessary )
- Information

In most cases the actual arrangements will be accomplished by other divisions <sup>of</sup> ~~which are within~~ the Corporation with coordination only as a responsibility of the Special Events Bureau.

The code of the Fair Corporation's reception would depend on the level of the visitor or group of visitors. It is agreed that the Industrial and International divisions would each have their protocol officer to decide on the type of arrangements to be made in each case. They will be responsible for the initial contact arrangements for most <sup>dignitaries</sup> ~~visitors~~ and will develop a program for each visiting dignitary. Each of the divisions will also keep a record of the people contacted by visiting groups in foreign countries and states to assure that they are reciprocally treated when they come to the Fair.

Entertainment, if any, of VIPs will normally be arranged directly by the Industrial and International Divisions. They will notify the Special Events Bureau of the proposed program to assure that it can be fitted in the Fair's schedule. They will indicate the scope of publicity and jointly with Communications arrange for production.

The Special Events Bureau will maintain a calendar of events and will assign priority to various ceremonies. They will notify the Operations Division as to the schedule of the event, the number of people attending and the type of arrangements required.

In general, the Fair will act as advisor in the field of accommodations. We will provide transportation for distinguished visitors on the level of ambassadors, governors, congressmen and representatives of foreign governments. As a general rule, visiting dignitaries will not visit the Administration Building but will enter the Fairgrounds through the Administration Gate and proceed directly to the site of the affair. Official receptions, banquets, etc. are expected to be held in the Restaurant to be erected to the east of the Amphitheatre on Meadow Lake.

Invitations to special events, banquets, etc. will be issued by the Special Events Bureau from lists submitted by the sponsoring division i. e. Executive, Industrial, International, Operations etc. Communications will develop lists of invitees for various types of functions to assure inclusion of local officials and dignitaries.

Operations: The detailed plans for each function will be given to Operations by the Special Events Bureau after they are fully developed. They will provide the physical requirements for the event. They will provide the necessary flags, chairs, loudspeaking system, interpreters, transportation, catering, bands, flowers, color guards, and security precautions.

The following is the estimated requirements of the Operations

Division:

3 sets of Flags of all Nations  
15,000 folding chairs  
6 lecterns  
10 speakers platforms  
15 microphones  
50 loudspeakers  
10 spotlights  
Reception Hall

Personnel required:

Allied  
Pinkerton  
Fair Corporation

Coordinator of the Arts: Joint programs with art institutions around the City will be the responsibility of the Coordinator of the Arts under Operations.

A "Memorandum of Understanding" has been signed with the Lincoln Center for the Performing Arts. The Philharmonic Hall will be available in 1964. It is hoped that the New York State Theatre and the Repertory Theatre will also be ready in 1964 and it now appears that the Metropolitan Opera may not be available until the 1965 season.

It is expected that the Fair will get full cooperation from almost all of the museums and cultural institutions of the city and that those that are able to do so will establish first class coordinated programs and exhibits for the summers of 1964 and 1965. Institutions contacted to date and their contemplated programs are as follows:

Metropolitan Museum: Forty or more galleries will be air conditioned for the first time. They will have the reconstructed 16th Century Spanish Patio from Velez Blanco ready; and it is hoped that a great private collection, never before shown to the public, will be exhibited.

Museum of Modern Art: The museum will open its new multimillion dollar wing during the first year of the Fair. It will provide an additional 31,000 square feet of space, giving space to more than 900 works of art owned by the Museum now in storage.

Whitney Museum of American Art: They will present a loan exhibition of American Art called "Between the Fairs: Landmarks of American Art, 1939-1964"

New York Historical Society: They will have a special exhibit built around previous American Expositions, the theatre and old-time spectacles.



New York Zoological Society: Dr. Tee-Van and his assistant, Mr. Conway, most enthusiastic - hope to have new Aquatic Bird House and, at Coney Island, a new home for whales, ready by Fair time.

Frick Gallery: This is a permanent, unchanging, exhibit but will make special effort for us not to close during August - this needs approval of their Board of Directors.

New York Botanical Garden: will exhibit in its own home. Looking forward to publicizing, among other things, the "Nation's largest display greenhouse"!

Brooklyn Botanic Garden: will cooperate to fullest within its limited means.

Thinking of special Bonsai exhibit - this is a unique form of Japanese horticulture which produces dwarf, decorative trees.

Sports Events: The Sports program for the Fair will be under the direction of the Sports Consultant under Operations. It will be a true World's Fair of Sports.

The Stadium will be completed before the Fair opens in 1964. The Fair is working on world wide sports participation in 1964 and 1965, at the stadium and other local arenas. An important possibility is the Olympic tryouts in 1964 as well as some post-Olympic events with international participation.

In addition to specialized sports, it is hoped to have sports events for visitors to the Fair and to display competitive games popular all over the world. Sports will be shown which are little known outside the areas where they have been developed.

SPECIAL EVENTS

	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>
c. <u>Estimated Budget</u>					
Special Events Bureau					
Personnel					
Operations					
Personnel					
Supplies					
Transportation					
Caterers					
Arts Programs					
Personnel					
Displays					
Sports Programs					
Personnel					
Accommodations					
Stadium Rental					
Equipment					
Supplies					

5. Transportation

a. Scope of Problem

Experience at past Fairs  
Attendance Estimates  
Availability

b. Preliminary Investigation

Railroad  
Subway  
Buses (local)  
Charter Buses  
Taxis  
Boat  
Airplane  
Automobile

c. Proposed Plan

Responsibility  
Publications  
Coordination  
Personnel Requirements

d. Estimated Budget

TRANSPORTATIONa. Scope of Problem

Experience at past Fairs: At the 1939-1940 the methods of transportation used by the Fair visitors were approximately as follows:

	<u>Estimated 1939 Attend. Distribution</u>	<u>% of Total</u>
IRT Subway	8,100,000	31%
LIRR	7,800,000	30
IND Subway	2,100,000	8
Buses, Taxis	2,800,000	11
Automobile	<u>5,200,000</u>	<u>20</u>
	26,000,000	100%

Since the 1939-40 Fair there has been a decided trend toward travel by automobile, ~~so the biggest increase in transportation is automobile travel.~~

Attendance Estimates: As developed by the Fair Corporation's revenue engineers the expected means of access to the 1964-1965 Fair is as follows:

	<u>Estimated 1964 Attendance Distribution</u>	<u>% of Total</u>
IRT Subway	12,500,000	31%
LIRR	8,000,000	20
Buses, Taxis	7,500,000	19
Automobiles	<u>12,000,000</u>	<u>30</u>
	40,000,000	100%

Availability: The IRT subway station built for the 1939-40 Fair still exists. The overpass into the Fairgrounds is being rebuilt. The LIRR is building a new station connecting directly with the overpass. The IND Subway spur is not being built into the Fairgrounds due to its prohibitive cost. An outside firm is studying the possibility of a monorail along this route. Shuttle buses will bring IND subway passengers <sup>to the Fair</sup> from the Continental Avenue station.

TRANSPORTATIONb. Preliminary Investigations

Railroad: The LIRR is building a new six-track station adjacent to the overpass between the IRT subway and the Fairgrounds. The platforms will have direct connection to the overpass.

A shuttle service will be maintained between Pennsylvania Station and the Fair. Headways will be determined by the demand. They may be as often as only two to three minutes apart. *max capacity*      *it*  
The LIRR expects to charge 50¢ each way with the fares collected through turnstiles.

In addition many of the Port Washington trains will make a regular stop at the World's Fair Station bringing passengers from both directions.

The Railroad is also studying the possibility of excursion trains from eastern Long Island on weekends with fares about half of the normal single trip fares. The LIRR will actively promote use of the railroad to the Fair through advertising, pamphlets, etc.

Subway: IRT subway trains will run directly to the Willets Point Station. The Transit Authority is purchasing 80 new cars to increase the capacity of this line. The IND and BMT subways will take passengers to the Forest Hills (Continental Avenue) station where passengers will travel to the Fair by shuttle bus.

Buses (Local) The regular bus service in the vicinity of the Fair grounds will be maintained. Indications are that new bus routes will not be authorized for the Fair.

Charter Buses: Questionnaires have been sent to all chartered bus companies from Boston to Washington D. C. It is expected that there will be up to 2,000 chartered buses a day operating to and from the Fair.

The chartered buses will use the 111th Street bus terminal. Two parking areas with \_\_\_\_\_ spaces are being provided. The Port of New York Authority is working closely with the charter bus lines.

Taxis: Taxi stands and waiting lines have been developed for 111th Street adjacent to the Bus Terminal. A new plan is also being developed for the Rodman Street area.

Boat: Operators of Excursion Boats in the New York area have been canvassed and they are of the opinion that there is not a need for regular boat service to the Fair. They do expect to make chartered runs to the Fair. There is a good possibility this situation will change and some sort of regular boat service will be provided. The Fair Corporation is presently negotiating with an operator of Hydrofoil boats for an exclusive franchise to land this type of boat at the Flushing Meadow Marina.



Rate schedules have not yet been worked out.

Airplane: The Port Authority is investigating the possibility of special air service to the extent that the capacity of the local airports permit.

Combination trips from Europe and other points to the Fair will be ~~worked out~~ <sup>developed</sup>. The Cost will be all inclusive, i. e. transportation lodging, Fair admission, etc. Air France, Pan American, Lufthansa and other international airlines are being canvassed.

Automobile: The Fair Corporation is building approximately 20,000 parking spaces for visitors automobiles: Nine thousand spaces around Meadow Lake; three thousand along Roosevelt Avenue and eight thousand at Flushing Airport. The parking fee will be \$1.00 for all vehicles. Exhibitor and Fair Corporation contractors and employees will be required to pay the regular parking fee.

Additional spaces will be available around the Stadium at times when there are no ball games.

Shuttle bus service will be provided from the more distant parking lots to the Fair entrance gates. The present plan is to provide this service free of charge.

TRANSPORTATIONc. Proposed Plan

Responsibility - Contact with transportation companies is the responsibility of the Operations Division. Contact with airlines and certain other agencies will be <sup>by</sup> ~~through~~ the Port of New York Authority. Promotional material and ideas will be developed by the Communications Division.

Coordination: - A representative of the Operations Division will be the coordinator of activities having to do with transportation to and from the Fair and for long distance travel.

Each of the airlines, railroads, steamship companies and bus companies will be contacted periodically and urged to develop plans promoting travel to the Fair. In certain instances promotional ideas will be developed by the Public Relations consultants.

Continual contact will be maintained with local transportation agencies to assure that sufficient capacity is provided to handle the people who want to visit the Fair

Publications: - The Communications Division will prepare a special brochure showing in detail the means of access to the Fair grounds. This brochure will be published in 1963.

Information leaflets will be prepared and supplied to the various travel agencies, airlines, steamship companies, auto clubs for distribution to their clients promoting the Fair. These leaflets will be prepared for distribution starting in 1962. Informational displays will be set up in various terminals promoting travel to the Fair. Travelers

Aid and regular information booth personnel will be supplied.

Personnel Requirements: The Operations Division will have one person assigned to coordinate activities with transportation agencies. Other work in connection with transportation will be handled by the Port Authority and Communications as part of their regular activities.

TRANSPORTATION

d.	<u>Estimated Budget</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>	<u>1965</u>
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Personnel

Operation 1 (part-time)

Publications

Brochures

Leaflets

Displays at Terminals

MRP/ew