An aerial photograph of Epcot, showing the World Showcase lagoon and the various pavilions. A large white eagle watermark is overlaid on the right side of the image, and a globe watermark is visible in the bottom right corner.

EPCOT
1967

EPCOT

MUNUC 35

Model United Nations of the University of Chicago

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CHAIR LETTER

Dear Imagineers,

My name is David Petre and I will be your chair for EPCOT 1967 at MUNUC XXXV. I'm very eager to meet you all and see your visions for the Experimental Prototype Community of Tomorrow: Walt Disney's EPCOT. We have an ambitious task ahead of us. Your hard work will shape a cultural citadel, representative of what the Walt Disney Company and America have to offer to the world.

I am a second-year at the college, double majoring in Computer Science and Business Economics and this is my second year with MUNUC. At MUNUC XXXIV, I was an AC with African Union digitally, so I'm very excited to assist in running this committee with all of you in front of me. Outside of MUN, I enjoy exploring Hyde Park with my friends, weightlifting, and repairing skateboards and electronics in my free time.

EPCOT will not just be a work of art and technical innovation, but a city complete with infrastructure, taxes, and public services. Be prepared to enter this committee acting not as statesmen, but as logisticians, economists, and urban planners: Imagineers. It is up to you to reconcile your conflicting interests - or bulldoze the competition- to construct something that you all can be proud of.

This committee will be a lot of fun, and I'm excited to see what scenarios play out as you build the city of the future! We've prepared a background guide that will fully prepare you for what plays out in committee, but if you want to learn more about EPCOT, Florida, and the Walt Disney Company through outside research, we welcome that as well. Feel free to email us if you have any questions or concerns before our conference.

Warmly,

David Petre

davidpetre@uchicago.edu

CRISIS DIRECTOR LETTER

Dear Dreamers,

Welcome to EPCOT 1967 at MUNUC 35! My name is Alec Vizoso, and I couldn't be more thrilled to serve as your Crisis Director for this incredibly unique committee. I am currently a second-year at the University of Chicago, double majoring in Economics and Public Policy with a minor in Latin American and Caribbean Studies.

...but more than anything else, I am a die-hard Disney loyalist. As a Florida native, Walt Disney World has always been my safest of safe spaces: my family and I, to this day, still embark on the four-hour road trips to share some of the best memories I have. Additionally, EPCOT has always been my favorite park, as it harmonizes today's international diversity with tomorrow's possibilities (to the point where I wrote my main college essay on EPCOT's World Showcase).

EPCOT 1967 will take a nose-dive into what most of us kids-at-heart tend to forget when we step into the fantastical lands of Walt Disney World's theme parks, shops, resorts, and restaurants: the real-world issues that Walt Disney Imagineers must navigate to create these lands. Taking center stage will be topics relating to the sustainability of the project at hand and the political repercussions of your choices. EPCOT, being Walt Disney's final major project before his passing, is of particular significance as it marked an inflection point in the course of how the company's "Florida Project" was going to materialize for the public. In this committee, you will be the one to navigate this potential turning point in the Walt Disney Company's history.

The backroom team and I will take on different roles throughout the committee. This committee was specifically designed to welcome all delegates to the elements that come with a crisis-oriented committee and encourages out-of-the-box thinking. It was an unorthodox topic like EPCOT that spiked my interest in both crisis and MUN as a whole while in high school. On that note, we execs (along with MUNUC as a whole) are working tirelessly to ensure that the Happiest Place on Earth is accessible to all. Later pages will cover accommodations and related information in greater detail,

but do not hesitate to contact us if you have any questions or requests related to the committee's accessibility or any other topic ahead of (or during) committee.

I'll leave you with the inspirational words of Kermit the Frog as you depart on your magical journey in imagining the Happiest Place on Earth:

Someday we'll find it

The Rainbow Connection

The lovers, the dreamers and me

– Jim Henson, *The Rainbow Connection*

See ya real soon!

Alec Vizoso

avizoso@uchicago.edu

COMMITTEE STRUCTURE AND MECHANICS

EPCOT 1967 simulates a corporate body with the chair assuming the role of Roy O. Disney, Chairman of the Board of Directors and CEO of the Walt Disney Company. This body, in particular, was never a formal unit like the Walt Disney Board of Directors was. Instead, the composition of this committee is a hypothetical union of the Walt Disney Company's highest executives (those with direct input in the development of EPCOT), Walter Elias Disney (WED) Enterprises' principal Imagineers, and both national and Floridian politicians directly affected by the project's scope and location in the Orlando Metropolitan Area. That being said, members of the body will not hold jurisdiction over any other member of the body. As a Specialized Agency, EPCOT 1967 will incorporate elements from both General Assembly and Continuous Crisis committees. The level and manner by which EPCOT plans to implement these elements is pre-set by committee session, as outlined below.

Committee sessions 1, 2, and 3 will be operated as a General Assembly, where the unique **portfolio powers** allotted to each delegate in their character biographies will not factor into the flow of debate or voting procedure. There will be no crisis notes, joint-personal directives (JPDs), or crisis directives allowed during this period. The goal of these sessions is to construct working papers and/or draft resolutions that cover BOTH topics A and B at once, under the banner of EPCOT's future as a settlement.

Committee session 3, specifically, is planned to be where the General Assembly revision/voting process largely takes place. Only ONE resolution will be allowed to be adopted by the committee, as the guidelines of this document will determine the direction for the remainder of the committee.

Committee sessions 4 and 5 will function as a Continuous Crisis, and will focus on the response to the document passed before committee. These sessions will include crisis notes, JPDs, and group directives. Resources and connections outlined in the Roster and Bios section within the background guide will now be available for use, as will any tools acquired as delegates write crisis notes during these last two sessions. The voting procedures of the committee, however, will not be altered in any way.

TOPIC A: URBAN PLANNING

Statement of the Problem

Overview

Up until Walt Disney's death on December 15, 1966, the Walt Disney Corporation and WED Engineers were planning for the famed "Florida Project" to be headlined by EPCOT.¹ EPCOT, or the Experimental Prototype Community of Tomorrow, was meant to be the city of tomorrow. EPCOT was the poster child of Walt Disney's aspirations and ideas to have a society that made use of the new technologies and theories on urban planning that arose throughout the modernist period of the mid-Twentieth Century. More importantly, Disney sought to make EPCOT a society where his ideas from past projects (like those from Disneyland or the 1964 World's Fair) would serve as the foundation of a city that all cities would emulate.

However, the death of the concept's most prominent and substantive component, Walt Disney himself, cast doubt upon the viability of such an ambitious plan. The 1966 Progress City Model, a large physical representation of EPCOT and its components, now represented the lasting vision of Walt Disney for the community, from the central hub to its technologically modern transport systems.²

Design & Layout

EPCOT was supposed to be modeled after Disney's past **utopian** works. This city of 20,000 was meant to serve as a laboratory for the future of society, and as such, nothing would be owned by any private entity.³ Instead, all assets in the city were proposed to be owned by the Walt Disney Corporation itself, opening avenues for any change the corporation would want to enact.

¹ Crowther, Bosley. "Walt Disney." *Encyclopædia Britannica*, Encyclopædia Britannica, Inc., www.britannica.com/biography/Walt-Disney.

² Acuna, Kirsten, "Walt Disney's Original Plan for the Place George Clooney's 'Tomorrowland' Is Based on a Creepy Futuristic Dystopia."

³ Krieger, Alex, "Walt Disney's Radical Vision for a New Kind of City."

Furthermore, no citizen of EPCOT would be able to have a vote on any matters related to EPCOT, reinforcing the idea that EPCOT is to be a controlled environment for social innovation, not a democracy nor a reflection of American society outside of the settlement's borders.⁴

Within this committee, delegates are in a unique position to make a change as they are challenged to grapple with some of the flaws in Walt Disney's lofty original designs. Note that although we will give you an idea about what Mr. Disney planned for EPCOT, you by no means are restricted to these plans when designing the settlement. During committee, you should use these outlines to inspire your ideas, however, you are encouraged to improve upon Walt's plans.

It will be a planned, controlled community, a showcase for American industry and research, schools, cultural and educational opportunities. In E.P.C.O.T, there will be no slum areas because we won't let them develop. There will be no landowners and therefore no voting control. People will rent houses instead of buying them, and at modest rentals. There will be no retirees; everyone must be employed.

– Walt Disney, 1966⁵

⁴ Wood, Andrew, "City of Domes."

⁵ Ibid.

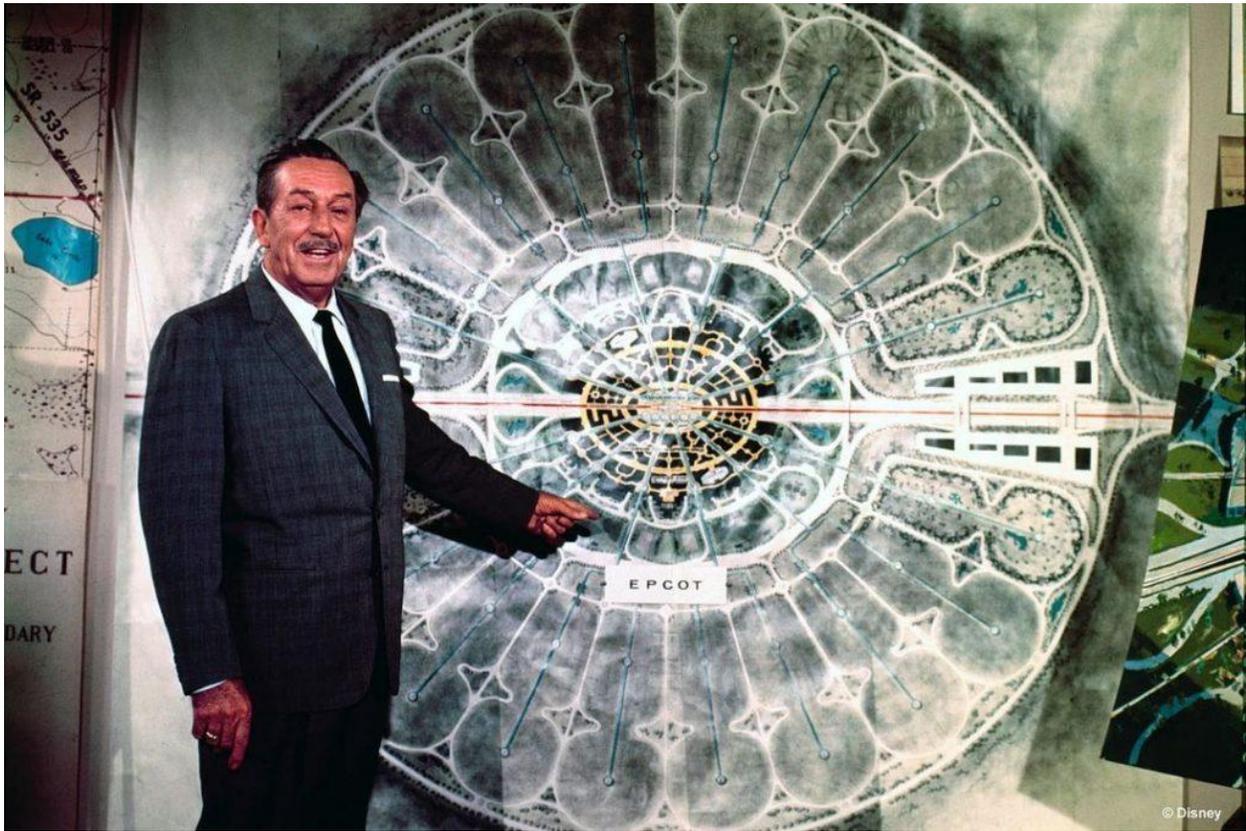


Figure 1: Walt Disney by his EPCOT plan.⁶

However, this utopian concept of sole corporate ownership makes the city unattractive for a variety of reasons. To begin with, the lack of home ownership removes the most valuable asset that a typical American could possess: property. So, if any residents choose to relocate away from EPCOT, they are left with nothing. In addition, residents cannot change any policies they are displeased with, as they do not have voting rights. For Americans that grew up in a democracy with the right to voice their opinions in politics, this can be potentially problematic. Finally, the workaholic culture of EPCOT does not appeal to the general public; while living in EPCOT residents cannot retire from their job at Disney or one of EPCOT's sponsors. Put together, EPCOT's largest challenge to its overcome might be a lack of people willing to relocate to the City of Tomorrow.

EPCOT was designed to be a circle, largely inspired by Walt Disney's circular center in Anaheim's Disneyland. This type of layout maximizes efficiency in both spatial usage and pedestrian friendliness, serving as the ideal layout for this walkable settlement. By both containing EPCOT

⁶ Disney Matters, "Connections Cafe Flooring Pays Homage to Walt Disney's EPCOT."

within itself and significantly reducing transport times and encouraging uniform spatial growth outward, the community remains insular but open to expansion.⁷ Additionally, beneath the ground level of the city, according to the model, would lie a network of roads and tunnels for cars, trucks, and other motorized vehicles, preserving the city's above-ground space for pedestrian activity and enhanced greenspace.⁸

The most significant challenge to establishing this underground circular transportation infrastructure is Florida's geography. Florida is one of the flattest states in the country. Additionally, because Florida is a peninsula, most of the state's land is at or just above sea level. As a result, the highest point in the state sits only at 345 feet above sea level, with the site of EPCOT sitting just over 100 feet above sea level.⁹ This makes the state prone to flooding, endangering roads and other foundational transportation assets above ground while decreasing the availability of room for tunnels as Disney envisioned. Additionally, Central Florida's **water table**, a layer of natural groundwater, lies approximately 8 feet beneath the surface. This water table further decreases the feasibility of housing such a robust road and rail network entirely beneath the surface of EPCOT.¹⁰

⁷ Morning Brew, "A Brief History of EPCOT: Walt Disney's Failed City of Tomorrow."

⁸ Fournier, Sarah, "Walt's Utopia: What EPCOT Was Supposed To Be."

⁹ Flattest Route, "Walt Disney World Elevation."

¹⁰ Capella, William, "Can You Have a Basement in Florida?"

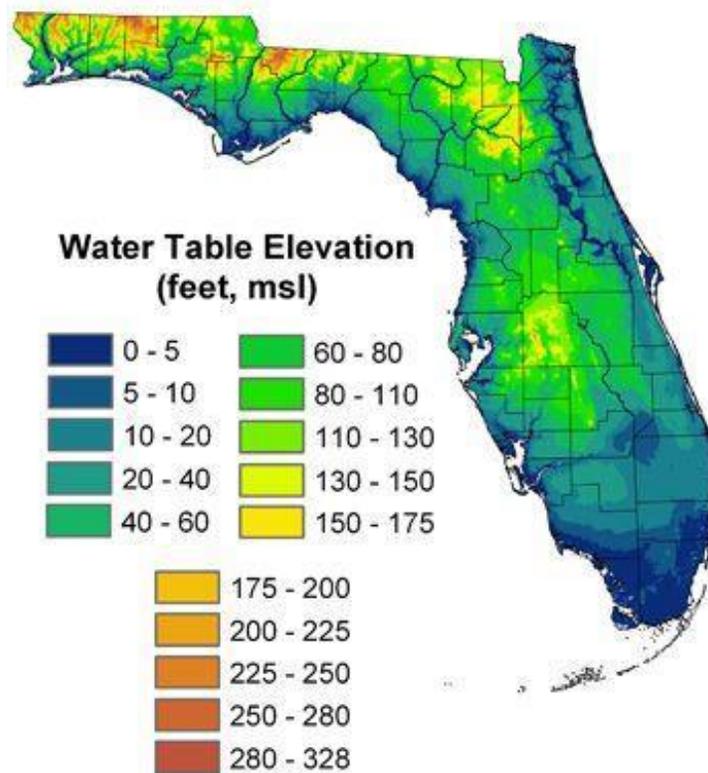


Figure 2: Water Table Levels in Florida.¹¹

It is possible to raise the elevation of EPCOT itself to compensate, however, this does pose its own unique natural hazards. Florida's natural foundation is largely composed of limestone, a very soft rock that simply cannot accommodate the weight of a city without additional support. Ignoring the threat of an unsupported limestone surface underneath EPCOT can result in devastating sinkholes throughout the city's largest, most densely populated sites.¹²

EPCOT's city core was designed to be headlined by the Cosmopolitan Hotel and Convention Center, the tallest building on the settlement's property and the center of commerce and business. Surrounding this tower is a host of shops, restaurants, and multi-purpose venue spaces, all potentially enclosed by a transparent shelter*, housing the entire city center in a greenhouse-like

¹¹ Mattdal, "Pin by Mattdal on Homestead: Map of Florida, Florida, Everglades National Park."

¹² College of Arts, Sciences & Education | Florida International University, "Geoscience Resources."

environment. This way, the city's core would be unaffected by the unpredictable Florida climate, avoiding extreme heat, heavy rainfall, and potentially even devastating hurricanes from the coast.¹³

However, this enclosure was flagged by both corporate and public officials as being impossible to construct, given the environmental hazard such an enclosure holds in a state like Florida. In particular, the glass enclosure faces the same obstacle as the underground rail and road system throughout EPCOT's core. That is, the weight of such a structure cannot be sustained by the limestone foundation of Florida's terrain.¹⁴ Delegates will have to rethink these aspects of design and think of ways to lighten the load of the infrastructure on Florida's natural foundations if the original plan is to come to fruition.

**FROM THE DAIS: This glass enclosure is NOT a dome!*



Figure 3: Artist's rendering of EPCOT's Original Design.¹⁵

EPCOT's residential zones were planned to be in its periphery regions, following a 3-petal design that is a direct result of Walt Disney's admiration for the Garden City and its ideals. Ebenezer Howard's Garden City Theory holds that a city ought to preserve the ecosystem around it, while also welcoming its new inhabitants and visitors through greenbelts, pedestrian infrastructure, and an efficient, radial layout.¹⁶ Significantly less populated than the core, these petal-shaped areas are connected to the city center via the **WEDway PeopleMover**, EPCOT's proposed internal public transit system, taking passengers over the greenery that divides the two zones. With cars largely

¹³ Weiss, "EPCOT Under Glass?"

¹⁴ College of Arts, Sciences & Education | Florida International University, "Geoscience Resources."

¹⁵ Modern Mouse Radio, "The World That Never Was: EPCOT-Part 2."

¹⁶ Rowland, Michelle M. "Manifestations of Ebenezer Howard in Disneyland."

limited to the residential part of the city, EPCOT's livable areas allow for further integration with the surrounding metropolitan area, while the settlement itself is still encapsulated into a controlled social environment.¹⁷

Public Transportation

One of Disney's largest criticisms of the major American cities of the Twentieth Century was their mass adoption of the automobile as the sole method of transportation. Although he adored the liberating nature of the automobile, Walt Disney believed that cars were inefficient in all ways; the infrastructure required for personal vehicles occupied more space than almost all other architectural and transportation-related developments.¹⁸ Metropolitan centers across the country were quick to use government-issued funds to construct parking lots, highways, and turnpikes without any regard for investments in public transit. This reached a climax with the Federal Aid Highway Act of 1956, which established a new Interstate Highway system under President Eisenhower.¹⁹ Walt Disney hoped that the new highways would increase efficiency inside and in between cities, allowing municipal governments to prioritize public transit for intra-city travel.²⁰ Instead, America's metropolitan areas adapted to the needs of the car, rather than the needs of the people.²¹ This pushed Disney to look for a mode of transportation that would take the stress back off of the individual and reprioritize efficiency over independence.

On the other hand, the dawn of the jet age also attracted the attention of Mr. Disney. One of EPCOT's key features is a fully functioning commercial airport, named the Airport of Tomorrow, complete with a passenger terminal for tourists and locals, and an executive wing for corporate and

¹⁷ Theme Park Tourist, "Was Walt Disney's EPCOT a Futuristic Utopia...or a Dystopian Nightmare?"

¹⁸ "EPCOT (Concept)." *Wikipedia*, Wikimedia Foundation, 19 Dec. 2022, en.wikipedia.org/wiki/EPCOT_(concept)#Transportation.

¹⁹ Lacy, Lee. "Dwight D. Eisenhower and the Birth of the Interstate Highway System." *Www.army.mil*, 20 Feb. 2018, www.army.mil/article/198095/dwight_d_eisenhower_and_the_birth_of_the_interstate_highway_system.

²⁰ "EPCOT (Concept)." *Wikipedia*, Wikimedia Foundation, 19 Dec. 2022,

²¹ Logan, Megan, "Walt Disney's Magic Vision for American Highways."

private services.²² Like the city itself, the Airport of Tomorrow follows a circular terminal and runway model, common for many preliminary blueprints for major city airports during the jet age.²³



Figure 4: Air Transit Map in EPCOT.²⁴

It is worth noting that, although Central Florida (along with the state of Florida as a whole) was at the time witnessing explosive population growth, Orlando's McCoy Jetport (MCO) only began commercial operations in 1964.²⁵ At the time Disney was designing this new airport, Delta, National, and Eastern Airlines operated out of MCO, using a small, military-purposed hanger as the passenger terminal.²⁶ As MCO looked to grow due to the massive influx of new Floridian citizens, Orange County, Florida rejected the Disney Corporation's plans to construct a new airport set to directly compete with MCO's target audience and subsequent revenue to the county.²⁷ During committee, delegates should take into account that further efforts to develop an airport could face potential pushback from surrounding governments, and account for these issues in any proposed solutions.

²² Korkis, Jim, "The EPCOT International Airport."

²³ Ibid.

²⁴ Newsroom, "Disney World's Abandoned Airport That Sits Directly Outside The Magic Kingdom."

²⁵ McMurtry, Ian, "Orlando Airport's Cinderella-Like Evolution."

²⁶ Ibid.

²⁷ Newsroom, "Disney World's Abandoned Airport That Sits Directly Outside The Magic Kingdom."

As demonstrated thus far, Walt Disney was a major advocate for public transportation and other forms of group transport. He made mass transit the nucleus of EPCOT's proposed public infrastructure, dismissing the need for cars within the settlement itself:

But automobiles and freeways will not be E.P.C.O.T.'s major way of entering and leaving the city. The transportation heartbeat of EPCOT will be the two electric powered systems—monorail and WEDWAY—that radiate to and from the transportation lobby, and the key system in this coordinated network will be the WEDWAY People Mover.

– Walt Disney, 1966²⁸

Ultimately, Disney sought to make EPCOT a city where cars are removed from essential travel in favor of commuter transit and pedestrian-focused planning.²⁹ The monorail, the hallmark of Disneyland's transportation system, was added to Disney's design for EPCOT to connect the settlement to other portions of the Florida Project's domain such as the proposed Magic Kingdom and Airport of Tomorrow.³⁰ The WEDway PeopleMover, which is in its final stages of development for Disneyland's Tomorrowland at the beginning of our committee, was also proposed for commuter transit from the core of the city to its residential spokes. These two rail systems can be used as inspiration for the public transport you design for the city of tomorrow.

Reedy Creek Improvement District

By the mid-1960s, it was clear to Walt Disney that his often-lofty plans could not be fully developed in any portion of the United States. His corporation could not, despite his wishes, make public decisions for itself that superseded any conflicting local **ordinances**. For example, the City of Anaheim's municipal tax laws forced Disneyland management to price their ticket at higher rates than otherwise necessary.³¹ Local and federal laws such as these tax rates still applied to the Disney Corporation, as well as any developments it created. In addition, Anaheim's Disneyland lacked

²⁸ Disney, Walt, "THE ORIGINAL E.P.C.O.T."

²⁹ Eker, Nathaniel, "Why EPCOT Today Looks Nothing like Walt's Original Vision."

³⁰ "EPCOT (Concept)." *Wikipedia*, Wikimedia Foundation, 19 Dec. 2022,

³¹ Miller, Daniel. "How One Election Changed Disneyland's Relationship with Its Hometown." *Los Angeles Times*, Los Angeles Times, 26 Sept. 2017, www.latimes.com/projects/la-fi-disney-anaheim-city-council/.

control of the property immediately surrounding it, leading to a host of outside restaurants, shops, and inns being built along its perimeter to profit off of the park's ability to attract large crowds. Because of this, the corporation's efforts to acquire land in Central Florida were complemented by an organization-wide effort to establish a tax-exempt, self-governing region over the land of the Florida Project, including EPCOT.³²

This region has come to be known as the Reedy Creek Improvement District, a 25,000-acre plot of land that would provide the Walt Disney Company independence over local

infrastructure projects (such as roads and buildings) and utility/emergency services (such as a

police force, water, and waste management).³³ This way, the company could avoid the long, bureaucratic process of acquiring approval to construct what is desired. However, a tax-exempt, independent district such as this one means that Reedy Creek is dependent on private funds for its projects, leading to a surcharge on all activity and property on its land.

With Walt Disney's death late last year (from the start of committee), the certification of this district was halted by the State of Florida until the Disney corporation's board could make a final decision on its current and future necessity. So, it is up to you as the board of directors to secure a city of the future with room for expansion – whether here in Reedy Creek or elsewhere.

³² Marsh, Laura, and Alex Pareene, "How Disney World Struck a Deal with Florida to Govern Itself."

³³ Ibid.

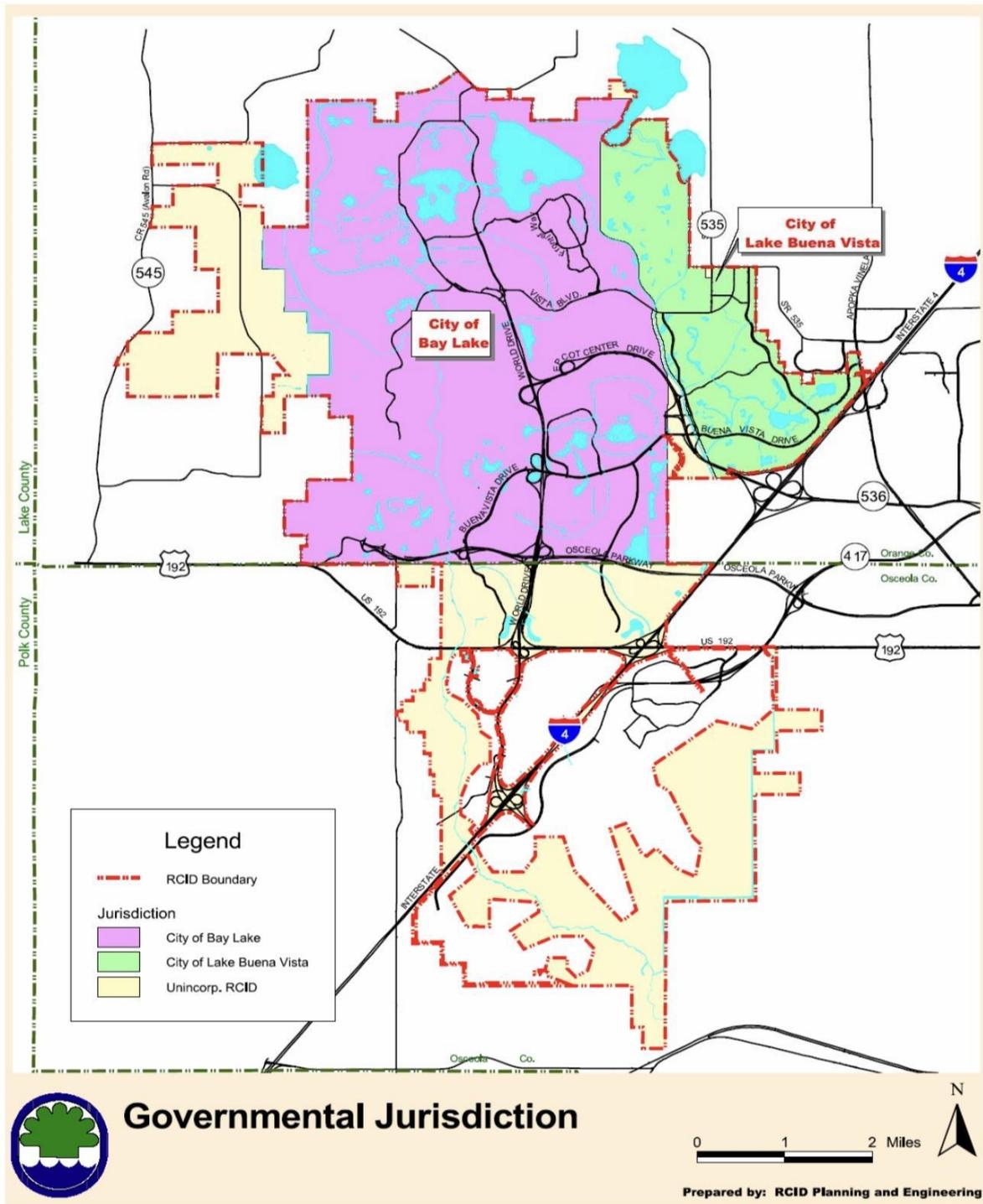


Figure 5: Governance Map of EPCOT.³⁴

³⁴ Office of Program Policy Analysis & Government Accountability, "Central Florida's Reedy Creek Improvement District Has Wide-Ranging Authority."

History of the Problem

Walt Disney's Significant Projects

For better or for worse, Walt Disney believed he had something to prove to the world. In 1937, Disney and his animation team successfully produced and released *Snow White and the Seven Dwarfs*, the first full-length traditionally animated film in cinematic history.³⁵ However, its triumph at the box office was far from a given. Hollywood repeatedly made efforts to shut down the production, leading Walt himself to personally fund the project at its lowest point.³⁶ Nonetheless, the animated film transformed the industry, providing the Walt Disney Company with one of its first **flagship franchises**.³⁷ Thus, by the 1960s, Disney had become accustomed to success on the heels of criticism and doubt.

Disneyland: Anaheim, California

Walt Disney opened Disneyland in Anaheim, California on July 17, 1955.³⁸ Walt knew that this theme park was the first of its kind, as it reflected the worlds he brought to life in theaters across the country. However, Disney wanted more than a canvas to simply bring his worlds to life. He wanted Disneyland to be a utopian paradise where people could forget about their problems in the real world.³⁹ To this end, Disney said, "Disneyland is like Alice stepping through the Looking Glass; to step through portals of Disneyland will be like entering another world."⁴⁰ Employees are cast members, customers are guests, and Space Mountain isn't a ride, it's an experience. These aspects of Disneyland carried over to not only the **Florida Project**, the name given to describe the company's overall involvement in Orlando, but also Disney's very way of thinking.

Walt Disney sought an immersive experience at Disneyland separate from the interruptions from the park's surroundings. With tens of thousands of acres of empty land in Central Florida, Disney sought

³⁵ Lambie, "Disney's Snow White: The Risk That Changed Filmmaking Forever."

³⁶ Ibid.

³⁷ Ibid.

³⁸ "Disneyland." *Encyclopædia Britannica*, Encyclopædia Britannica, Inc., www.britannica.com/place/Disneyland.

³⁹ Walt Disney Quotes, "Walt Disney – The Dream of Disneyland."

⁴⁰ Walt Disney Quotes, "Disneyland Quotes."

to further insulate his vision of EPCOT, starting with three such innovations from Disneyland itself: the center circle, the monorail, and the WEDway PeopleMover.

The Center Circle

The center circle of Disneyland, at first glance, doesn't seem to serve as more than an aesthetic way to divide up the many lands that merge to form the park. However, this piece is a marvel of **psychological** and logistical innovation that came to define Disney's works throughout the mid-20th century. It also serves as an example of Walt Disney's appreciation for and recognition of the philosophies of Ebenezer Howard and the Garden City Movement.

To begin with, the circle lacks any sharp edges, creating a non-threatening and welcoming environment for those who navigate it. The circle constructs a central gathering plaza without any corners that could potentially isolate parties from the rest of the crowd (both literally and ideologically). This is intended to result in greater social interaction between guests and cast members.⁴¹ In addition, the center circle had a proven record of working well in Disneyland, as it leads visitors to the aptly named Main Street, USA. This street runs directly to the iconic Sleeping Beauty Castle through the circular center, further bringing the magic of Disney's movies to life. The increased efficiency and "streamlining" of Disneyland's layout produces many psychological benefits for visitors.⁴² This is particularly beneficial for parents, families, and elderly visitors to the park, as the streamlined center of the park allows for clear and uncongested transitions between main attractions.

⁴¹ Rowland, "Manifestations of Ebenezer Howard in Disneyland."

⁴² Ibid.

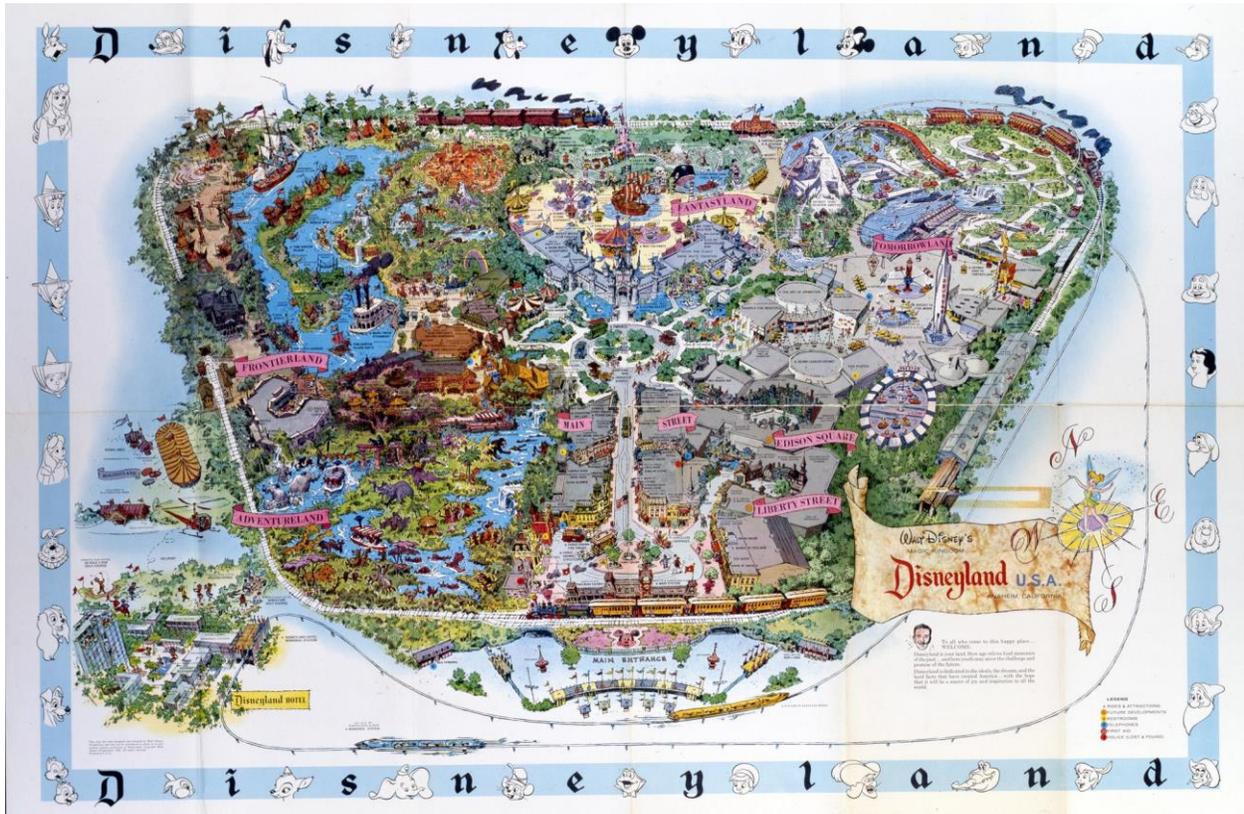


Figure 6: Map of Disneyland.⁴³

On a logistical level, the central circle acts as the “hub” for the park’s **hub and spoke model**.⁴⁴ The spokes take the form of a wheel, pathways, and bridges that extend outward from the center to the differently-themed lands.⁴⁵ This layout of the park is among the largest innovations of its time, as other industries rapidly adopted it for its functional efficiency and its resourcefulness. During the 1950s, for example, the hub and spoke model took a much larger and notable form in the airline industry, as mainstream airlines began to schedule flights to their hub airports, streamlining service amongst fewer services. When constructing EPCOT, keep in mind the efficiency a circle may bring to the city, independent of its theme park origins.

⁴³ Chamberlain, “Disneyland’s Evolution Through Maps.”

⁴⁴ Rowland, “Manifestations of Ebenezer Howard in Disneyland.”

⁴⁵ Ibid.

Despite their hesitancy to deal with the inevitable media attention that would arise from the story, investigations were finally carried out by WADA. These inquiries revealed that doping was encouraged at the highest levels of the Russian government, creating an all-encompassing culture of drug use among Russian athletes. From the Ministry of Sport to individual RUSADA agents, officials were bribed and instructed to turn a blind eye to athletes' test results. By December 5, 2017, the IOC announced that the Russian Olympic Committee had been suspended and that only Russian athletes without previous drug violations would be allowed to compete in the 2018 Olympics. However, as further punishment, the clean Russian athletes would not be allowed to compete under the Russian flag. Instead, they were to compete under the Olympic flag and would only be referred to as "Olympic Athletes from Russia".⁴⁶

While Russia has been by far the most prolific sponsor of Olympic doping, it is not the only one. Notably, the East German women's swim team was found to have been involved in a state-sponsored doping campaign during the 1976 Olympics. Their 8 world records and 10 wins over the course of 13 events raised suspicions, especially given their 0-win performance during the prior Olympic games.⁴⁷

These cases of state-sponsored doping demonstrate how flawed the existing substance tracking system is, and how it has failed to keep doping in check. Corruption paralyzes any rules set to deter doping as enforcement effectively disappears. Perhaps, more importantly, WADA's heavy dependence on national testing organizations makes it easier for individuals to subvert international regulations, as national bodies have a significant amount of control over the tests. Lastly, the lack of transparency in national testing systems makes it harder for the international community to check for malpractice. These issues are not exclusive to Russia nor to East Germany, as many countries have exploited loopholes in the system to win the games by any means necessary. Thus, the issues discussed above are important topics to discuss during committee.

⁴⁶ Wallace, Ava, and Emily Giambalvo. "A Timeline of Russia's State-Sponsored Olympic Doping Scandal." *The Washington Post*, WP Company, 14 Feb. 2022, www.washingtonpost.com/sports/olympics/2022/02/11/russia-olympics-doping-scandal/.

⁴⁷ "8 Olympic Cheating Scandals." *Encyclopædia Britannica*, Encyclopædia Britannica, Inc., <https://www.britannica.com/list/8-olympic-cheating-scandals>.

The Monorail

Disneyland's monorail, built in 1959, reflected Disney's vision for public transit in America's future cities. The monorail is an elevated train that was proposed in order to satisfy the complex's need for long-distance commuter transit. The monorail at Disneyland was the first daily monorail service in the United States.⁴⁸ It was a more modern take on the bulky streetcars and subways from the earlier half of the Twentieth Century's public transportation solutions.⁴⁹ While the monorail was proposed by Walt Disney to connect the longer-haul distances of the Florida Project's land, the WEDway PeopleMover would serve the more immediate areas of EPCOT.



Figure 7: Disney's Monorail.⁵⁰

⁴⁸ Tremaine, "The Disneyland Attraction That Changed Transportation Forever."

⁴⁹ Ibid.

⁵⁰ Glover, "The History of the Disneyland Monorail: Mark II, 1961-1969."

FROM THE DAIS: The public transit monorail system at today's Walt Disney World, which originally extended from the Magic Kingdom to its resorts and now extends to EPCOT, has 150,000 daily users, making it one of the most significantly used monorails in the world.⁵¹

The WEDway PeopleMover

The WEDway PeopleMover is a transportation system scheduled for final installation later this year (1967) at Disneyland's Tomorrowland.⁵² Like the monorail, the PeopleMover is an elevated transit system designed to increase the accessibility of the Florida Project's domain. Unlike the monorail, however, the PeopleMover is designed to accommodate more personalized parties, such as families or friend groups, as they commute within a set location. Each part of the PeopleMover will be composed of a set of four cars attached to one other, accommodating about four people per car.⁵³ The PeopleMover will originate from the center of Tomorrowland, branching out to all corners of the land from that origin point.⁵⁴

Similarly, EPCOT's version of the PeopleMover would operate from the central station of the city within the main circle. From there, multiple tracks would protrude out in multiple directions away the city, acting as EPCOT's primary mode of intra-city public transit.⁵⁵

1964 World's Fair

The 1964 World's Fair was an international **expo** held in New York City that showcased the wonders of human innovation in technology and culture in all parts of the world.⁵⁶ With a suite of American and global companies and figures contributing their resources to the expo, this edition of the World's Fair inspired Walt Disney's design of EPCOT. Even before the 1964 version of the event, Disney had long been invested in the World's Fair, dedicated to its mission of providing a platform for humanity's greatest innovations in technology and culture.⁵⁷ As a result, he would often look to the

⁵¹ Tremaine, "The Disneyland Attraction That Changed Transportation Forever."

⁵² Glover, "The History of the Disneyland Monorail: Mark II, 1961-1969."

⁵³ THE ORIGINAL E.P.C.O.T., "WEDway PeopleMover."

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Carnaham, Alyssa, "Look Closer: 1964 New York World's Fair."

⁵⁷ Ibid.

World's Fair to draw inspiration for his future projects. The most notable influence, for example, is the Crystal Palace from the 1851 World's Fair, a historical structure that would later be recreated for Walt Disney's Main Street, USA. Disney also used the World's Fair to try out ideas he had for future projects, particularly attractions for his parks, such as *It's a Small World!*⁵⁸



Figure 8: London's 1851 Great Exhibition of Technology.⁵⁹

One major influence Disney took from the World's Fair that year was EPCOT's aesthetic style.

Modernism, otherwise known as **International Modernism**, became a key architectural and design movement in the Twentieth Century. Rather than focusing on decoration, all aspects in and of a building had to have a purpose. In a **Rationalistic** approach, materials had to have strict rational use and architects took an analytical approach to building functions. It also displayed an emphasis on volume, asymmetrical compositions, and minimal **ornamentation**.⁶⁰

Also popular at this time, the Garden City Movement promoted the idea that a city ought to be focused around its center with dynamic, petal-shaped districts stretching into its outskirts.⁶¹ Between these districts should, with this movement, be bands of **greenspace** called greenbelts,

⁵⁸ Ibid.

⁵⁹ McNamara, "London's 1851 Great Exhibition of Technology Inspired the World."

⁶⁰ Tate. "Modernism." *Tate*, www.tate.org.uk/art/art-terms/m/modernism.

⁶¹ Rowland, "Manifestations of Ebenezer Howard in Disneyland."

designed to preserve an inhabitable and healthy urban environment. This, in the theories of architects such as Ebenezer Howard, would ensure that the City of Tomorrow is capable of adjusting to meet the needs of today and the wants of the future.⁶² Combined with Modernism, the Garden City Movement provided the essence of EPCOT, as well as several future communities and resorts (like the Contemporary Resort) in and around the property.⁶³

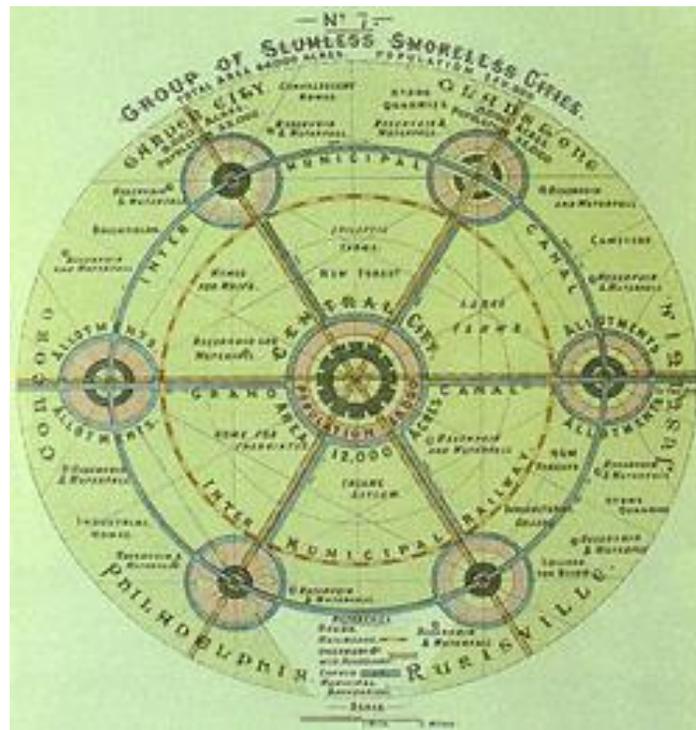


Figure 9: Howard’s Garden City Concept.⁶⁴

Modernism inspired Walt Disney at every turn, as seen in his use of abstract shapes and bold geometry as the foundation of his pavilion at the 1964 World’s Fair, and later, EPCOT itself. The clearest modern-day example (outside of committee) of this is seen in the Carousel of Progress, a long-running stage show in a rotating theater. The attraction showcases how technology has progressed from the 1900s all the way to the 21st century.⁶⁵ In doing this, Walt Disney promoted the Modernist and **Utopian** idea that people would evolve with time and ultimately achieve a stronger

⁶² Ibid.

⁶³ Ibid.

⁶⁴ Howard, "File:Garden City Concept by Howard.jpg."

⁶⁵ D23, "General Electric Carousel of Progress."

state when unified rather than divided. This philosophy would come to serve as the backbone of EPCOT's operation as Disney emphasized the Modernist view of technology as a path to progress.

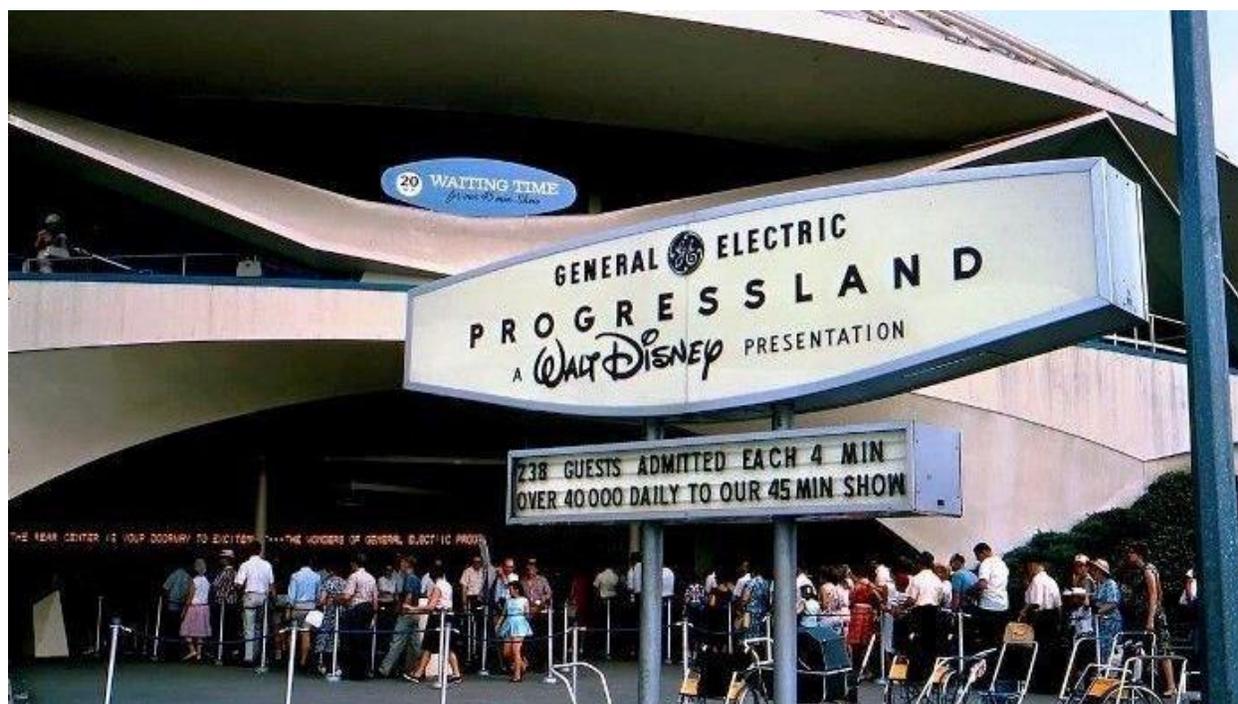


Figure 10: Progressland at the World's Fair.⁶⁶

Walt Disney was further inspired by the Modernist movement in his 1964 debut of *It's a Small World!* Modernism implies that, as technology is critical to human success, humans themselves can advance and discover all the world has to offer as the enablers of tomorrow. Walt's approach to communicating this theme takes the form of a 10-minute boat tour through all seven continents with an iconic song playing throughout. While unrelated to technology directly, Walt acknowledged through this attraction that the cultural and intellectual aspects of all humans from all parts of the world are essential in creating the modernist world of innovation and purpose.⁶⁷

⁶⁶ History@Disney, "Progressland at the 1964-65 New York World's Fair Featuring Walt Disney's Carousel of Progress."

⁶⁷ Designing Disney, "Designing 'It's a Small World' - The 1964 New York World's Fair."

The Conception and Idea of the "Florida Project"

The Florida Project described plans for the swath of land the Walt Disney Company acquired from a group of other companies and government agencies in 1964.⁶⁸ They did so in secret, not using their true identity as the Walt Disney Company (or any of its subsidiaries) in an effort to obtain the land at market price, and to avoid a mass public response and intervention from outside parties. The Florida Project was essentially code for what would eventually become Walt Disney World, with Orlando's undeveloped land and unique market to attract from the already-extant Disneyland across the country.⁶⁹



Figure 11: Celebration Timeline.⁷⁰

The Florida Project was largely the result of two components; an expansion of Disneyland for the East Coast of the United States, known today as the Magic Kingdom, and the Experimental Prototype Community of Tomorrow, EPCOT. EPCOT was proposed to be a city for the future, built yesterday for tomorrow, standing as an example for all American and global cities for the Twentieth

⁶⁸ Paris, Lindsey. "Walt's Florida Project Is the History Lesson You Need Before WDW's 50th." *Inside the Magic*, January 19, 2021.

⁶⁹ *Ibid.*

⁷⁰ Celebration Foundation, "Celebration Timeline."

and Twenty-First centuries. EPCOT is, as of the beginning of committee, planned to be functionally independent, with its own Industrial Park, tourism sector, residential zones, and airport. Disney's monorail and WEDway PeopleMover are planned to serve as the systems of commuter transit to, from, and within this garden city. Ideally, in Walt Disney's vision, no one individual will own property in EPCOT, maintaining its utopian, collective, philosophy and spirit of innovation. Additionally, everyone will be required to work on behalf of EPCOT or somewhere else in the Florida Project, limiting unemployment in the community. In creating a city well-equipped with the tools for modern advancements, Disney believed this project was working towards promoting the betterment of the human race and paving the way for a true utopia.⁷¹

However, this idea of a utopia was (and still is) unpopular with the American public, especially during the 1950s and 1960s. During this time, the automobile was becoming more widely available to the public, the jet age was in full swing, and the Cold War's Space Race was picking up speed. More importantly, **utopianism** was immediately connected to the controlling, oppressive, Communist ideologies of the Soviet Union and the Marxist states of East Asia: China, North Vietnam, and North Korea.⁷² Utopianism, although it existed as a concept for decades prior, was redefined through the Communist Manifesto itself. As such, "anti-Red" Americans were repulsed by the idea of a "perfect" day-to-day society largely because that meant a controlled society; the complete opposite of one that is free, independent, and "American."⁷³

The one thing I learned from Disneyland was to control the environment. Without that we get blamed for the things that someone else does. When they come here they're coming because of an integrity that we've established over the years, and they drive for hundreds of miles and the little hotels on the fringe would jump their rates three times. I've seen it happen and I just can't take it because, I mean, it reflects on us. I just feel a

⁷¹ May, Emile Mausner, "Degenerate Utopia: Disney and Disenchantment in Central Florida."

⁷² Self, Samantha, "To All Who Come to This Happy Place: Cold War Ideologies and the Utopian Image of America's Past, Present, and Future in Disneyland 1955-65."

⁷³ Ibid.

responsibility to the public when I go into this thing that we must control that, and when they come into this so-called world, that we will take the blame for what goes on.

– Walt Disney, 1966⁷⁴

Nonetheless, Mr. Disney was determined to bring the revolutionary centerpiece of the Florida Project to life. On November 16, 1965, the Disney brothers, along with then-Governor of Florida Haydon Burns, held a press conference at the Cherry Plaza Hotel in Orlando to officially announce Disney's plans in Central Florida.⁷⁵ Almost a year later in October 1966, Disney released what has become known as the *EPCOT Film*, a 25-minute overview detailing every aspect of the City of Tomorrow.⁷⁶ Here, he introduced the **Progress City Model**, the template for WED Enterprises and the Walt Disney Company to follow according to Disney's vision for the property.⁷⁷ Through this video, he hoped to not only attempt to alter the public's perception of what would become an urban utopia in the United States, but also acquire corporate sponsors from the very industries that exemplified American independence through their philosophies and products: General Motors, Ford, General Electric, etc.⁷⁸ Sadly, this would be Walt's final major statement on EPCOT, as he passed away two months later on December 15, 1966.⁷⁹

⁷⁴ Disney, Walt, "THE ORIGINAL E.P.C.O.T."

⁷⁵ The Florida Channel, "Reflections: Walt Disney Announces the 'Florida Project.'"

⁷⁶ Heaton, Dan, "The EPCOT Film: A Lost Dream of Tomorrow."

⁷⁷ Ibid.

⁷⁸ Ibid.

⁷⁹ Crowther, Bosley. "Walt Disney." *Encyclopædia Britannica*, Encyclopædia Britannica, Inc., www.britannica.com/biography/Walt-Disney.

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TOPIC B: SUSTAINABILITY

Statement of the Problem

Walt Disney’s vision for EPCOT wasn’t just to build an urban hub that pushed the contemporary limits of city planning, but to build an inherently sustainable community that could act as a model for all other American cities. Walt Disney wanted to ensure that EPCOT could act as a successful city, as well as a perpetual laboratory for American urban imagination. Thus, members of the board will almost certainly need to put their hard hats on, constructing the solutions to the perils that plague any new urban project, as well as planning ahead. It is your job to ensure that EPCOT stands the test of time.⁸⁰

The four pillars of sustainability:

Economic Sustainability

Economic sustainability is the practice of keeping the long-term economic success of a project in mind. Imagineers need to look ahead as they design a city that will stay productive and valuable into the future. However, as The Walt Disney Company is for-profit, it has an additional responsibility to generate revenue for its shareholders. Delegates must keep in mind that economic sustainability is at the ultimate top of the agenda for all stakeholders in this project. The land has been purchased, capital has been raised, an enormously talented team of executives and engineers has been assembled, and the Reedy Creek Improvement District (RCID) is planned for development – the only thing left to decide is how to proceed with it.

The RCID would be a strip of land governed locally by the Walt Disney Company. Local services would have to be provided by the Walt Disney Company (which is a roadblock that you, the delegates, must face!). The first step developers likely need to take to aid EPCOT in reaching profitability is to gain some sort of autonomy for the company on the political stage. Furthermore,

⁸⁰ “The Four Pillars of Sustainability.” FutureLearn. Accessed June 17, 2022.
<https://www.futurelearn.com/info/courses/sustainable-business/0/steps/78337.#>

the Walt Disney company must also build workplaces and factories, alongside incentivizing skilled workers to move to EPCOT. Delegates would benefit from looking at previous successful economic development projects in order to come up with the best solutions to bring skilled workers to live and work in EPCOT and create a strong regional economy.

Environmental Sustainability

Environmentalists have had a long history of successful advocacy in the United States, Florida is especially known for its natural beauty, and EPCOT's development could invite conflict with these groups.

Environmentalism in the United States took root during the progressive era, where successful reforms such as the foundation of National Parks were passed at the federal level.⁸¹ The emergence of nuclear technology, early recognition of climate change by the scientific community, and smog congestion affecting most global cities have ignited environmental passions now more than ever before.

The development of EPCOT could potentially harm the nearby environment and wildlife. The RCID is home to dozens of swamps, which contain bobcats, otters, and of course, alligators. The alligator itself is at the center of fierce advocacy by environmentalists, as hunters have killed so many that the federal government is considering labeling it as an endangered species.⁸²

Another challenge especially prescient in urban planning is that of air pollution. Recently, activists have been protesting the level of smog present in large American cities.⁸³ Air pollution in the United States has reached catastrophic levels, lowering life expectancy and giving thousands of innocent Americans diseases ranging from asthma to lung cancer.⁸⁴ To this end, scientists are currently

⁸¹ "National Park Foundation." *Wikipedia*, Wikimedia Foundation, 2 Dec. 2022, en.wikipedia.org/wiki/National_Park_Foundation#History.

⁸² "The Croc Docs." *The American Crocodile: A Story of Recovery* | The Croc Docs. Accessed August 17, 2022. <https://crocdoc.ifas.ufl.edu/publications/posters/crocodilerecovery/>.

⁸³ "'Environmental Crisis' in the Late 1960s." *Omeka RSS*, michiganintheworld.history.lsa.umich.edu/environmentalism/exhibits/show/main_exhibit/origins/-environmental-crisis--in-the-.

⁸⁴ *Ibid.*

researching how the expulsion of carbon dioxide from our automobiles and coal power plants affects our Globe's temperature. Many are calling it 'Global Warming' and the phenomenon of the greenhouse effect is well-documented for all to see.⁸⁵ EPCOT is a city of the future, thus, the pollutants of today must be accounted for in some capacity so there is a future to look forward to!

Human and Social Sustainability

EPCOT is a profit-seeking enterprise and EPCOT is a showcase of what the future has to offer, but EPCOT is also meant to be a home. Human and Social Sustainability boils down to keeping the residents (and future residents) of EPCOT happy and healthy.

It should be the goal of designers to build a flourishing culture unique to EPCOT. The development of enviable museums, cultural centers, and nightlife should factor heavily into the design of the settlement. EPCOT is a city built by Imagineers for Imagineers; sustaining the culture that fosters imagination is important.

However, EPCOT will not just be populated by young Imagineers, it will also be populated by families, laymen, engineers, lawyers, firefighters, and soldiers! Every type of person is welcome at EPCOT, and thus the wide-ranging amenities present in any other American city must also be present in EPCOT so that our residents all have a sustainable home. This ranges from a robust education system to a local franchise of one's favorite chain restaurant. Any amenities that make our residents feel at home must be provided!

Those amenities include robust infrastructure, not just in transit, but also in the transportation of water to people's homes, how power lines will be laid, the disposal of garbage, and more! Delegates must get down and dirty to properly construct the city of the future.

⁸⁵ Ibid.

Economic sustainability is the most important priority of our company, environmental sustainability is the most important priority of mother earth, but human and social sustainability is the most important priority of our residents.

History of the Problem

An Abridged History of Florida

The state of Florida joined the United States in 1822 as a territory, only becoming a state in 1845. The most notable thing about Florida at the time was its citrus and cotton-focused plantation economy, which relied heavily on the exploitation of freedmen and other working-class individuals.⁸⁶ The status quo, however, began to change in the 1890s, when railroad magnates Henry Flagler and Henry Plant began building much-needed rail infrastructure in the state.⁸⁷

Suddenly, tourism spiked to new levels as Florida began to be the summer destination for most of America's families. The area began to evolve from the backwater state into the sunshine state it is known as today. As Northerners' perception of Florida changed, migration and investment into Florida's burgeoning economy spiked.

The state's population began to explode, culminating in the Florida real-estate crisis that struck the state in 1926.⁸⁸ What ensued were multiple years of hardship, but also of rebuilding. Florida's economy began to transition from one focused purely on tourism and agriculture to one that also held mighty industrial weight. The first Floridian theme park, Cypress Gardens, was established in 1936.⁸⁹ It proved that with hard work, tax breaks, and investor capital, Florida's wild land could be tamed into new and highly profitable developments. The nascent of this manufacturing industry, followed by the space industry, large anchorages, shipbuilding harbors, and financial services, revolutionized the state. Furthermore, the great migration and the Cuban Revolution drastically changed the state's demographics, transforming it from one that mirrored its other Southern partners into one of the United States' most multicultural states.⁹⁰

⁸⁶ "History of Florida." *Wikipedia*, Wikimedia Foundation, 28 Dec. 2022, en.wikipedia.org/wiki/History_of_Florida#:~:text=Florida%20was%20under%20colonial%20rule,as%20the%2027th%20U.S.%20state.

⁸⁷ Ibid.

⁸⁸ Ibid.

⁸⁹ Ibid.

⁹⁰ Ibid.

So where does that leave the development of EPCOT in the history of Florida? Well, the year is 1967, and Florida is, as stated earlier, on the up and up! Just three years ago, the state of Florida overtook Massachusetts in total population. Yes, Massachusetts, where the spark of the American revolution was ignited, has been overtaken by what was an irrelevant swampy backwater just 66 years ago when Walt Disney was born. Florida is experiencing a development boom, and EPCOT is a project that perfectly fits the grand vision for Florida to become one of America's grand metropolises.

Economic Motivators and History

The key to understanding the role that EPCOT should play economically is the history of Florida's economy and Disney Co.'s business model.

First, it is important to realize that while EPCOT is a revolutionary vision for the city of tomorrow, it is also a real estate development project with stakeholders, primarily supported by the Walt Disney Company, an... entertainment company. Our company is well-known for designing Mickey Mouse and bringing fairy tales to the big screen, but not constructing monumental and revolutionary infrastructure projects, except that of Disneyland. Disneyland was a successful venture that incorporated multiple innovative technologies to provide a superior amusement park experience to its guests. The Disney Co. has experience beyond drawing and animating, it has experience in *building* things. Disneyland wasn't just successful though, it was wildly successful in terms of improving the Disney Co.'s prestige, its share price, and its profits. Fueled by this great history, expectations for EPCOT's profitability are high.

With this in mind, the single most important priority EPCOT's developers have is to ensure that EPCOT is profitable. There are multiple ways that the developers could do this. First, the developers could focus on replicating the success that was Disneyland. What made Disneyland a pioneer in amusement park design was its commitment to creating an experience enjoyable for both adults and children, transitioning away from the term 'Kiddie park' to the term 'Family park' both figuratively and literally. Leveraging an inclusive atmosphere with Disney's domination of the American entertainment industry is a recipe for building a great theme park! A successful way to capture profit from this venture would be to ensure that the entire guest experience is in our theme park, from

housing to water-skiing rentals. Combining this approach with the corporation's traditionally inclusive pricing model will surely ensure EPCOT's profitability.

However, EPCOT is also a city, and thus, the attraction of industries already being built in Florida to EPCOT is critical for profitability and for the well-being of this project. Recently, Florida has become a strong hub for advanced agricultural processing, engineering, and technology, primarily in the space industry (President Kennedy pledged earlier this decade to send a man to the moon, headquartering the efforts in Florida), nightlife, financial services, and tourism.⁹¹

Providing incentives to companies to build on EPCOT's grounds, establishing good relations with wealthy interests and developers, and attracting a talented workforce should be in developers' minds. Finding a way to attract these industries and many more to EPCOT will surely guarantee overall and enable a bright future for the experimental city.

Demographic and Social History

Florida's demographic makeup has already transitioned enormously, and will continue to do so in the future as the state attracts more and more residents from diverse backgrounds.

A brief and more detailed history of Florida's demographics is as follows: Until the 1920s, Florida's demographics and social environment mirrored those of other states in the Deep South, with a substantial proportion of Black citizens subjugated by Jim Crow laws passed by local governments.⁹² The Great Migration shifted the state's demographics as Black residents fled Florida in droves for better opportunities in Northern metropolises such as Chicago.⁹³ Northern retirees in turn flooded into Florida as air conditioning enabled comfortable living for what was formerly an inhospitable wasteland during the summer.⁹⁴ Furthermore, the Cuban revolution caused a massive influx of

⁹¹ Jones, Dustin. "How Space Exploration Has Changed, 60 Years since JFK's 'We Choose the Moon' Speech." *NPR*, NPR, 12 Sept. 2022, www.npr.org/2022/09/12/1122375097/space-exploration-jfk-we-choose-the-moon-speech#:~:text=%22We%20choose%20to%20go%20to,at%20Rice%20University%20in%20Houston.

⁹² "History of Florida." *Wikipedia*, Wikimedia Foundation, 28 Dec. 2022, en.wikipedia.org/wiki/History_of_Florida#:~:text=Florida%20was%20under%20colonial%20rule,as%20the%2027th%20U.S.%20state.

⁹³ "The Great Migration (1910-1970)." *National Archives and Records Administration*, National Archives and Records Administration, www.archives.gov/research/african-americans/migrations/great-migration.

⁹⁴ *Ibid.*

immigrants into Florida, specifically Miami.⁹⁵ In the current day, Spanish can almost be considered one of Florida's official languages alongside English, as Florida has been transformed into a hub for the entire Latin American diaspora. An ethnically diverse and culturally rich environment is the environment EPCOT will be placed in, and developers should keep in mind that EPCOT is a city of the **future**; accommodating Florida's incredibly diverse population and ensuring that all residents are taken care of will pay dividends in building a cultural and socially sustainable society.

Note for the delegates: Any form of discrimination, including but not limited to Racism, Sexism, and Homophobia will not be allowed in committee. This ban extends to all policies, directives, and working papers written throughout the course of MUNUC. Although the committee takes place in the 1960s, delegates will keep their mindsets in 2023 at all times.

⁹⁵ History.com Editors. "Cuban Revolution." *History.com*, A&E Television Networks, 19 Aug. 2021, www.history.com/topics/latin-america/cuban-revolution.

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CHARACTER BIOGRAPHIES

Dick Nunis: Director of Park Operations

Hailing from the company's original success in Disneyland, Dick Nunis has long been a champion of putting the people first in all of Disney's endeavors. More specifically, he understood what it meant to encompass Walt's vision for an EPCOT that works for the people, as he believes in an organization that is greater than the sum of its parts. He even recognizes how this philosophy extends to his colleagues, taking particular notice in how the first-name policy has fostered a more welcoming culture unique to Disney alone. Learning about Disneyland from a college classmate, none other than Walt Disney's son-in-law, he applied for a summer job for the company. Now he is looked to as the inheritor of a vision, as no one knew Walt's aspirations for EPCOT more than him. Director Nunis, now in the driver's seat of a project with an unsure future, was sure to give the "tentative yes" to all that Walt asked, but now that he's passed...

Joe Potter: Vice President of Florida Planning

Above all else, Vice President Joe Potter is the man to go with regards to EPCOT's infrastructure. A military man with 38 years of experience in the U.S. Army, he also served a four-year term as Governor of the Panama Canal Zone from 1956 to 1960. Retiring after his term ended, Mr. Potter shifted his focus to innovation, becoming the Executive Vice President of the 1964 World's Fair, where met Walt Disney himself. With the success of both parties at the expo, Walt was quick to anoint Mr. Potter to his current post, where he has since been responsible for the not-so-utopian ideals of utilities and sewage.

Claude R. Kirk, Jr.: Incumbent Governor of Florida, Republican

Having begun his tenure as Governor earlier in the month, Mr. Kirk is about as new to the job as you could get. However, originating from the United States Marine Corps, Governor Kirk does not need time to get accustomed to the roles of the office. Instead, he has jumped right into the fray of the Florida Project, as its recent publicity under Governor Bruns has spawned a new wave of private

enterprise and government oversight throughout the center of the state, calling into question the future of the Reedy Creek Improvement District legislation stuck in the Florida State Legislature. How he seeks to proceed in balancing the interests of third parties with the ambitions of Disney are unknown, though his actions are sure to determine the economic and cultural future of Florida for decades to come.

W. Haydon Burns: Former Governor of Florida, Democrat

While only holding the gubernatorial post for two years, Mr. Haydon Burns is the man who has secured Walt's ambitions into the fabric of the Floridian identity. While also being the former Mayor of Jacksonville from 1949 to 1965, there are few who know the landscape of this changing state as well as Mr. Burns. With Anaheim's Disneyland having been encroached upon by motels and tourist shops, Walt Disney wanted to start fresh in Orlando, clear from all the bustles of the general consumer market, an idea that then-Governor Burns entertained heavily. Thus, Walt Disney petitioned the Florida State Legislature to pass into law the Randy Creek Improvement District, knowing the Governor blessed Walt's ambitions wholeheartedly. So although he may be out of office now, Governor Burns is still sure to provide this body with the political insights of the company's founder and chief.

Robert Spencer "Bob" Carr: Mayor of Orlando, Democrat

If Governors Burns and Kirk are the generals, then Mayor Bob Carr is on the front lines. A former businessman, Mr. Carr has long been associated with many philanthropic endeavors, such as organizing the Community Chest of Orlando, the first annual fund drive that supports local charitable organizations. Overall, Mayor Carr's goal throughout his tenure is to desegregate Orlando into a shining city on a hill for the American South. With the Florida Project news going public, Mayor Carr has sensed an opportunity to use EPCOT's lure as a tool to invest in Orlando's distinctly large black population, one that has yet to reap the benefits of the innovations of the 20th century.

William Willard Wirtz, Jr.: U.S. Secretary of Labor, Democrat

As long as Walt would love to materialize EPCOT into the textbook definition of a utopian society, Secretary William Willard Wirtz, Jr. and his Department of Labor will be standing in his way. Growing up in blue collar Illinois, Mr. Wirtz is hellbent on protecting and promoting the ideals of LBJ's Great Society. Specifically, the Secretary has emphasized his time into the damages of Walt's salary structure in EPCOT, as his policies for mandatory work under the company eliminates competition with the greater community and weakens workers' ability to organize. President Johnson's Great Society reflects an American Dream that Secretary Wirtz believes is far from the reality Walt hopes to build in Florida, and his administration has begun its crusade to cripple Disney's hopes of a society free from the realities of those living paycheck to paycheck.

Robert C. Weaver: U.S. Secretary of Housing and Urban Development, Democrat

Equality of opportunity is the name of the game for Mr. Weaver, the first Secretary for the newest federal department in Washington. Now having held the post for about a year, Secretary Weaver has gotten some time to get comfortable with the agency's responsibilities, and the role he has within it. However, President LBJ has alerted the HUD Department of the host of risks associated with Walt's ambitions in Central Florida, calling for immediate government oversight throughout the remainder of EPCOT's development. The Secretary, an African American raised in one of America's segregated urban centers, holds particular concerns for the growth of starkly unequal residencies within the model city, and its subsequent consequences with the already existing communities in the region. The Johnson administration has given Mr. Weaver and his team their complete backing, an alliance that has haunted the aspirations of Barry Goldwater's biggest ally, Walt Disney himself.

Linda Chapin: Women's Rights Activist

From the 1964 World's Fair to the streets of Orange County, it truly is a small world for Ms. Linda Chapin after all! From the beginning of her adult life, the influences of Walt Disney were present in her life, especially at the 1964 World's Fair and one of its headlining attractions: *It's a Small World!* There, she set her sights on two things. The first was the love of her life, Bruce E. Chapin, and the second was a host of the rather stereotypical depictions of individuals other than white men in the

slow-moving boat ride. Carrying a new husband and passion for civil rights, Ms. Chapin moved to Orlando, quickly becoming a leading figure within the local chapters of the Junior League, an organization determined to improve the overall quality of life for working women in America and in society at-large. With the discriminatory footprint Walt left behind in New York, Linda is focused on ensuring that the iconic attraction doesn't become part of a greater path of societal suppression within the prototype city.

Kiara Jackson: Director of Orlando Jetport at McCoy (MCO)

A decorated veteran of the U.S. Air Force, Director Kiara Jackson is armed with the tools for effective strategy in all that she allocates her time to. She was a leading figure in drafting the 1961 joint agreement between the Air Force and the City of Orlando that designated MCO as a joint-civil/military airfield. Ms. Jackson was then appointed by Mayor Carr to lead the airport's operations later that year, a post she has occupied since. Recognizing Walt's plans for a separate airport free of the county's jurisdiction, Director Jackson has become a warrior for greater county involvement in the Florida Project with the hopes of attracting more tourist dollars to her home town's greater local economy.

Karen Miller: Mayor of Kissimmee, Republican

While being mayor of a county seat might sound like quite the hassle, being the mayor of Kissimmee is more of a snooze. For the small town of approximately 7,000 cattle ranchers and small business owners, the job of the Madam Mayor has always been intimate, personal, and casual. And it's always been this way: Ms. Miller tended to the family ranch throughout her childhood...that is, until the Florida Project went public. Now, Mayor Miller has her work cut out for her, leading a settlement frozen in time into an era fueled by tourism and the automobile. She and the townsfolk know that the classic Southern charm of their home is heading out the door, but she is ready to fight tooth and nail to ensure that Kissimmee doesn't become just another pit-stop on the Florida Turnpike.

Joe Fowler: Senior Vice President of Engineering and Construction, Chairman of WED Enterprises, & Director of Construction for Buena Vista Construction

If the Walt Disney Company is to ever have a professional juggling act, Joe Fowler would be almost certain to acquire the role. A naval veteran from the small town of Lewiston, Maine, Mr. Fowler successfully fostered connections as a leading engineer with some of his peers, many of whom would go on to claim residency at the White House throughout the following years, including President Lyndon B. Johnson. After his 35 years of service to the United States, Walt tapped Fowler to oversee the development and early operations of Disneyland, before relocating to Florida for his current assignments. Today, Mr. Fowler is at the helm of the Florida Project in its entirety, leading the charge of the team's Imagineers to continue the materialization of his now-resting boss' dreams.

Bill Evans: Director of Landscape Architecture

Sometimes it is simply being in the right place at the right time that could make all the difference. Bill Evans, part of a dynasty of high-profile landscapers in California, was on track to achieve the same level of success as his ancestors. However, the Great Depression forced him to get creative to bounce back in the industry. With his foreign and atypical plants and landscaping tactics, he eventually acquired Walt Disney himself as a client. From working on his personal property to working on Disneyland, he joins this congregation as the Florida Project's Director of Landscape Architecture with an eye towards environmental, functional, and aesthetic sustainability. After all, the Garden City that EPCOT seeks to become cannot become as such without someone to mow the lawns.

Card Walker: Executive Vice President of Operations

Watch out, dreamers: corporate has entered the chat. However, this is not to say anything bad about Mr. Walker. As a Naval and Walt Disney administrative veteran, Vice President Walker is a realist, he knows what has proven to work in the company's history and what has not. Strokes of luck are not going to cut it for him, though he is quick to resort to the public for any deciding vote that merits attention. But even realists have dreams, and Card Walker is no exception. Throughout his tenure, he has been steadfast in growing the international acclaim of the Walt Disney brand. Whatever is to

come out of EPCOT, Mr. Walker wants the finished product to not only reflect the American view of urban idealism, but rather that of the world.

Marvin Davis: Project Designer, WED Enterprises

From the big screen to Main Street, Marvin Davis has transcended what it means to realize a dream. Beginning his career with 20th Century Fox, Mr. Davis has been accustomed to the Hollywood spotlight, and was unapologetic in bringing Walt's dreams to life in Orange County. After another stunt with Hollywood, Marvin traveled from Orange County to Orange County...Florida. Mr. Davis has been through thick and thin with Walt, maintaining close contacts with him and the State of Florida as he put pen to paper for EPCOT. His stardom in Hollywood has followed him into the heart of the Sunshine State, and with the project's newfound publicity, he is responsible for mitigating the oftentimes unwanted attention.

Don Escen: Treasurer & Controller

Money! They don't got a lotta money! That's why Chairman and CEO Roy O. Disney has invited the company's top financial officer into the fold. Don Escen has been close with Roy since day one, but up until this point, he was rather removed from the magic that the Imagineers in WED Enterprises were construing day after day. Nonetheless, every project, big or small, must go through his desk to make the magic happen and the money moves. EPCOT, however, is more than an attraction: it's an economy, and it's because of this that Roy needs Mr. Escen to survey the Imagineering of Walt's side of the company. If anything is for certain, it's that Don knows that breaking the bank shatters the dream and devolves it into a nightmare, and Disney isn't known for nightmares.

Marty Skyler: Industry Representative

The greatest showman of the Walt Disney Company, Marty Skyler is the point of contact for all sponsorships and partnerships. He was at the top of the list of Walt's right hands, the public figure for all corporate partnerships, and the mastermind behind the legendary presentations of Disneyland and the Florida Project, including EPCOT. Arguably the most important of his involvements, however, comes from his ongoing work with America's largest corporations,

particularly auto giants Ford and General Motors. From the World's Fair to the blueprint of EPCOT, Mr. Skyler is tasked with ensuring that not only does Disney secure the necessary funds for its largest project to date, but that Walt's ideal city is able to function with the private enterprise that all American cities are known for and thrive from.

Anatoly Dobrynin: Soviet Ambassador to the U.S.

Anatoly Dobrynin is the Ambassador of the Soviet Union to the United States. Having risen through the ranks as a member of the Ministry of Foreign Affairs since 1946, Mr. Dobrynin is a relatively new appointment to such a high-profile post. His interest in the Florida Project is a highly ideological one. In seeing how the futuristic city could develop, Dobrynin hopes that EPCOT's potential success could serve as an international political point that the utopian idea of the Soviet Union is not only possible, but realistic. And to top it off? Such an exhibit is happening right in the United States!

Ray Watson: Urban Planner of Irvine, CA

Ray Watson is a man who has been immersed in architecture since day one, from shadowing his carpenter father as a kid to getting his Master's in Architecture from the University of California, Berkeley. His work as the top urban developer of the City of Irvine, California, caught the attention of Walt Disney, an individual who looked fondly upon his work in the growing city. Until his passing, Walt and Mr. Watson maintained constant communication, as Mr. Disney sought to model his EPCOT after the general fabric of Watson's Irvine. Mr. Watson sees the same potential for EPCOT as he saw in Irvine, a blank slate that can model what the future of the American city holds for its inhabitants.

Richard Irvine: Executive Vice President & Chief Operating Officer of WED Enterprises

With Disneyland's overwhelming success, it can be very easy to forget that the team that Walt pitched to bring the park to life was largely new to such a field in the first place. And Richard Irvine, the boss on the ground at all times in all Disney Parks property, is no different. A product of 20th Century Fox's artistic team, Mr. Irvine is no architect, but he is an Imagineer; the first Imagineer. The team that now forms WED Enterprises has been directly cultivated by Mr. Irvine himself, and he has

just recently been promoted to his current post. With the construction of the Magic Kingdom, Mr. Irvine must once again bring the big screen to life. However, with EPCOT, he must do more than that.

Bob Matheison: Head of Research & Development

For the thousands of employees under the Walt Disney Company, particularly those working in Anaheim and Orlando, Bob Matheison is the man to thank for their careers. Mr. Matheison has been and still is synonymous with Guest satisfaction and Cast Member relations, rising up the ranks from Guest Services to his current post as Head of Research and Development. Until Walt's passing, Mr. Matheison was a reliable voice in forecasting the not-so-magical facilities needed to keep the Happiest Place on Earth functioning in Central Florida, including housing, restaurants, and warehouses. Now entering an uncharted territory without the company's founder, Bob must go at it alone to ensure that the city's human capital is used to its fullest potential.

Alice Davis: WED Imagineer

If there's someone who understands what it means to dress to impress, it is none other than the fashionista herself, Mrs. Alice Davis. From the beginning, textiles have defined her career, from the prestigious Chouinard Art Institute to the risque lingerie industry, and things were no different when she joined Walt's team for the 1964 World's Fair. Having first worked on *It's a small world!* and the *Carousel of Progress*, followed by *Pirates of the Caribbean*, Mrs. Davis has inspired countless from all walks of life by demonstrating the power one has to make a statement in costume design. Her emphasis on individual detail has proven to distinguish figures both alive and robotic, though such detail has also presented concerns of misrepresentation among those most marginalized in the community, serving as yet another potential PR crisis for the city's materialization at-large.

Ub Iwerks: Animator & WED Imagineer

Walt's brother from another mother, Ub Iwerks is nothing short of the mainstay in the corporation. Having founded an animation studio with Walt Disney himself in the 1920s, Mr. Iwerks is already a household name in the world of animation: he animated Mickey Mouse! He is a chameleon in the

Walt Disney Company, having also worked extensively for the 1964 World's Fair and for the current Florida Project. For reasons like these, it is no surprise that Ub is an independent figure in his own right, having to continuously maintain the balance between his work as a creator and his role in the greater corporation. Can he keep his (albeit animated) steamboat in check?

Don Edgren: WED Imagineer

All houses need a steady foundation, and who's better to ensure that for the company than Don Edgren. While the rest of WED Enterprises consists of Imagineers, Mr. Egren is an engineer, spearheading the application of each project into the real world. For example, he oversaw the final phases of the construction of Disneyland before its opening, and collaborated with Ford to bring their exhibit at the 1964 World's Fair to life. With EPCOT's future unclear, Mr. Disney has called upon Don to explore the structural vitality of the proposed city. Because even though Disney is where dreamers can dream, WED is where workers work to make that dream happen, and he knows that.

Orlando Ferrante: WED Imagineer

From the Trojans to the Chargers, from the military to the park, Orlando Ferrante has never defaulted to giving up. He has been a cog in some of the most demanding fields the country has to offer, so his approach as an Imagineer emphasizes the doing rather than the talking. He is a no-nonsense, yet collaborative individual that has led projects in Disneyland such as the Project Instillation Coordinating Office, designed to effectively implement some of the company's most time-consuming and complex projects in its history. EPCOT, by all measures, surpasses any previous ambitions held by the Walt Disney Company. But so long as Orlando Ferrante has a word in the discussion, this project will not be punted down the field anymore.

John Hench: Animator & WED Imagineer

Animator, choreographer, imagineer. In many ways you can say that John Hench was Walt's junior. He followed Walt's approach as if were a textbook, and still does today, serving as a major example of management's interpersonal approach to customer service at the parks and other projects they've tackled throughout their history. He himself entered the public eye during the 1960 Squaw Valley

Olympics, praised in large part due to his phenomenal construction of the Olympic Torch and Opening Ceremony. Now completing his work for the World's Fair, and with such a diverse portfolio of work throughout the years, Mr. Hench will be looked to to ensure that humanity's greatest show, a fully operating city, runs without a hitch for the world to see.

GLOSSARY

Asset: Property of any kind under one's ownership, including real estate, labor, land, and infrastructure.

Environmentalists: Activists dedicated to improving the state of the environment.

Expo: A large, sprawled showcasing of a collection of artworks, historical artifacts, innovations, or commodities of importance.

Flagship Franchise: An institution, location, or creative property that serves as an integral part of a corporation's identity and perception by the general public.

Florida Project: The name given to the efforts by the Walt Disney Company to build a complex of parks, resorts, and EPCOT in the Orlando Metropolitan Area.

Greenspace: Areas of undeveloped, natural terrain kept in place through urban development to preserve the existing ecosystem and the health of the site's environment.

Hub and Spoke Model: A model of structural organization (typically for transport-related structures) that consists of a hub and a series of spokes. The hub serves as the center of operations, uniting all of the spokes that branch out to other parts of the space. Also known as the spoke-hub distribution paradigm.

Modernism: An art and architectural movement of the early to mid 20th century that emphasized a work's utility instead of aesthetic in the world over all else, in line with a world under constant innovation and industrialization. Also known as International Modernism.

Ordinance: A law enforced on the local (city/county) level of government.

Ornamentation: Aspects of something that are in a work to add to the aesthetic; decoration.

Portfolio Powers: Powers and/or abilities granted to a delegate's role as a result of the role they occupy. For example, the President of the United States has the power to veto any bill passed by Congress because the Constitution gives the President that power.

Psychological: Used to describe something that is related to the way by which one thinks, processing information and their surroundings.

Rationalism: A 17th century philosophical movement that encouraged mathematical and practical ways of thought for successfully executing one's work.

Suffrage: The right to vote.

Shareholders: The investors and stakeholders of the EPCOT Project; the people who stand to gain, whether it be their stock gaining value or immediate profits from the development of the park.

Tax-Exempt: Used to describe an entity or location that does not carry an obligation to pay taxes to the government that holds jurisdiction over it.

Utopian: Something that reflects theoretical perfection. In society, utopianism implies a system that is harmonious for all who participate, with no wrongdoings or faults inherent to the system.

Water Table: A layer of natural groundwater that lies beneath the Earth's surface.

WEDway PeopleMover: A transportation system, scheduled to first open in mid-1967 as a part of Disneyland's Tomorrowland, that consists of a set of four passenger cars that travel along light tracks. It is the preferred mode of intra-city transit in the Florida Project's EPCOT.