

BASEL GENEVA ZÜRICH

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BETTER WATER – BEST URBAN LIFE

FINAL REPORT

WORLD EXPO 2010 SHANGHAI



Final Report

WORLD EXPO 2010 SHANGHAI
CITIES PAVILION

“BETTER WATER – BEST URBAN LIFE”

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The World Expo has developed into one of the most important platforms for sharing past experiences and exchanging innovative ideas and visions of the future.



A WORD FROM THE BOARD

The World Expo 2010 in Shanghai has gone down in history. Bigger than ever before, the 2010 Expo smashed the previous visitor record and set a new standard for the years to come. It also launched a new idea – the Urban Best Practices Area (UBPA). For the first time, this gave cities the opportunity to appear at the international fair and tell the world something about themselves. Given the growing significance of cities in today's world, this was an important new step.

Cities from all over the world jumped at the chance. The UBPA gave visitors from China and elsewhere valuable insight into pioneering sustainable urban development projects in Europe and the rest of the world. Although the UBPA lay on the opposite bank of the Huangpu River to the main site where the national pavilions were, our Cities Pavilion received over 2.2 million visitors – a figure just below that of the Swiss Pavilion.

Our “Better Water – Best Urban Life” pavilion in Shanghai also represented a milestone for Switzerland as a whole. For the first time, the country's three largest cities overcame their linguistic and cultural differences, setting aside the oft-asserted rivalry between Basel and Zürich, to launch a large-scale joint project and bring it to a successful conclusion together. The Basel, Geneva and Zürich teams cooperated creatively, harmoniously and effectively. The culmination of this successful partnership was undoubtedly the Cities Day, which took place on 29 May 2010 in Shanghai. All those involved in the project attended, as did many media representatives.

What conclusions can we draw from the event? The pavilion in Shanghai was certainly a success. The three cities took full advantage of this unique opportunity to foster contacts and to tell the world about themselves and what they have been doing. The Cities Pavilion was an important complement to the Swiss Pavilion, which focused mainly on the country's stunning countryside and tourism industry, as it contributed greatly to establishing a new, more urban image of Switzerland abroad. The experience has also brought the three cities closer together, making other joint projects a distinct possibility for the future.

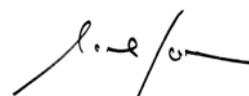
We would like to take this opportunity to thank all our sponsors and partners for their support. With your help we were able to keep the financial burden on the three cities within reasonable limits.



Corine Mauch
Mayor of Zürich



Guy Morin
President of the Executive Council
of the Canton of Basel-Stadt



Manuel Tornare
Member of Geneva City Council

1. INTRODUCTION

THE WORLD EXPO



World Expos, or World's Fairs, function rather like a gallery of human inspiration and thought. They constitute platforms for discussing and confronting the challenges that face global society.

Hosted in London's Hyde Park back in 1851, the first World's Fair was a showcase of industrial and manufacturing achievement that had something of the character of a large village fête. At that time, the exhibitors were all housed under one roof. Later, after the Paris Exposition in 1867, it became customary for the participating nations and institutions to present their cultural and technical achievements, new products and inventions in their own national pavilion.

The focus of the international fairs has changed over the years. Nowadays they tend to address global issues and consider solutions to the prob-

lems we face in the future. A mutual exchange of information and possible solutions in the fields of technology, research, economics, communication, culture and entertainment lies at the heart of every fair. The World Expo has developed into one of the most important platforms for sharing past experiences and exchanging innovative ideas and visions of the future.

The Bureau International des Expositions (BIE) in Paris is the umbrella organisation responsible for organising the World Expos and selecting their hosts and participants.

World Expos function rather like a gallery of human inspiration and thought. They constitute platforms for discussing and confronting the challenges that face global society.



Over 19 million people live in Shanghai, making it one of the ten most populous cities in the world. Although less than a century ago it was still a sleepy fishing town.



CHINA – SHANGHAI

With 1.3 billion inhabitants, the People's Republic of China is the most populous country in the world. At 9.6 million square kilometres, it is the third biggest country in terms of land area. Although China still counts as an emerging market, it actually ranks fourth among the world's economies.

Themes like urbanisation, centralisation and internationalisation have featured prominently in China's eventful history. And although only around 36 percent of China's population lives in cities (a figure well below the UN's estimated global average of 55 percent), the country has more than 170 cities that are home to over a million people, and seven cities with over 10 million inhabitants each.

Over 19 million people live in Shanghai, making it one of the ten most populous cities in the world. Although the "city over the sea" (the literal translation of Shanghai) is now a national trailblazer and the country's most important industrial centre, less than a century ago it was still a sleepy fishing town. Today its harbour is the world's second biggest container port. It is also China's most important centre of culture and education alongside Beijing, boasting numerous universities, colleges, research institutes, theatres and museums.

Shanghai's infrastructure was thoroughly overhauled to cope with the rush of visitors to the World Expo 2010. This included connecting the Expo grounds to utilities and transportation links as well as dramatically expanding the city's public transportation – for example by constructing new underground lines and stations - and road networks. New hotels were built and existing ones were renovated; trees were planted and green areas laid out. Authorities added English lettering to signage across the city and issued rules of conduct to the local population. All these efforts aimed to serve a single goal: to show the city to the world from its best side. The heavy investment in Shanghai's infrastructure – official figures suggest it may have totalled over CHF 50 billion – are likely to pay off, driving development in the city and further enhancing its appeal.

WORLD EXPO 2010 SHANGHAI / URBAN BEST PRACTICES AREA



As mentioned above, the majority of the world's people live in cities and urban areas today, and the numbers are increasing. The UN predicts that 40 years from now over 75 percent of the global population will live in urban areas. For this reason, the organisers of the World Expo 2010 chose the theme "Better City – Better Life" in order to focus on urban quality of life and to encourage people to come up with ideas and approaches for how this can be improved and propose solutions to the challenges facing cities in the future. This is of particular relevance to China, given its large number of cities with over a million inhabitants – but is also an issue affecting the whole world since we are witnessing a general flight from the land to urban centres everywhere.

The World Expo 2010 was held from 1 May to 31 October on a former industrial site totalling 5.3 square kilometres on both sides of the Huangpu River near Shanghai's city centre. Visitors to the

Expo Park had the opportunity to visit 247 pavilions erected by various countries, cities, regions, international organisations and companies, and could also stroll around the riverside site and enjoy the view over the water, the Bund Promenade and the district of Pudong.

The Mayor of Shanghai was delighted at the opportunities the World Expo presented to the Chinese people. "One of our main goals for the World Expo in 2010 is to bring the world to Shanghai, to bring it closer to our people, as only very few Chinese are able to travel around the world." On top of that, Shanghai had the chance to showcase its diversity, its appeal as a city and the results of its efforts to promote sustainable environmentally-friendly development. The Expo represented a unique occasion for Shanghai to present itself as a leading global city – both directly to Expo visitors from all over the world, and indirectly via the international media – over the course of six months.



The organisers counted over 73 million visitors over the entire period of the Expo, exceeding their goal of 70 million. The Expo in 2010 was the biggest ever, both in terms of the size of the grounds and in regard to the number of exhibitors and visitors. As expected, most of the visitors were Chinese keen to experience the world from within the confines of their own country.

THE URBAN BEST PRACTICES AREA (UBPA)

Since the theme of urbanisation was so important at this Expo and since many of the problems facing the world today are issues that have to be dealt with by city governments, the organisers in Shanghai invited cities to participate alongside the different countries for the first time in Expo history. The organisers thus created an entirely new area, the “Urban Best Practices Area” (UBPA). This gave a limited number of specially selected cities the opportunity to present their exemplary programs and projects that aim to find

sustainable solutions to urban challenges. The organisers intended this area to show visitors, particularly those from cities in China and other East Asian countries, some possible approaches to how such sustainable solutions might be achieved. Of the over 100 applications submitted, the organisers chose 56 projects focusing on the quality of urban life, which were presented on an area of around 15 hectares.

The economic powerhouse that is China has taken on increasing significance for Switzerland and its three biggest cities.



2. HOW THE PROJECT CAME ABOUT

CITIES PAVILION BASEL GENEVA ZÜRICH

The economic powerhouse that is China has taken on increasing significance for Switzerland and its three biggest cities. Zürich has been twinned with Kunming since 1982, and Basel with Shanghai since 2007. The governments of the two Swiss cities were therefore keen to respond to the Expo organisers' invitation to apply for participation in Expo 2010.

Initially, Basel and Zürich submitted two entirely separate applications. However, discussions with the Expo organisers at an informational event in autumn 2007 revealed that it did not make sense for multiple cities from a small country like Switzerland to make individual applications. On the initiative of Geneva, which had a seat on the UBPA international steering committee, the three Swiss cities decided in December 2007 to apply together – assuming their parliaments agreed. All three cities were eager to be part of this historic event, and joining forces seemed to be the best way to achieve this; going it alone would have proved far too costly. The cities chose “water” as their common theme.

The three cities then initiated an invitation procedure for the project's content and design. The winning proposals were submitted by the firms ecos (content) and Stauffenegger + Stutz (pavilion design), both of which are based in Basel. Thus the three cities were able to submit their joint

application by late January 2008 – in good time to meet the deadline. In March of the same year they received confirmation that their bid had been chosen as one of the best projects by the UBPA international selection committee, meaning that concrete planning could begin. In June 2008 a delegation with representatives from the three cities travelled to Shanghai for the first time to gain an impression of the conditions on site and select a location for the pavilion. Because the Swiss project had been initiated at an early stage and had rated as one of the top submissions, the delegation was able to secure a plot with a very central location – and one of the largest, besides – for the pavilion during negotiations.

BETTER WATER – BEST URBAN LIFE: A COMMON THEME

Numerous studies have revealed Basel, Geneva and Zürich as among the cities with the best quality of life in the world, a fact that has a lot to do with their appealing location on clean and clear bodies of water. Water has countless practical applications in our towns and cities, both domestic and industrial, being used for drinking, cooking, waste disposal, cooling, cleaning, transportation and energy generation.

Yet Swiss water remains unusually clean and pure, despite the fact that it is so heavily utilised. Most people are more than happy to drink the water from the cities' taps and many public water fountains and to bathe in our lakes and rivers, whose cleanliness contributes greatly to our cities' general appeal and quality of life. This clean water supply is taken for granted by the population of the three cities today, yet it wasn't always that way. It was only through careful, sustainable water management and the cooperation of the entire population that such high quality could be achieved, and this is the only way to ensure such impressive standards in the future.

In collaboration with the exhibition designers, the three cities thus selected the slogan "Better Water – Best Urban Life" for their pavilion, focusing on the interrelationship between investment in sustainable water management and urban quality of life. The pavilion would have three main themes:

- 1)** Clean water is a significant determinant of quality of life in cities.
- 2)** It is possible to revive polluted bodies of water within a relatively short period of time (30 to 40 years).
- 3)** The institutions concerned can make processes much simpler by consistently informing all stakeholders and getting them involved.

With their pavilion, Basel, Geneva and Zürich aimed to present three best-practice examples of how once-polluted bodies of water could be revived. They wanted to communicate the following messages:

- 1)** Successful water management demands the support and participation of all users as well as corresponding investments.
- 2)** Improvements must be fostered and continually furthered.
- 3)** Investing in clean water is worth the cost.



With their pavilion, Basel, Geneva and Zürich aimed to present three best-practice examples of how once-polluted bodies of water could be revived.

3. PROJECT ORGANISATION

THE THREE CITIES' COLLABORATION



The application to participate in the 2010 World Expo marked the first time that Switzerland's three largest cities had ever attempted a collaboration of this kind – one that presented the three of them as a group to both the Swiss and international public. The cities' goal was to present themselves in a positive light to a broad global audience and improve their profile in the face of increased global competition.

The advantages of a joint Expo appearance are obvious. The collaboration allowed the cities to combine their financial and human resources, enabling a more effective presentation and greater potential resonance. The joint project also represented a great opportunity to strengthen mutual understanding and collaboration within Switzerland.

THE ASSOCIATION

The three cities wanted the project to be as collaborative, effective and efficient as possible, so they founded a joint, legally independent association to organise and implement the project. Called “World Expo 2010 Shanghai – Basel Geneva Zürich”, the association was modelled after Art. 60 ff. of the Swiss Civil Code, and its stated purpose was to plan, finance and execute a joint appearance at the World Expo 2010 in Shanghai.

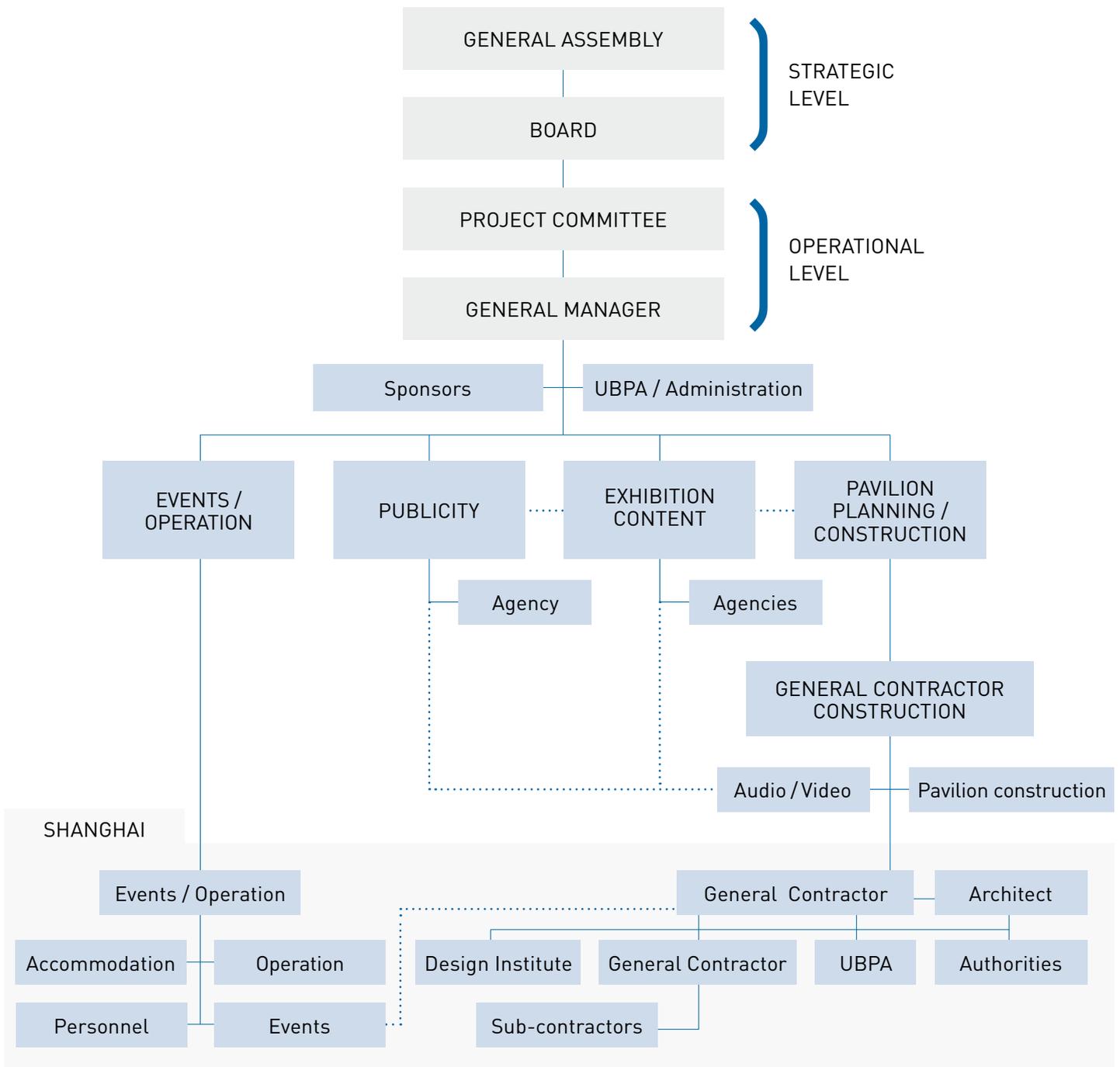
The association’s members were the Canton of Basel-Stadt and the cities Geneva and Zürich. The board was made up of the mayors of Basel, Geneva and Zürich. Together they managed the strategic and political aspects of the project, taking into account the relevant statutes and organisational regulations. The board members were also in charge of incorporating and supporting the project in their respective executive, parliamentary and administrative bodies. The association’s steering committee moved from city to city so that each one held the chair and the vice chair for one year.

Operational management and project implementation were handled by a project committee and delegated to a general manager hired specifically for the project.

The six-person project committee was in charge of and responsible for the implementation of political and strategic decisions and for monitoring the general management. The committee included two representatives from each city. It actively participated in all creative processes, such as deciding the content and design of the pavilion and defining the event concept. In addition, it promised to take on operational responsibilities amounting to 20 percent of the workload for each subproject. Each city acted as a first-contact coordinating location, with Basel handling publicity, Geneva answering HR and business questions, and Zürich handling legal issues and events.

The general manager oversaw the association’s operational, administrative and financial transactions, represented the association during transactions with third parties and was in charge of overall project management. Thus his job also included coordinating the three cities and all other participating locations as well as preparing all the operational processes for the Expo appearance to ensure the smooth execution of pavilion management onsite.

ORGANISATIONAL CHART



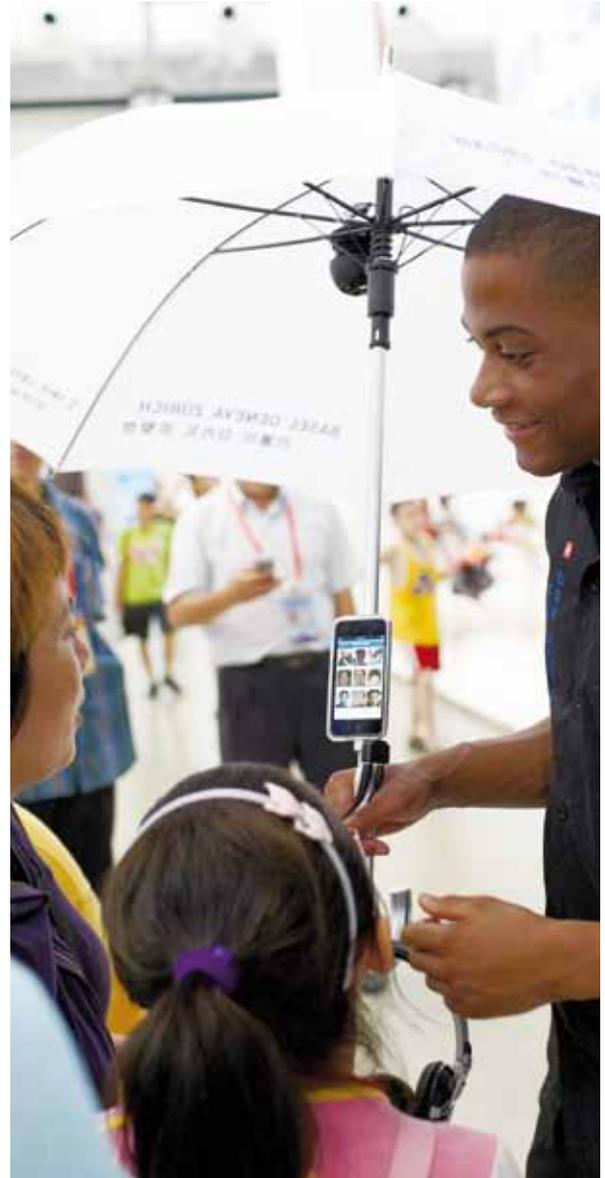
GOALS

The board defined the following goals for the cities' appearance at the Expo in Shanghai:

The primary goal was to offer visitors to the pavilion both information and entertainment at all levels of the experience. The board also wanted to provide space for the transfer of specialist knowledge, in accordance with the requirements of the Urban Best Practices Area and the "Better Water – Best Urban Life" project. The general public, specialists and delegations from other cities were to be given the opportunity to benefit from the three cities' experiences. The intention here was to generate an exchange of ideas at the economic, scientific, technological and cultural level.

Another important goal was to present the three cities to the Chinese public from their best sides, to increase awareness of Basel, Geneva and Zürich as appealing destinations, and to strengthen their network of contacts in Asia. Expo 2010 in Shanghai gave the cities a unique stage to present themselves as innovative locations in the global marketplace.

The goals were summarised in one sentence: By participating in the World Expo 2010, Basel, Geneva and Zürich will be able to ensure their presence on the global stage, to share their experiences, and to portray themselves as responsible, cosmopolitan cities that can make a positive contribution to solving global problems.



4. EXHIBITION CONTENT



The cities worked with the Basel-based firm ecos to create and realise the pavilion's concept and design. As described above, the firm's brief was to create a pavilion to present the individual approaches the cities had taken to revive bodies of water that were once polluted, and to illustrate, with a series of appealing images, the direct link between good water quality and high quality of life in cities.

The pavilion was to impart the following central messages:

- Clean water is a significant factor in determining quality of life in cities.
- It is possible to revive polluted bodies of water within a relatively short period of time (30 to 40 years).
- Successful water management demands the support and participation of all users, as well as corresponding investments.
- Improvements must be consistently sought, realised and maintained.
- Investing in clean water is worth the cost.

PANORAMIC FILM



These central messages were illustrated in original film sequences from all three cities, as authentic documents of the quality of life in Basel, Geneva and Zürich.

The eight-minute 360° composition, shot by well-known Swiss director and filmmaker Jürg Egli using a special new technique, was projected onto a panoramic screen almost four metres high. Viewers were thus able to experience, in just a few minutes, a whole day by the water in Basel, Geneva and Zürich.

The film was accompanied by soundscape especially composed and produced by Christian Zehnder and his team. Each city was given its own harmonious composition of voices, birdsong, the various noises water makes and other sounds. A sophisticated speaker system was installed to ensure these magnificent compositions, which were produced with the support of the SUIISA Foundation, were suitably conveyed.

BEST-PRACTICE EXAMPLES FROM THE THREE CITIES



The pavilion featured touchscreens showing three best-practice examples for how to revive once-polluted waters. Visitors could use the screens to view five interactive short films, which they could select individually, and thus gain insight into the

exemplary ways the three cities have tackled water management. The firm Geonex produced the “city magazine” films for Basel and Zürich, while Cap imagGE created Geneva’s film.

BASEL: The Rhine – a best-practice example of how to manage a wide range of different water usages.

The Rhine flows through Basel. The proud river has shaped the city’s development throughout history and further heightened quality of life here. The various water needs concentrated along the city’s three kilometres of river can all be satisfied in a sustainable manner, and generally without any conflict of interests. The Rhine is a natural resource for business, industry and research, as well as a transport route. The residential properties along the river are among the best in the city, and it provides an important recreation space for

inhabitants. Basel’s mild climate and the purity of the river water here make swimming in the Rhine an extremely popular summertime activity. The Rhine’s waters are processed for drinking, and the river adds to the beauty of this city of culture.

In recent decades, everyone who uses the Rhine has invested considerable sums in protecting the river and its waters. These investments in this important natural resource have benefitted the city’s economy, industry and research institutions. And because the presence of such a clean river enhances its appeal, Basel has been able to attract highly-skilled workers from all over the world. Thus major companies based in Basel have in-



vested in their headquarters along the banks of the Rhine, and many new companies have moved here, as well. Investments will continue to be made in protective and preventive water management methods in the future, and the use of innovative technologies will allow quality control techniques to be continually improved.

GENEVA: Renaturalisation of Lake Geneva – publicity and participation

Forty years ago Lake Geneva was so polluted that experts feared its demise was imminent. It was not in a position to recover naturally, and so humankind stepped in to undo its old mischief. First steps to revive the lake were taken in a campaign to clean up the banks, involving representatives from the public sector, private enterprises, civic organisations and scientists.

The authorities and various concerned organisations got together to launch further drives to

clean up the lake, mobilising thousands of volunteers with a highly original information campaign incorporating, for example, specially created comics and cartoons. Now a special charter lays down 13 rules for the protection of Lake Geneva.

These days, the lake is a popular location for various leisure activities. Its waters can also be used to heat and cool buildings, and various research projects are being conducted there, as well. Today Lake Geneva is an important freshwater reservoir and home to a valuable eco-system.

ZÜRICH: Outstanding drinking water thanks to planning and natural purification

Its crystal-clear lake is Zürich's calling card. Situated right in the middle of the city, it is the local residents' recreation area of choice, a place where people can swim, stroll or just enjoy sitting by the water. The clean lake and the excellent fresh drinking water from the over

1,200 public drinking fountains are major contributing factors to the outstanding quality of life enjoyed by the people of Zürich.

Lake Zürich is also the city's reservoir, covering 70 percent of Zürich's total drinking water needs. And the water is delicious! It is processed as naturally as possible, using natural filters and ozone, and it contains no added chemicals or chlorine. As well as modern analysis equipment, quality controllers use living creatures such as rainbow trout and daphnia (small planktonic crustaceans), which act as indicators of water contamination by exhibiting behavioural changes.

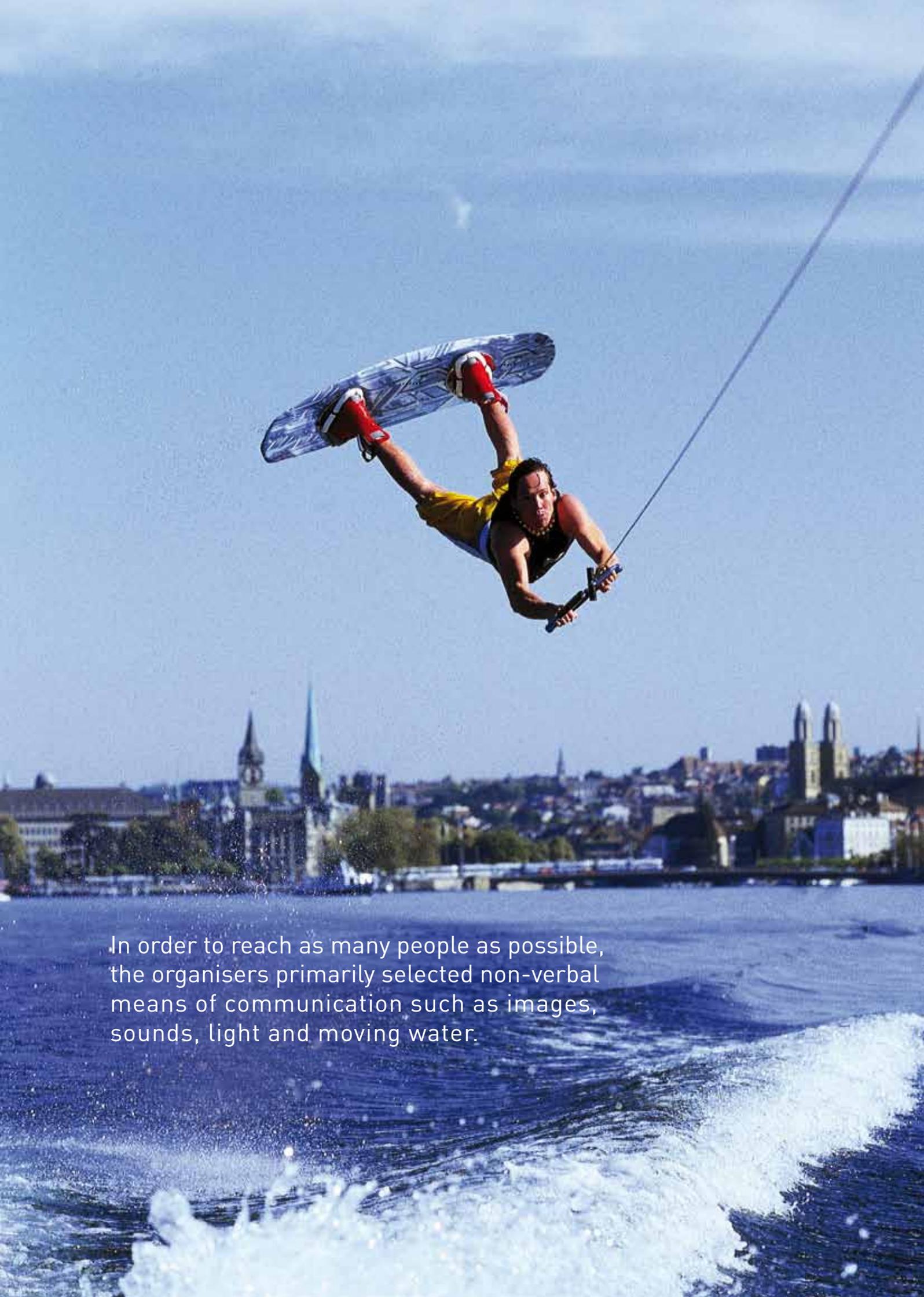
Sustainable urban planning considers the water treatment cycle from the very beginning. The fact

that Zürich's waters are so clean is largely thanks to the city's comprehensive waste water system, which is run by the city government. Worth around CHF 4 billion, it is financed by fees that are applied according to the amount of waste water generated. No one makes a profit from these fees; they simply cover costs.

The city's streams also play a role in this sustainable urban planning. After being released from the underground canals to which they had been largely confined, they were naturalised as far as possible and now greatly enhance the appeal of residential areas, providing habitats for animals and plants and helping create a pleasant microclimate.

In addition to featuring beautiful shots of the cities and their lakes, the "city magazine" films in the pavilion presented informative facts and figures and incorporated brief messages in English and Mandarin. The films were shown on the three big screens in the auditorium, on the nine interactive monitors in the wall outside the auditorium, and on the consoles in the entry area. The latter two viewing options also allowed visitors to individually select modules – as was also possible on the pavilion's website (cf. the chapter on "Publicity").

The various elements in the "Better Water – Best Urban Life" pavilion were consciously aimed at a chiefly Chinese audience. For example, all the texts were produced in Mandarin and English. However, in order to reach as many people as possible, the organisers primarily selected non-verbal means of communication such as images, sounds, light and moving water. Visitors could experience the pavilion's highlights in just a few minutes if they chose, but were also invited to stay longer and explore their interest in the topic more thoroughly.



In order to reach as many people as possible, the organisers primarily selected non-verbal means of communication such as images, sounds, light and moving water.

5. PAVILION DESIGN

DESIGN CONCEPT

Basel design company Stauffenegger + Stutz was selected in an invitation procedure to design the pavilion. Expomobilia AG from Effretikon in the Canton of Zürich was responsible for the construction and technical implementation. It beat two other Swiss candidates in a separate invitation procedure to choose a general contractor for the project. Expomobilia AG belongs to MCH Group SA Holding.

The Swiss Cities Pavilion covered over 740 square metres and occupied a prominent, central position in Hall B4_1 in the UBPA. It was surrounded by the Paris, Bilbao, Malmö, Prague and Osaka pavilions. With such diverse occupants, the hall as a whole offered visitors an impressive variety of infotainment.

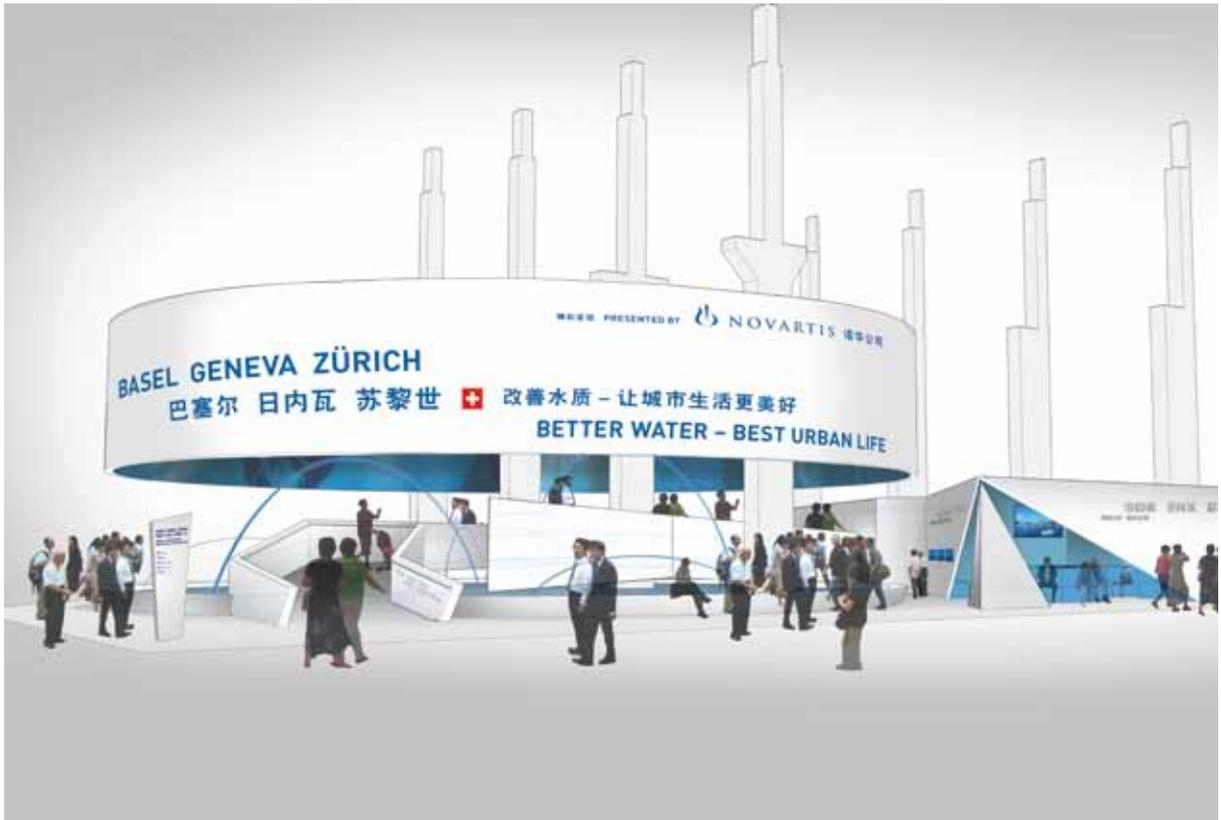
Striking a balance between progressive urban development and the preservation of natural resources is one of the biggest challenges facing humanity in the future. The designers aimed to incorporate possible solutions to this problem in their pavilion. They also sought ways of guiding large numbers of visitors through the ex-

hibition, thereby eliminating queues. At the same time, the building had to appear spacious, open and inviting from every angle. These design requirements reflected daily life in the three Swiss cities, where a vast range of diverse usages exist side by side.

It was expected that the pavilion would receive a large number of guests. To welcome them, a walkway apparently hovering above a pool of water led to a platform surrounded by a 360° panoramic projection screen, 20 metres in diameter and 4 metres high.

The visual language of the circular screen and the pool stood in striking contrast to the polygonal design of the walkway, which navigated the hall's columns in sharp corners and angles. The curved lines symbolised harmony, while the angular shapes represented an urban environment. However, as different as they were, both elements combined to create a creative whole. The entire pavilion was reflected in the pool, which perfectly articulated the harmony of content and form expressed in the design.

360°-PANORAMA



The 360° panorama platform at the heart of the pavilion took audiences on a flying visit to Basel, Geneva and Zürich. Innovative film technology

showed 24-hour time-lapse documentary films demonstrating the high standard of living that makes the lakeside cities so unique.

FLOATING WALKWAY, POOL AND FOUNTAINS



Visitors traversing the all-white walkway could set off interactive fountains that sent water arching overhead and splashing into the pool below. This playful feature referred to the vitality of water and created a link between the pool and

the walkway. Visitors could relax around the edge of the pool and quench their thirst at one of the two drinking fountains, which were fed by water treated at the pavilion itself.

AUDITORIUM



In the 100 square metres open auditorium, visitors could take a break on one of the sofas designed and produced especially for the pavilion. There, they could learn about sustainable water management from films being shown on three large screens. The multifunctional auditorium

could also be closed off and used as a venue for events with up to 80 guests. State-of-the-art presentation technology and variable seating made it ideal for the diverse range of events held by the association, the three cities, their partners and third parties.

INTERACTIVE TOUCHSCREENS

Nine touchscreen monitors were fitted on the outer wall of the auditorium and on a panel in the

front part of the pavilion. Visitors could use them to navigate the interactive “city magazine” films.

SHOP

The pavilion shop featured a range of sustainably produced products: solar mobile-phone chargers, water sprays powered by air-pressure, T-shirts, hats, leather wallets, nail clippers, key rings and lanyards.

The shop did a roaring trade, with the comparatively more expensive products (RMB 150 rough-

ly equals CHF 25), proving particularly popular among Chinese visitors. Managed independently by the Swiss merchandising company Adcom, the shop contributed a share of its profits to the Cities’ Pavilion. It generated total revenue of CHF 160,000.





6. OPERATION AND EVENTS

OPERATION



The pavilion was run by a manager and assistant manager. Both women had Swiss and Chinese backgrounds. They were recruited in Switzerland, where they received rigorous training before moving to Shanghai for the duration of the World Expo. Together, they were responsible for ensuring that everything at the pavilion ran smoothly.

Basel, Geneva and Zürich took it in turns to send a delegate to the Expo for two months. Each delegate represented all three cities. They were the face of the cities at public events and maintained relationships with other city and country pavilions.

The rest of the pavilion team comprised pavilion guides, sales staff, security personnel, technicians and cleaners. They were recruited exclusively in China, which made sense from an organisational and financial perspective. However, it did mean that despite intensive training the staff sometimes lacked key knowledge of Switzerland and the three cities, and could not fully identify with the subject matter. To address this problem, the team received additional training throughout the Expo.

EVENTS



Four official events, all related to the theme of water, were held in the pavilion. Beforehand, an invitation procedure was conducted to select an event agency to organise these. Rufener events Ltd. from Zürich won the contract. During the six months of the World Expo, the three cities worked with the agency to arrange the four joint events detailed below.

OPENING

The Opening Ceremony was held on 2 May, one day after the official opening of the World Expo. After Zürich city councillor Ruth Genner, officially representing all three cities, declared the pavilion open, guests were free to explore the pavilion for the first time. Experts were on hand to offer information and answer questions on the background to the project. A professional water sommelier guided guests through tastings of se-

lected mineral waters. The highlight of the event was the “Tausendwasser” show by the Rigolo Nouveau Cirque.

CITIES DAY

On 29 May, the Mayor of Geneva, Manuel Tor-nare, and his counterparts Guy Morin and Co-rine Mauch from Basel and Zürich respectively, welcomed guests to the official Cities Day at the Swiss Cities Pavilion.

This event was also all about water and its im-portance for urban populations. Guests to the pavilion heard pre-recorded stories and anec-dotes about water, told by Chinese and Swiss narrators. A special Cities Day show was per-formed on the stage in the central UBPA Plaza. Guests and Expo visitors came together to form a water orchestra, which convincingly portrayed

a thunderstorm. A Swiss choreographer developed an accompanying dance with Chinese performers and a band featuring Swiss improvisational musician René Krebs.

SWISS DAY

The official Swiss Day at the World Expo 2010 took place on 12 August. The Cities Pavilion worked with the Swiss Pavilion to provide the guests with an attractive programme of events. Doris Leuthard, President of the Swiss Confederation, and the Deputy Mayor of Shanghai visited both pavilions together and were treated to a guided tour of the exhibitions.

Another highlight of Swiss Day for the Cities Pavilion was Swiss artist Ted Scapa's performance on the UBPA Plaza stage. With astonishing rapidity, he conjured up a drawing inspired by the theme "Water and the Swiss" on a huge white canvas. Scapa invited the guests and Expo visitors to join him on stage to add colour to the picture, and they quickly set to work with brushes and paints.

CLOSING AND FINISSAGE

Elements from the preceding three events were brought together in an exhibition to mark the closing of the World Expo. On 17 October the pavilion welcomed guests to the finissage, which looked back on six months of hard work and successful collaboration. The event welcomed the

whole pavilion team and representatives from other UBPA city pavilions and selected country pavilions. A band and a famous local DJ performed on a stage set up over the pavilion pool. The event allowed teams from the different cities and countries to come together and celebrate the end of a successful World Expo.

CITY WEEKS AND OTHER EVENTS

During the Expo, the three cities each organised individual City Weeks. They featured programmes on business development, specialist themes, culture, higher education and sustainability. Memorable moments included the concerts by Andreas Vollenweider & Friends during the Zürich week, the Basel Symphony Orchestra's performance to mark the signing of a new MoU as part of the twinning of Basel and Shanghai, and the Fondation de la Haute Horlogerie exhibition held during the Geneva Week.

Other institutions and partners also held events in the pavilion. The most glittering among them were the Tourism Days held by the Basel, Geneva and Zürich tourist offices; the visit by Swiss Federal Councillor Micheline Calmy-Rey; the Lake Geneva Region Week; the Swiss National Day (1 August) festivities organised with the Swiss Pavilion; and the visit by the Board of Directors and the Executive Committee of Novartis, one of the pavilion partners.

The closing party at the Cities Pavilion allowed teams from the different cities and countries to come together and celebrate the end of a successful World Expo.



VISITOR NUMBERS

Although the pavilion welcomed far fewer visitors than hoped in the first few weeks, numbers grew rapidly as the Expo went on. This was in part a result of implementing the suggestions for improvement in signage and visitor management that the UBPA exhibitors had jointly presented to the Expo management. Pavilion visitor numbers reached their peak on 16 October, when 38,000

people came through the doors. The following day brought the grand total to over two million. According to official Expo figures, 2,283,000 people visited the Cities Pavilion during the six-month exhibition. This far exceeded the initial target of 1.5 million. The Swiss Pavilion welcomed 2.8 million, while the Expo as a whole attracted over 73 million people.

OVERVIEW OF OFFICIAL VISITOR NUMBERS:

	CITIES PAVILION	WORLD EXPO TOTAL
May	200,000	8,000,000
June	486,000	13,150,000
July	415,000	13,790,000
August	393,000	12,460,000
September	301,000	9,690,000
October	488,000	15,990,000
Total	2,283,000	73,080,000

7. PUBLICITY



From the outset, all three cities favoured a coordinated, unified publicity strategy. Stauffenegger + Stutz was commissioned to develop a uniform corporate design, and the numerous publicity measures before and during the Expo were planned and implemented in close collaboration with the three cities. A joint website and a collabora-

tive media campaign were at the heart of the strategy, which also involved printing 500,000 postcards in English and Chinese and flyers entitled "Water is Life". These were then handed out to visitors. Basel, Geneva and Zürich also ran a variety of separate promotional activities to publicise their appearance at the World Expo.

WEBSITE

Basel, Geneva and Zürich worked with Futu-recom interactive AG to develop a joint website (www.basel-geneva-zurich.org). Available in English and Chinese, it provided international audiences with key information on the cities' joint presence at the World Expo 2010 in Shanghai. The multimedia site contained general information on the Swiss Cities Pavilion, news and programme

details, media resources, sponsor portraits and profiles of Basel, Geneva and Zürich with photos galleries for each city. It also featured a wide range of films and factsheets with interesting background information on exemplary water management practices in the three cities. Lastly, website visitors could also access the film shown on the panoramic screen in the pavilion itself.

TRI-CITY MEDIA CAMPAIGN

A PR campaign in Switzerland and China accompanied the World Expo appearance of Basel, Geneva and Zürich before and during the exhibition. The PR activities in China were implemented in collaboration with Burson Marsteller Switzerland and Shanghai.

Media professionals received a comprehensive media pack in English and Chinese that contained city profiles, biographies, media releases and various factsheets. Even before the World Expo started, a high level of media interest was generated through a media briefing held on 7 December 2009 at Exhibition Center Basel and by issuing a variety of media releases in Switzerland and China. During the World Expo, media activities concentrated on selected programme highlights:

- The Opening Ceremony on 2 May 2010
- Swiss Cities Day on 29 May 2010 (media briefing in Shanghai with Mayor of Geneva Manuel Tornare, Mayor of Zürich Corine Mauch, and President of the Canton of Basel-Stadt Guy Morin)
- Swiss Day on 12 August 2010, which culminated in a visit to the Swiss Cities Pavilion by the President of the Swiss Confederation Doris Leuthard

At the end of the World Expo 2010, the three cities issued a media release in Switzerland and China about the success of their joint participation. The campaign also involved publishing specialist articles and interviews in the Chinese media about the Cities Pavilion and about Basel's, Geneva's and Zürich's expertise in sustainable water management.

The media campaign attracted a remarkably positive response in China in particular – as selective media monitoring by Burson Marsteller reveals (while not claiming to be exhaustive). Of the 168 media reports captured, 34 articles appeared prior to the World Expo. Forty-six articles focused on joint events during the exhibition (Opening Ceremony: 12 articles; Cities Day: 23 articles; Swiss Day: 8 articles; World Expo finissage: 3 articles). The campaign also generated a great deal of media attention during the City Weeks. Reports featured in popular Chinese media such as *China Central Television* (China's biggest TV channel), *Global Times* (circulation: 2 million.), *Shanghai Morning Post* (circulation: 500,000), *Shanghai Evening Post* (circulation: 500,000), *Wenhui Daily* (circulation: 420,000), *Jiefang Daily* (circulation: 400,000) and *Oriental Daily* (circulation: 400,000).

In addition to the joint media campaign, each of the three cities ran separate local campaigns.

8. PROJECT PARTNERS



The success of “World Expo 2010 Shanghai – Basel Geneva Zürich” would not have been possible without the companies and institutions who lent their generous support to the project.

Having defined the project duration, the construction and design requirements, and details regarding operation, events and publicity, the initiators began a targeted search for project partners in August 2009. The project committee and the general management, in collaboration with Swiss marketing agency Grand Chelem Management SA, developed a marketing concept with different categories and levels of private-partner investments.

Despite the global financial crisis, which made it more difficult to find partners and was the reason for an interim reduction of the budget to CHF 4.5 million, the initiators succeeded in finding a number of well-regarded, high-profile partners. The association and the cities would like to take this opportunity to thank them all for their indispen-

sable support. Without their funding and collaboration, the pavilion project would not have been the success it was. The project partners contributed a total of more than CHF 1.7 million plus additional contributions in kind worth in excess of CHF 500,000.

The pavilion partners comprised the following companies and institutions:

Presenting Partner: Novartis

Main Partner: MCH Group

Co-Sponsors: Titoni, Swiss Re

Supplier: Swissôtel, Swiss, Wenger, heidi.com, Rabtherm

Institutions: Kanton Zürich, Lake Geneva Region, Stiftung Finanzplatz Basel

9. FINANCES

At the founding of the association, the three cities agreed to each pay a membership fee of CHF 100,000. This covered the costs for the initialisation and planning phase in 2008. The cities also agreed to each contribute a maximum of CHF 900,000 to the project in 2009 and 2010. These amounts, representing a maximum of CHF 1 million, were confirmed either by the City or Government Council or the Parliaments. Throughout the project, the board and the association took care to ensure that

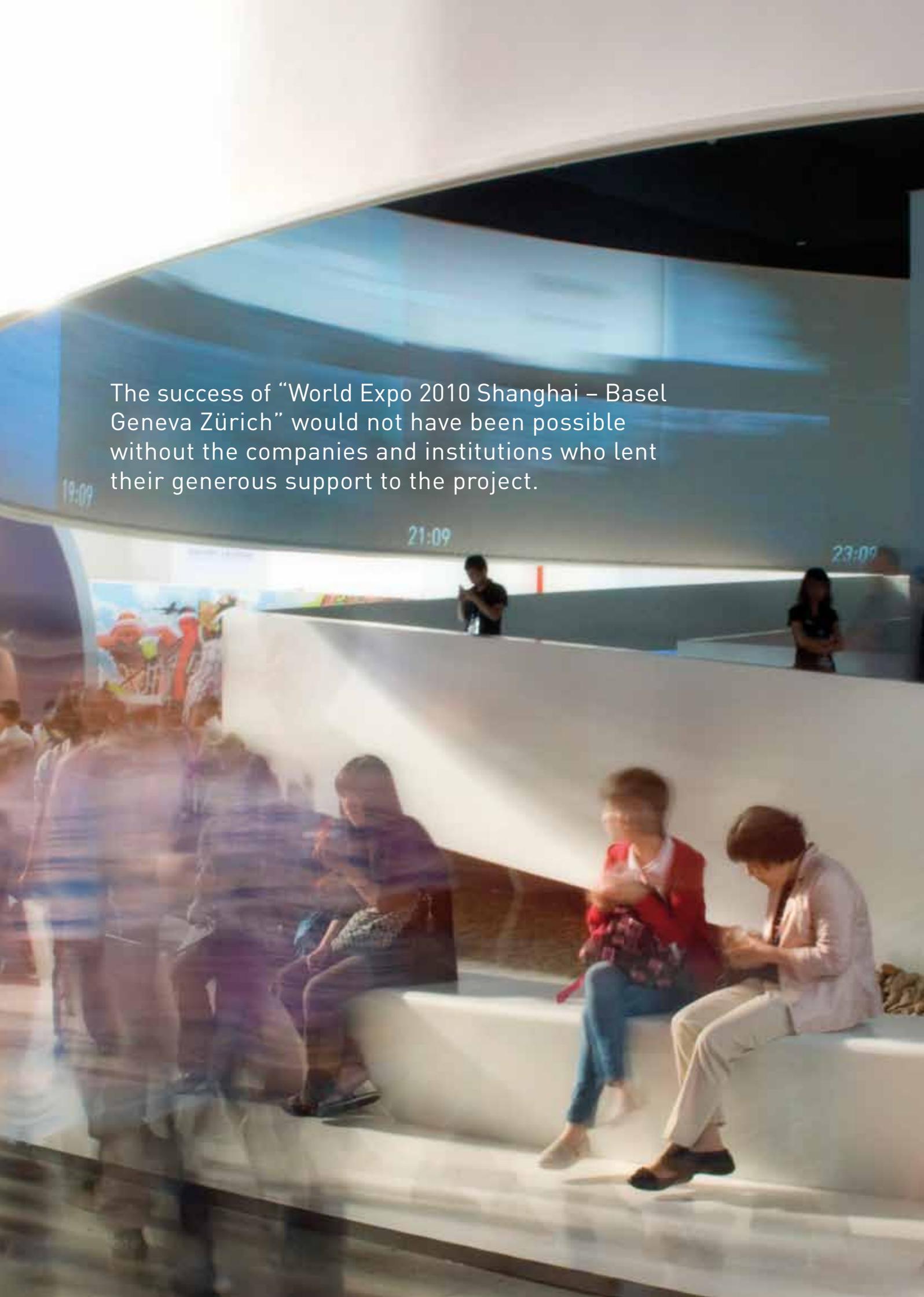
the participants complied with the budgets and contractual agreements and obligations. This meant that, despite numerous unknown quantities in the planning and implementation, the project was completed well within budget.

After the final audit, the association account settlement, through which all contracts and payments were concluded and processed, produced the following figures:

EXPENDITURE	
Description	Total in CHF
Pre-project and initialisation	300,000
Project management	368,000
Pavilion construction and technology	1,812,000
Pavilion design	215,000
Exhibition content	492,000
Operation	1,191,000
Publicity	298,000
Travel, taxes, miscellaneous	458,000
TOTAL EXPENDITURE	5,134,000

INCOME	
Description	Total in CHF
Cities' membership fees and project contributions	2,844,000
Third-party contributions	2,290,000
TOTAL INCOME	5,134,000

The success of “World Expo 2010 Shanghai – Basel Geneva Zürich” would not have been possible without the companies and institutions who lent their generous support to the project.



10. MILESTONES

2007	
Summer	A limited number of selected cities are invited to apply to participate in the Urban Best Practices Area (UBPA) at the World Expo 2010 Shanghai
Autumn	Basel and Zürich submit separate applications
December	Basel, Geneva and Zürich decide to submit a joint application for Expo 2010; invitation procedures are launched for pavilion design and exhibition content

2008	
January	The winning projects are announced: ecos / Stauffenegger + Stutz
Late January	Basel, Geneva and Zürich submit a joint application entitled "Basel Geneva Zürich. Better Water – Best Urban Life"
Late March	An international committee selects the Swiss cities project that will appear at Expo 2010
29 May	President of the Executive Council G. Morin (Basel), Mayor M. Tornare (Geneva) and Mayor E. Ledergerber (Zürich) sign the agreement on the cities' joint appearance
2 June	The cities' joint appearance at the World Expo 2010 is announced
6 August	The "World Expo 2010 Shanghai – Basel Geneva Zürich" association holds its inaugural meeting
August	The search for sponsors begins
August	Daniel Rupf is appointed as general manager and overall project manager
30 September	The revised pavilion concept is submitted to the UBPA

2009	
19 March	Kick-off meeting to refine details of the pavilion content
April	Expomobilia AG appointed as general contractor for the construction
12 May	Final pavilion concept submitted to the UBPA
11 June	Final decision on the exhibition content and films
July – August	Film shoots in the three cities for the panoramic film and the “city magazine” films
4 – 7 December	Trial construction of part of the 360° panoramic screen at Exhibition Center Basel
7 December	Media conference held at Exhibition Center Basel with guided workshop tours and film screenings incl. sound composition
7 December	Launch of pavilion website www.basel-geneva-zurich.org
December	Rufener events Ltd BSW selected as event organiser

2010	
January	Construction begins on pavilion in the UBPA area in Shanghai
April	Pavilion construction completed
1 May	Official opening of the World Expo 2010 Shanghai
2 May	Official opening event of the Cities Pavilion
20–28 May	Basel City Week
29 May	Cities Day at the pavilion attended by M. Tornare, Member of Geneva City Council, C. Mauch, Mayor of Zürich, and G. Morin, President of the Executive Council of the Canton of Basel-Stadt
30 May – 5 June	Zürich City Week
8 – 11 August	Basel-Shanghai Days
12 August	Swiss Day with visit by Swiss President Doris Leuthard
4 – 15 September	Geneva Days
17 October	Official closing event with final exhibition and pavilion party
31 October	World Expo 2010 Shanghai officially ends



大区
PARIS ILE-DE-FRANCE

11. FINAL REMARKS AND CONCLUSION

The three cities have every reason to be proud of what they achieved at the World Expo 2010. Thanks to a collaborative approach across the board, the project participants succeeded in meeting all the targets they had jointly defined prior to the Expo.

They also managed to generate an impressive amount of interest in the pavilion, with the number of reports in the Chinese media exceeding all expectations. Unfortunately, the Cities Pavilion remained in the shadow of the Swiss Pavilion – and was even often mistaken for it – in the press back home. The board and the project committee aimed to attract at least 1.5 million people to the pavilion. The final total far exceeded this, with almost 2.3 million visitors over the six-month period.

The top priorities when it came to implementing the project were to remain within budget and to ensure that the cities did not have to contribute more than the planned CHF 1 million each. As a result, the project was subject to rigorous cost management and careful budgeting from the outset. And it paid off: not only did the pavilion remain within budget, there was enough money left over for the association to provide the cities with extra funding for their City Days and, after project completion, with a refund of CHF 160,000.

Collaborating with the project partners – in particular the Presenting Partner Novartis, the Main Partner MCH Group and the Co-sponsors Titoni and Swiss Re – put the project on solid footing. Working together to design and implement the programme helped to turn the pavilion into a successful public-private partnership.

All joint events ran smoothly, and all services and guarantees contractually agreed with the commercial partners were delivered in full. As a result, the partners also concluded that their involvement in the Cities Pavilion had been a success.

The high quality of the building fabric meant that significantly fewer resources than expected were required for ongoing maintenance work and for replacing consumables. The pavilion and in particular its flexible, multifunctional auditorium provided the perfect event venue. In retrospect, however, it became clear that better use could have been made of this. At the Expo it was evident that visitors valued events of all kinds extremely highly and were very keen to attend them. Events should therefore receive a larger share of the budget for future World Expos and similar shows and exhibitions. It would also have made sense to install a kitchen and air-conditioning system in the pavilion itself, since this would have improved the service offered to guests at the events. Although the UBPA management had categorically prohibited exhibitors from installing these facilities, the project organisers could have joined together with other pavilions to overturn the ban. It should also be noted here that while experts took advantage of the interactive screens to explore the “city magazine” films, the overwhelming majority of visitors did not use the technology. Simpler, more accessible content that visitors could directly interact with would have been more appropriate and effective. Nevertheless, the UBPA and a number of Chinese specialists praised the Cities Pavilion for its interesting and educational presentation of its best practices.



In general, all pavilion operations, which were organised in cooperation with the Chinese implementation agency, ran smoothly and satisfactorily. This was in large part thanks to the tireless dedication of the pavilion management team. The decision to have a representative from one of the three cities present throughout the World Expo 2010 – which was taken with the pavilion’s profile in mind and with a view to supporting the management team – proved to be an extremely helpful and necessary one. The only failing was that the staff recruited in Shanghai for financial reasons failed to identify as hoped with the three cities and with Switzerland, despite intensive training before and during the Expo. The collaboration with the team from Präsenz Schweiz, who were responsible for the Swiss Pavilion, worked extremely well, both before and especially during the World Expo. As a result, the Swiss Pavilion

organisers saw the Cities Pavilion as an extension of their work and not as a competitor.

With regard to the association’s sustainability demands, it should be noted here that all audio and video technology used in the pavilion was transported back to Switzerland, where it is being put to further use. All furniture, stands, picture frames, lockers and devices that remained in Shanghai will go to the new not-for-profit YK Pao School as part of a “Green Case Programme”. On the initiative of the association, the Malmö, London, Puducherry and Alsace pavilions also gave their support to this programme. They were joined by the Cisco, New Zealand, UK and Portugal pavilions, by the NGOs Joint US-China Collaboration on Clean Energy (JUCCCE), Green Ideas Green Actions (GIGA), S.H.E Advisory (SHE) and the organisation Parsons Brinckerhoff.



The guiding principle was “the project is all-important – it is the boss”. These were no empty words; they were followed to the letter. As a result the concerns voiced on various occasions at the start of the project – regarding whether it would actually be possible to organise the project with the three cities on equal footing – proved unfounded. There were a number of animated discussions, but the parties involved always conducted them in a constructive, goal-oriented manner. This meant that the decisions reached were acceptable to all three cities and conformed to the project requirements and objectives.

In conclusion, we can confirm that the cities took full advantage of the opportunity to participate in this historic event. From the outset, all three cities played an active role in the city network

that they developed. The pavilion provided China and all Expo visitors with a fitting representation of Basel, Geneva and Zürich, and of Switzerland. It succeeded in strengthening awareness of the three cities in China and in developing important links between the two countries. Ideally, the parties involved will maintain these links in future, as this will allow the Swiss cities to pass on to other countries their experience and expertise in sustainable water management – and to ensure that the theme “Better Water – Best Urban Life” lives on.

12. PAVILION CONTRIBUTORS

World Expo Association Board	Dr Elmar Ledergerber , former Mayor of Zürich (until 21 June 2009) Dr Guy Morin , President of the Executive Council of the Canton of Basel-Stadt Manuel Tornare , Member of Geneva City Council Corine Mauch , Mayor of Zürich (from 22 June 2009)
Project Committee	Sabine Horvath , Head of Aussenbeziehungen und Standortmarketing (ABSTM), Department of Presidential Affairs of the Canton of Basel-Stadt Baptiste Planche , Head of Marketing Cooperations ABSTM, Department of Presidential Affairs of the Canton of Basel-Stadt Sami Kanaan , Directeur du Département de la cohésion sociale, de la jeunesse et des sports, City of Geneva Thomas Wenger , Conseiller de direction, Département de la cohésion sociale, de la jeunesse et des sports, City of Geneva Brigit Wehrli , Director of the Office for Urban Development Zürich, Department of the Mayor of the City of Zürich Mirjam Schlup Villaverde , Director of Social Services, Social Department of the City of Zürich
Association General Manager	Daniel Rupf , Rufener events, Zürich Deborah Jud , Assistant, Rufener events, Zürich
Overall Project Manager	Daniel Rupf , Rufener events, Zürich
Exhibition and content	Daniel Wiener , ecos, Basel Barbara Glättli , ecos, Basel
Design	Christian Stauffenegger , Stauffenegger + Stutz, Basel Anja Lehmann Bächtold , Stauffenegger + Stutz, Basel Christoph Stadelmann , Stauffenegger + Stutz, Basel
General Contractor	Expomobilia AG, Effretikon Peter Rütimann , Project Manager
Panoramic film	Martin Moll , Geonex, Zürich Jürg Egli , frame eleven, Zürich
Film music	Christian Zehnder , Basel

Basel and Zürich “city magazines”	Geonex , Zürich frame eleven , Zürich
Geneva “city magazine”	Cap imaGE , Geneva
Technology	Winkler , Wohlen
PR and publicity	Dominik Lachenmeier , Head of Publicity ABSTM, Department of Presidential Affairs of the Canton of Basel-Stadt Burson Marsteller , Zürich & Shanghai
Website	Futurecom interactivE AG , Zürich
Sponsors	Grand Chelem Management SA, Morges Julien Finkbeiner and Dany Faigaux
Events	Yves Bisang , Project Manager Foreign Affairs Department, City of Zürich Barbara Huber , Rufener events, Zürich
Auditors	Alku Treuhand AG , Kloten
SHANGHAI OPERATIONS	
Personnel	Virginie Todeschini , Coordinatrice chargée de projets Département de la cohésion sociale, de la jeunesse et des sports, City of Geneva
Pavilion Manager	Howe Yin Zhao
Assistant Pavilion Manager	Ngoc Binh Lam
City delegates	Katja Jenni , Canton of Basel-Stadt Yves Bisang , City of Zürich Nadine Rogivue , City of Geneva Baptiste Planche , Canton of Basel-Stadt
Shanghai Implementation agency	Pico , Shanghai

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