

# Table Of Contents

<b>1.0 Introduction: Report Guide and Overview .....</b>	<b>3</b>
1.1 Background .....	3
1.2 Purpose .....	4
1.3 Twelve Principle Objectives of Continental 1.....	4
1.4 Report at a Glance.....	10
<b>2.0 Lessons Learned from Global Trade Corridors.....</b>	<b>13</b>
2.1 Purpose .....	13
2.2 Lessons Learned .....	13
2.3 Conclusions.....	16
<b>3.0 Introduction: Report Guide and Overview .....</b>	<b>17</b>
3.1 North American Trade History .....	17
3.2 New York State Corridors .....	19
3.3 History of U.S. Route 219 and the Impact on the Continental 1 Corridor.....	25
3.4 Conclusions.....	28
<b>4.0 Continental 1 Overview .....</b>	<b>31</b>
4.1 History of Continental 1 .....	31
4.2 Structure of Continental 1 .....	37
4.3 The Public-Private Partnership and its Applicability to Continental 1.....	39
4.4 Lessons Learned from Think Tanks and Academic Institutions/Center Initiatives on Trade Corridors.....	41
<b>5.0 Continental 1 Outreach .....</b>	<b>43</b>
5.1 Outreach Strategy Overview .....	43
5.2 Outreach Methodology .....	43
5.3 Phase 1 Progress Reports Summary.....	44
5.4 Travers Collins & Company Outreach.....	45
5.5 Zogby International Poll Methodology and Summary.....	56
<b>6.0 Continental 1 Future Initiatives .....</b>	<b>59</b>
6.1 Goal.....	58
6.2 Phase 2 Future Initiatives .....	58
6.3 Overall Management Plan and Technical Approach .....	59
<b>7.0 Conclusions .....</b>	<b>63</b>



# 1.0 Introduction: Report Guide and Overview

## 1.1 Background

Continental 1 is the name given to the trade and travel corridor that grew out of the U.S. Route 219 expansion efforts in both New York state and Pennsylvania. The context of Continental 1 spans geographically from Toronto to Miami and includes a diverse constituency of public and private stakeholders. For over 50 years, respective 219 associations in New York and Pennsylvania have advocated for the completion of U.S. Route 219 as a limited access, four lane divided highway with interstate status.

For a host of reasons, U.S. Route 219 in both states was only partially developed as a limited access highway. Instead, in New York, Interstate 90, the New York State Thruway, was built. In Pennsylvania, Interstate 79 was built. Neither of these interstates serves as an optimal north-south route for western New York and western Pennsylvania. I-90 runs east-west and requires western New York travelers to drive over 150 miles to Binghamton, NY before beginning their descent south. I-79 does cross western Pennsylvania as a north-south route, but then heads much farther to the west after exiting the state. Additionally, to access I-79 from western New York, travelers must use several single lane highways with multiple access points primarily designed for more for local travel. The concerns of long distance travel on these roadways, especially for commercial carriers, range from an increased risk of motor vehicle accidents to increased negative environmental impacts (increased noise, vehicle emissions) on residential areas.

Because the region has no direct north-south interstates routes for long distance, north-south commercial and leisure travel, western New York and western Pennsylvania do not enjoy the same trade and tourism opportunities as the regions located along fully developed interstates with interchanges. From a broader standpoint, the lack of an optimal north-south interstate route negatively impacts export and travel opportunities between eastern Canada's largest metropolitan area—Toronto—and the southeastern United States.

## **1.0 Introduction: Report Guide and Overview**

In 1993, the Intermodal Surface Transportation Efficiency Act (ISTEA) brought a new focus to north-south routes and border crossing impacts on our intermodal system of trade and travel. ISTEA laid the groundwork for revitalizing the U.S. Route 219 efforts in NY and PA. The scope led to a broadening geography, an increase in stakeholder interest, and a change in name and focus. The Pennsylvania 219 Association became Continental 1.

### **1.2 Purpose**

This strategy report represents efforts of the Continental 1 organization during the first phase in a three phase effort (2008-2011) funded by the Federal Highway Administration (FHWA). These efforts lay the groundwork for continued outreach and long-term private funding efforts that will take place during future phases. The ultimate result of these efforts is the advancement of the goal to create a bi-national, direct north-south interstate travel corridor that will span from Toronto, Ontario to Miami, Florida, and to establish an on-going process to sustain the goals of the Continental 1 organization.

The Phase 1 Strategy Report focuses on twelve principal objectives that were mutually agreed upon by the NYSDOT and Continental 1 at the outset of the contract; these objectives are discussed in detail, including the status of each objective at the conclusion of Phase 1 and methodology used.

### **1.3 Twelve Principle Objectives of Continental 1**

**Principle Objective 1:** The first principle objective is to promote Continental 1 to a broad base of public and private organizations. This promotion is to clearly define what is meant by a trade corridor, including its significance and potential benefits.

**Status and Methodology:** Since its formation, Continental 1 has maintained a very active and robust outreach campaign. The organization has met with a vast array of private companies, not for profit business groups (Rotary, Kiwanis, Exchange Club, etc), economic and industrial development agencies, logistics and transportation firms, federal, state and local transportation

## **1.0 Introduction: Report Guide and Overview**

agencies, and several government officials at the federal, state, and local levels. An extensive outreach database has been compiled; it can be viewed in the appendix section accompanying this report. From the outset, Continental 1 has been a Canadian/U.S. outreach effort that began in earnest in 1993 and has continued unabated since that time. Key work products include:

- Strategy report-Phase 1
- Interactive website
- Zogby perception and base line survey
- TRIP report
- Power Point presentations
- Economic Impact Study
- Meetings with public and private stakeholders
- Coordination with the NY U.S. 219 Association on mutual issues

**Principle Objective 2:** The second principle objective is to continue to support the completion of U.S. Route 219 in New York and the capacity expansion of the Peace Bridge via communication methods including websites, meetings, and newsletters/fact sheets.

**Status and Methodology:** Continental 1 supports the major initiatives of other organizations aimed at advancing the completion of the corridor. Continental 1 and the New York U.S. 219 Association have interlocking board members. In addition, Continental 1 actively promotes the completion of the Peace Bridge project, as well as initiatives related to enhanced border clearance procedures for travelers and commercial carriers. Key activities include:

- Supporting the NY State U.S. 219 effort for funding a study
- Requesting research support from the NY U.S. 219 Association to advance common goals

**Principle Objective 3:** The third principle objective is to coordinate key messages and outreach efforts in order to build synergies with other groups and initiatives aimed at advancing Continental 1's efforts. This includes, for example, the "Come to America"

## 1.0 Introduction: Report Guide and Overview

campaign, the Buffalo Niagara Enterprise efforts, and the Atlantic Corridor.

**Status and Methodology:** Continental 1 works closely with other organizations that have overlapping interests, such as promoting trade and tourism. The goal is to build a synergy and capitalize on investments related to research and outreach. For example, Continental 1 provides web links to other organizations, coordinates and shares research findings, and looks to share presentation venues and event planning activities. Important initiatives such as the Buffalo Niagara Partnership's supply chain strategy are one of the cornerstones of Continental 1's message of improving and enhancing trade. The organization has reached out to the other corridors in New York, as well as groups promoting economic development in the state in an effort to offer a consistent message.

**Principle Objective 4:** The fourth principle objective is to work with the states' Department of Transportation and regional and metropolitan planning organizations (MPOs) to coordinate, identify, and communicate multi-state planning efforts, from both a physical planning and fiscal programming perspective.

**Status and Methodology:** Continental 1 has a long history of reaching out to other states' Departments of Transportation, the Ministry of Transportation in Ontario, and seaports within the Continental 1 corridor. The goal is not to become a "super planning organization." Each state and port operator will allocate their own funding and develop their capital programming based on their priorities. Continental 1's role is to encourage states to incorporate the broad goals and opportunities afforded by coordinating their programs in order to capitalize on a trade corridor. Key activities in this regard include:

- Working with the senior planning directors from the states' DOTs at AASHTO meetings
- Providing research and information to the DOTs, MPOs, the MTO, and port authorities
- Identifying which funding initiatives and programs in each state have a Continental 1 supporting role and create a section on the website to inform stakeholders

## 1.0 Introduction: Report Guide and Overview

**Principle Objective 5:** The fifth principle objective is to identify projects and programs in the planning, design, or implementation stages that are included in or advance Continental 1 objectives. This identification includes developing project lists and profiles.

**Status and Methodology:** A dynamic listing of major intermodal transportation initiatives in each state that reinforce Continental 1's trade and development objectives is currently being prepared, with plans for regular updates. This task will continue in Phase 2. Key activities include:

- Obtaining information from MPOs and state DOTs regarding TIP and STIP programming
- Reaching out to authorities (ex. Port Authorities) for relevant investment plans

**Principle Objective 6:** The sixth principle objective is to identify university/college programs (e.g., Industrial and Economic Geography and Transportation programs) and co-located institutes that focus on trade corridor promotion, location, and research, and help to disseminate information to interested groups along the corridor.

**Status and Methodology:** Some of the university co-located FHWA institutes conduct research on trade corridors and the transportation-economic development link. Many "think tank" organizations also conduct research on issues impacting trade corridors. For this study, such institutions and research organizations have been identified and their relevant findings have been summarized. One of the key organizations included in this identification is the Border Policy Research (BPRI) Institute, located at Western Washington University. BPRI is a consortium of several border universities' institutes that focuses on trade facilitation and cross border integrations. Both Western Washington University and the Regional Institute at the University of Buffalo are members of the Northern Border University Research Consortium.

**Principle Objective 7:** The seventh principle objective is to place a strong emphasis on promoting Continental 1 to Chambers of Commerce; industrial and manufacturing firms' location

## 1.0 Introduction: Report Guide and Overview

departments (or site selection firms); state, county, and regional industrial and economic development agencies and authorities.

**Status and Methodology:** The primary goal of a trade corridor is to enhance economic growth through job creation, new business formation, and business retention. While most businesses understand the value of trade and the significance of locating along a major transport route, there are others who could benefit from understanding a corridor's potential. Many industrial and economic development agencies actively promote sites and regions for businesses to locate. As opportunities present themselves, Continental 1 will provide a brief "primer" on why locating within the sphere of Continental 1 will benefit a firm. In the long run, the work of Continental 1 can be used to serve as another benefit that IDAs and EDAs can use to promote their programs.

**Principle Objective 8:** The eighth principle objective is to work with states and their respective MPOs to find opportunities to advance Continental 1 initiatives in their programming (TIP) and to ensure awareness of federal legislative and funding programs related to trade corridors.

**Status and Methodology:** Continental 1 monitors policy initiatives and legislative actions that can either support or harm the cause of trade corridor planning and development. Continental 1 also provides briefs on the significance of the corridor for states to use when meeting with their respective legislators. Current and future efforts include:

- Website postings that follow major legislation and committee hearing results on corridors and border crossings
- Preparation of briefs related to Continental 1's outreach and research that can be used by policy makers and transportation officials to support their capital investments and programs

**Principle Objective 9:** The ninth principle objective is to meet with key funding prospects that are direct beneficiaries of a completed Continental 1 trade and travel corridor; this includes defining the benefits of and reasons for supporting Continental 1.

## **1.0 Introduction: Report Guide and Overview**

**Status and Methodology:** Continental 1 will meet with public and private organizations to solicit financial support for the organization as it relates to the organization's 501 c(6) activities (this activity began in earnest in 1994). Key activities include:

- Revising the earlier fund raising plan and developing a more proactive strategy aimed at direct beneficiaries
- Utilizing a "click and pay" option on the website

**Principle Objective 10:** The tenth principle objective is to structure an approach to measure the success of Continental 1's strategy and outreach efforts, including benchmarking against other trade corridors. The expectation is to conduct four surveys and have two key assessment points.

**Status and Methodology:** Benchmarking is a vital element of Continental 1's strategy. Benchmarking will be against other trade corridors and related efforts by economic development organizations. One of the strongest cases to be made in fund raising is to show results and offer value. Key efforts include:

- Conducting baseline and follow up surveys of opinion leaders using a well-respected polling firm, Zogby
- Encouraging stakeholders to comment on-line regarding Continental 1's programs
- Implementing an informal, on-line Zoomerang-type survey to capture and track information from site visitors
- Collecting and analyzing surveys and performance data from other corridors

**Principle Objective 11:** The eleventh principle objective is to establish a longer term framework and a process to promote, prioritize, and advance Continental 1 objectives. This recognizes that once this initial grant is expended, an on-going process must be established in order to sustain the goals of the organization.

**Status and Methodology:** During Phases 2 and 3 of the federal grant currently supporting Continental 1, a long term strategy will be developed that focuses on the relevancy, viability, and financial success of the organization. The end goal is to have a fully self

## 1.0 Introduction: Report Guide and Overview

sustaining organization that is supported by a mix of public and private funding. The funding mix will also include revenue from research activities. Key activities include:

- Conducting a strategic planning retreat in April 2009 that establishes the strategy for the period 2009 through 2011. The results will be approved by the board during the summer of 2009 and reported to the NYSDOT in September, 2009.
- Benchmarking the best-in-class organizational structure
- Reviewing and revising key staff roles and responsibilities
- Creating a network of trade corridors in which best practices and lessons learned can be shared

**Principle Objective 12:** The twelfth principle objective is to approach the entire program in three distinct phases to enable accurate assessments of effectiveness, thus allowing opportunities to modify phases as required.

**Status and Methodology:** Each tranche of the federal grant for Continental 1 has specific deliverables and measurable outcomes. Before the start of each of the three major phases, Continental 1 and the NYSDOT must agree upon goals and metrics. At the successful conclusion of each phase, authorization and funding is approved for the succeeding phases. The important question that guides future phases is, “How will we measure success?”

- Performance metrics are included in the Scope of Services.

### 1.4 Report at a Glance

The table in Figure 1 serves as a guide as to which chapters provide more information on each of the principle objectives.

# 1.0 Introduction: Report Guide and Overview

<b>Report at a Glance</b>								
<b>NYS Objectives</b>								
Number	Objective	Exec. Sum	Chap.1	Chap.2	Chap.3	Chap.4	Chap.5	Chap.6
1	Promote C-1 to Public, Private orgs.	√	√			√	√	√
2	Support the Completion of U.S. Route 219 in NY & Capacity Expansion of Peace Bridge		√		√	√	√	√
3	Coordinate Outreach with Other Groups and Initiatives		√	√	√	√	√	√
4	Work with States' DOTs and MPOs on Multi-state Planning Efforts		√		√	√	√	√
5	Identify and Develop Project Lists and Profiles		√			√	√	√
6	Collaboration with Univ/College Programs		√		√	√	√	√
7	Promoting C-1 to Chambers of Commerce	√	√			√	√	√
8	Work with States and MPOs		√			√	√	√
9	Meet Key Funding Prospects		√			√	√	√
10	Measure success		√			√	√	√
11	Establish Long Term Framework	√	√	√	√	√	√	√
12	Three Phases				√			√

Figure 1: Report at a Glance

# **1.0 Introduction: Report Guide and Overview**



## **2.0 Lessons Learned from Global Trade Corridors**

### **2.1 Purpose**

A comprehensive study of global trade corridors was conducted during Phase 1 to help the team better understand the overall impact that trade corridors have on different regions of the world, to look for consistent trends, and to place Continental 1 in a global context.

This study included detailed reviews of historic trade corridors, including the Silk Road that ran from China to Africa; varying definitions of trade corridors as defined by the multiple studies devoted to this subject; the impact of trade corridors on the socio-economic development of Europe, Asia, Africa, and South America, including continental philosophies and infrastructure plans.

This chapter includes the highlights of this study; the full report can be found in the appendix.

### **2.2 Lessons Learned**

While it's easy to think of trade corridors as something that came of age with the proliferation of motor vehicles (i.e. our interstate system), the phenomenon of trade corridors is not unique to North America during the twentieth and twenty-first centuries. In fact, the earliest trade route, the Silk Road, still serves as the role model for economic growth and prosperity.

In Asia, the development of trade corridor infrastructure is necessary to meet the continent's demands of increased trade and economic growth. In Europe, the European Union is seeking to enter new markets, namely former Soviet Bloc countries, thus offering the EU a renewed economic influence in this region. The global debate on Africa's distraught economic picture—one of constant underdevelopment and poverty—is still present. One of the innovative ways to address this issue has been to invest in the development of trade corridors. Existing trade corridors in Eastern, Southern, and Western Africa have served as models for increased

## 2.0 Lessons Learned from Global Trade Corridors

trade, improved job conditions, and overall improved social and economic outlooks for the continent.

The table in Figure 2 highlights major trade corridors on each continent, including their key characteristics, and how they are funded.

Corridor	Region	Characteristic	Funding Mechanism
<b>Trans-Kalahari Corridor</b>	Africa	Economic Dev.	Government, Private, World Bank, Aid
<b>Novadutra</b>	Latin America/ South America	Econ. Dev, Trade Integration	Government, Private
<b>North/South Corridor</b>	Asia	Trade Integration, Econ. Dev.	Public/Private Partnership
<b>North/South Corridor</b>	Africa	Trade Integration	Public/Private Partnership-sub-regional organizations initiatives
<b>East/West Corridor</b>	Asia	Trade/Economic Integration	Public/Private
<b>NAFTA Trade Corridors</b>	North America	Trade/Economic Development	Government Public/Private
<b>Transport Corridor Europe Caucasus Asia (TRACECA)</b>	Europe	Trade and Economic Cohesion	Government/Public/Private

Figure 2: Overview of Global Trade Corridors

## 2.0 Lessons Learned from Global Trade Corridors

One of the key findings of this study is that there are four global themes, as illustrated in Figure 3, that are central to deciding when and where trade corridors are developed. These themes are consistent with the research and considerations presented for expanding the Continental 1 trade corridor.

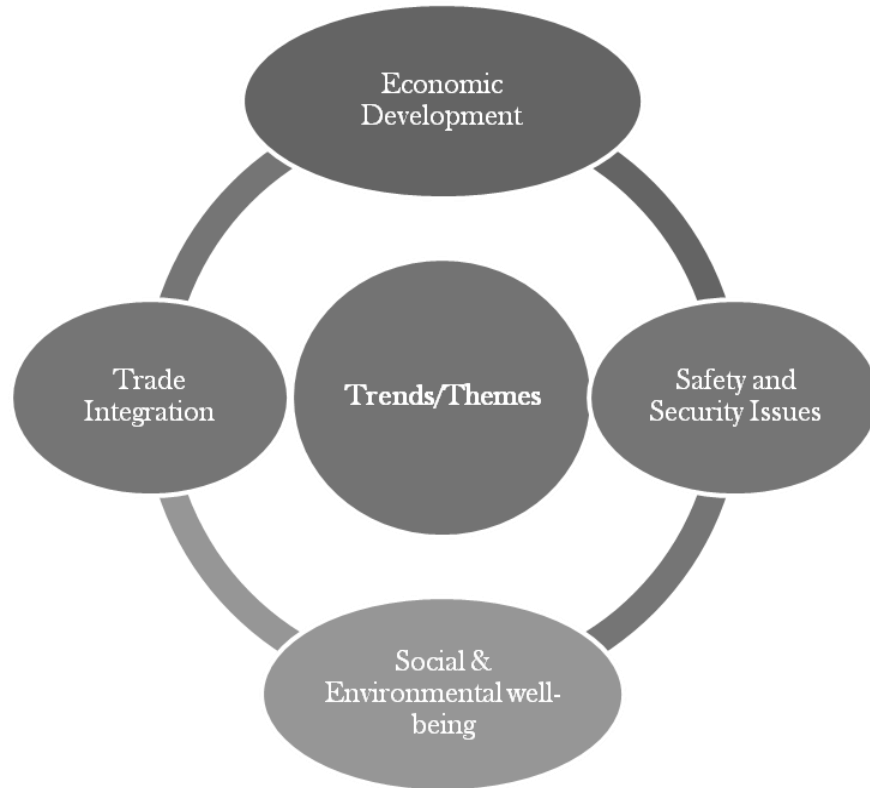


Figure 3: Diagram of Global Themes in Trade Corridor Development

## **2.0 Lessons Learned from Global Trade Corridors**

### **2.3 Conclusions**

The lessons learned from this study clearly frame the Continental 1 trade corridor in the context of a global trade corridor in that Continental 1 will span two countries (U.S. and Canada) and will provide a more direct route to a major shipping port (Miami). Like many of the global trade corridors listed in Figure 2, Continental 1's funding structure is modeled after the principles of a public/private partnership. Additionally, the key reasons cited for expansion of the Continental 1 corridor follow the central themes that guide infrastructure projects around the globe. The expansion of Continental 1 serves to:

- Improve the socio-economic development of the regions along the route, specifically the Rust Belt areas of western New York and western Pennsylvania. These areas have endured an increasing loss of trade and tourism throughout the last century
- Integrate trade between Canada, the U.S., and, by-way of the ports located in Miami, South America, Latin America, and the Caribbean
- Increase safety and security by expanding to a four-lane, limited access highway, thus eliminating the need for commercial carriers and other long distance travelers to pass through residential areas

## 3.0 North American Trade Corridor Overview

### 3.1 North American Trade History

As with global trade corridors, the link between transport corridors and economic activities here in North America is clear. U.S.-Canadian-Mexican trade corridors play an integral role in facilitating trade, economic development, and cooperation between these three countries.

In addition to socio-economic growth, border security and safety are paramount issues for both the United States, as well as its trading partners. U.S. border crossing policies are being drafted in coordination with respective authorities in Canada and Mexico. Maintaining and building environmentally sustainable trade corridors is a global trend that has been pioneered by the Organization of American States' Office for Sustainable Development and Environment. In both the United States and Europe, considerable emphasis has been placed on "green" initiatives; this applies to infrastructure projects as well.

While trade between North America's three countries has been part of the continent's economic fiber for over two centuries, the greatest growth has occurred during the last three decades. Canadian road freight deregulation occurred in 1987. This, combined with the North American Free Trade Agreement (NAFTA) in 1994 and the Canada-USA Trade Agreement (CUSTA) in 1991, has had significant impact on Canadian transport corridors. The changes have both increased the overall trans-border freight traffic and emphasized north-south regional corridors at the expense of long-haul, east-west intra-national routes.

## 3.0 North American Trade Corridor Overview

Freight transport between Canada and the United States has become the number one growth factor in the road freight industry. In 1981, exports to the United States accounted for 66% of Canada's total export trade in terms of value. This share soared to 75% in 1991 and reached a peak of 87% in 2001<sup>1</sup>. Road transport accounts for 67.3% of total Canadian-U.S. trade modal shares; this almost four times greater than the second most popular mode, rail, which has a 17.5% share. Although trade figures between Canada and Mexico are far more modest, road freight traffic for both imports and exports has also shown spectacular increases.

“Trade using surface transportation between the United States and its North American Free Trade Agreement (NAFTA) partners Canada and Mexico was 6.8 percent higher in May 2008 than in May 2007, reaching \$74.1 billion,” according to the Bureau of Transportation Statistics (BTS) of the U.S. Department of Transportation while, “U.S.–Canada surface transportation trade totaled \$48.9 billion in May, up 10.5 percent compared to May, 2007. The value of imports carried by truck was 6.2 percent lower in May, 2008 than May, 2007, while the value of exports carried by truck was 10.0 percent higher”<sup>2</sup>. (**Please note:** Canadian-Mexican trade figures represent the annual total, while the U.S.-Canadian figures are monthly totals.)

As the road freight industry so far appears to be the leading mode of continental trade, three principal north-south geographic bridges dominate trade patterns along the U.S.-Canadian border: the Vancouver-Washington State link, the Toronto-Midwest, and the Montreal-Atlantic seaboard corridors.

It is becoming apparent that a transfer of freight traffic and activities from traditional east-west corridors to regional north-south axis is in process. A recent proposal for a NAFTA highway project illustrates plans for a highway that would run from the Quebec-Windsor corridor through the Midwest to reach Interstate 35 through Texas, finally ending at the Mexican border in Laredo, TX.

While the North America Super Corridor Organization/Coalition (NASCO) has not clearly spelled out concrete proposals for a super corridor, the organization’s maps appear to underscore routes that

## **3.0 North American Trade Corridor Overview**

build upon existing highway infrastructure such as Interstate 35, Interstate 29, Interstate 94 and the CANAMEX Corridor.<sup>3</sup>

This is not to say that the role of traditional latitudinal routes should be neglected. First, these routes are of prime importance to internal cargo and passenger movement and, second, the Quebec-Windsor corridor remains the pivotal space for national transport activities. This is confirmed by both the necessity to integrate the corridor within NAFTA Highway projects, thus linking a continental entrance, and a synoptic analysis of rail passenger flows in Canada that reveals that a majority of passenger transit takes place within the country's heartland.

One of the keys to the Quebec-Windsor corridor's importance is the St. Lawrence Seaway, along which major gateway ports are situated; among these ports is the Port of Montreal, Canada's oldest port and number one container handling facility. In sum, the Quebec-Windsor region remains the number one continental entrance and a strong multimodal transport corridor.

This chapter serves to place Continental 1 in the larger context of North American trade corridors. NAFTA-designated trade corridors, New York state and eastern Canadian trade corridors, and the history of U.S. Route 219 were reviewed as part of Continental 1's research effort. Further information regarding North American Trade Corridors can be found in the appendix.

### **3.2 New York State Corridors**

Since colonial days, New York state trade corridors have served as the major engines of trade and development for this state. The technology and political landscape has changed with time and advancements, but the fundamentals of these corridors remains the same: they serve as the gateway to trade and travel, and all the ensuing benefits this brings to the state.

These are the primary North-South trade corridors in New York state:

## 3.0 North American Trade Corridor Overview

- Continental 1
- Capital Corridor
- The Quebec-New York Corridor

Each of these corridors varies in purpose, focus, and geographical influence. The table in Figure 4 is a comparison of these corridors' organizational outreach efforts and funding mechanisms. Figure 5 maps the location of each of these corridors within New York state.

<b>New York State</b>			
<b>Corridor Comparisons-Benchmarks</b>			
<b>Corridor</b>	<b>Continental 1</b>	<b>Capital Corridor</b>	<b>Québec-New York Corridor</b>
<b>High Priority Designation</b>	X		X
<b>Organization</b>			
Paid Staff	X	X	X
Governing Board	X	X	X
<b>Outreach</b>			
Strategy Report	X	X	
Survey	X		
Website	X	X	X
Effective Communication	X	X	X
Newsletters	X	X	X
University Affiliation(s)	X		
Institutional Affiliation(s)	X	X	X
<b>Funding</b>			
Dedicated Funding Source(s)	X	X	X
Web Donation Capabilities	X		
State Funding	X	X	X
Federal Grants	X	X	X

Figure 4: NYS Corridor Comparisons

(sources: Continental 1: [www.continental1.org](http://www.continental1.org); Capital Corridor: [www.thecapitalcorridor.com/wp/](http://www.thecapitalcorridor.com/wp/); Quebec-New York Corridor: [www.corridors.ca/QueNew\\_en.html](http://www.corridors.ca/QueNew_en.html))

### 3.0 North American Trade Corridor Overview

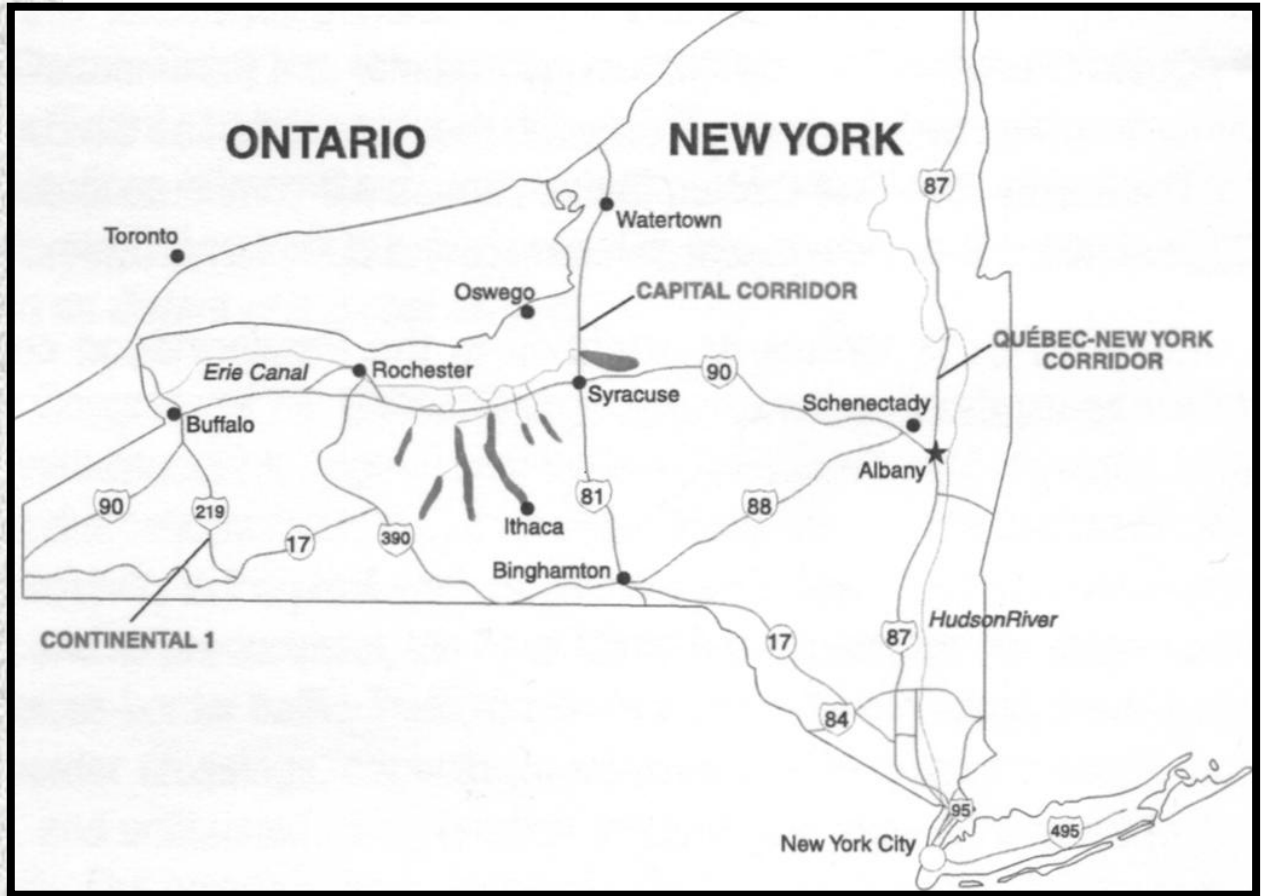


Figure 5: NYS Corridors Mapped  
(sources: "Perspectives", Niagara University)

## 3.0 North American Trade Corridor Overview

### 3.2.1 Continental 1

Continental 1 is “a 1500-mile, four lane, limited access highway stretching from Toronto, Ontario to Miami, Florida, that will have the potential to impact a marketplace and the quality of life in the geographic region from the Eastern Seaboard to the Mississippi.”<sup>4</sup> The focus of the corridor is to help businesses, residents and tourists save time and money, as well as create a safer, more efficient north-south corridor. The corridor is funded through a combination of public and private funding sources; the current objective is to finish the section of the corridor that runs from Springville, New York to the Maryland state line<sup>5</sup>. Studies are currently underway to assess the environmental impact of each section of proposed construction in western New York.

In the 1990’s, the U.S. Federal Government made trade corridors a top priority with such legislation as NAFTA in 1994, and ISTEA in 1991. ISTEA, or the Intermodal Surface Transportation Efficiency Act of 1991, provided funding for border crossing and trade corridor improvement<sup>6</sup>. This act also designated Continental 1 as a “High Priority Corridor”, thus making it eligible for federal funding. The overall goal of both ISTEA and NAFTA has been to optimize the enormous flow of trade between the United States and Canada; in 2006 alone, \$626 billion of total goods were traded between these countries<sup>7</sup>.

The following excerpt, map (Figure 6), and chart (Figure 7), from the **Continental 1 Transportation Corridor Analysis** prepared by Wilbur Smith Associates in 2007, establishes the profile of the proposed Continental 1 Corridor:

***Proposed Continental 1 Corridor Improvements*** – Required improvements total 269.08 miles between the existing + committed (E+C) network and the desired 4-lane limited access expressway concept. Pennsylvania requires the largest highway development (151.81 miles), representing over half (56 percent) of the affected road mileage. Conversely, Maryland improvements require upgrades of only 2.05 miles to accommodate higher speed traffic. The other four states require roughly the same length of highway improvements to accommodate the proposed Continental 1 Corridor. These include New York (26.31 miles), West Virginia (25.09 miles), North Carolina

### 3.0 North American Trade Corridor Overview

(29.70 miles) and South Carolina (34.12). The resulting alignment is shown in (Figure 6) and is approximately 1500 miles.



Figure 6: Map of Proposed Alignment (source: Wilbur Smith)

## 3.0 North American Trade Corridor Overview

State/Alignment	Commitment	Cost*	Contingency
<b>NY</b>			
• Single Alignment (U.S. 219)	High	\$613 million to \$1.5 billion	Reliever road
<b>PA</b>			
• Single Alignment (U.S. 219) <sup>b</sup>	Selected improvements	\$3.5 to \$6.7 billion	Low volumes, Environmental Issues
<b>WV/MD</b>			
• West (I-68)	Use existing	\$270 million to \$1.3 billion	Supports smart growth policy
East (U.S.220/U.S.219)	Low	\$1.2 to \$3.2 billion	ARC corridor
<b>VA/NC</b>			
• West (I-77/ I-74/U.S.52)	High	\$300 million to \$1.5 billion	Avoid Roanoke congestion
East (U.S.460 / U.S.220)	Low	\$500 million to \$2 billion	Reliever road
<b>NC/SC</b>			
West (U.S.1/U.S.52)	Low	\$1 to \$2.4 billion	Reliever road
• East (U.S.74)	High	\$550million to \$2.2 billion	Currently priority, Programmed
<b>GA/FL</b>			
• Single Alignment (I-95)	High	NA	NA
<b>Planning Level Cost estimates</b>		\$7 to \$20.8 billion	

\* Wilbur Smith cost estimated based on \$/mile; • recommended alignment

Figure 7: Chart of Commitment, Cost, and Contingency Alternatives (source Wilbur Smith)

### 3.2.2 Capital Corridor

The Capital Corridor connects the U.S. capital, Washington D.C., to the Canada’s capital city, Ottawa, Ontario. This corridor is funded by the Thousand Island Bridge Authority and the Federal Bridge Authority. The corridor begins at Highway 401/416 in Canada and continues through to I-81 in the U.S. The major features of the corridor include:

- a seamless transportation network
- technological links between institutions and universities
- efficient border crossing at the Thousand Island Bridge

According to the corridor’s mission statement: “The Capital Corridor is an integrated bi-national transportation network linking innovative regions between Ottawa and Washington, D.C., which facilitates regional, national, and global economic growth.”<sup>8</sup> Much like Continental 1, the north-south corridor that exists here creates an environment for businesses throughout the corridor to flourish. I-81 is considered to be one of the top eight trucking routes in the

## **3.0 North American Trade Corridor Overview**

U.S., with truck traffic accounting for 20% to 40% of the route's total traffic.<sup>9</sup>

### **3.2.3 Quebec-New York Corridor**

The Quebec-New York Corridor is a transportation network dedicated to increasing trade between the province of Quebec and eastern New York state. The corridor runs from Quebec City to Montreal, then into the U.S. and continuing through Albany to New York City. The governing body of the corridor is the Quebec-New York Corridor Coalition which was founded in the late 1990s. The segment of this corridor that runs from Albany to the Canadian border was recognized by Congress as a national high priority corridor; this designation shows evidence of a federal priority placed on the expansion of U.S./Canada trade linkages as needed to take advantage of this regional bi-national market. The massive geographic expanse of this corridor includes 132 million people—nearly half of the populations of the U.S. and Canada combined.<sup>10</sup> The purpose of the corridor is to interconnect a geographical area with a considerably large consumer market; within this market, the personal income of the population equals \$1.7 trillion (U.S.). All modes of transportation are included in the corridor: highways, seaports, intermodal, aviation, and railways. Each of these methods contributes to the corridor's success.<sup>11</sup>

### **3.3 History of U.S. Route 219 and the Impact on the Continental 1 Corridor**

U.S. Route 219 began over half a century ago in Pennsylvania. Since then, it has been incrementally expanded over the decades. Currently, Section 5, which bypasses Springville, New York, is under construction. The High Priority Trade and Travel Corridor section of U.S. Route 219 begins at Interstate 90 in Buffalo, and ends in Springville. When the anticipated construction from Springville to Salamanca, NY at Interstate 86 is completed, U.S. Route 219 will become an integral link to the entire Continental 1 corridor. It is important to note here that the majority of Continental 1's decided upon or possible routes are already built; the sections

## **3.0 North American Trade Corridor Overview**

in New York and Pennsylvania represent, by far, the largest swath of new construction.

The initial ground work for U.S. Route 219 began in Pennsylvania in the 1950s. In 1968, the NYSDOT submitted a request for federal funds to extend the highway from Orchard Park, NY to the PA state line. Ultimately, the request was denied. In 1977, construction on the highway north of North Boston, NY was completed; this was immediately followed by Phase One of U.S. Route 219 construction in 1979. Phase One constitutes a 24 mile section south from the I-90.

The 1980s marked a period of stagnation in the actual construction progress of U.S. Route 219. The majority of activity consisted of corridor studies that set the stage for later development. Beginning in 1981, the state of New York undertook the “16-219 Corridor Study” that designated U.S. Route 219 as a priority corridor to complete the “Southern Tier Expressway Extension” from Boston to Springville. In 1986, the NYSDOT completed the “U.S. Route 219 Corridor Study.” As a result of this study, there was an increase in awareness among lawmakers, stakeholders, and the general public of the importance of U.S. Route 219 as an efficient north-south trade corridor.

Throughout the 1990s, major legislation was passed that would bolster the significance and public awareness of U.S. Route 219. The “Intermodal Surface Transportation Efficiency Act of 1991” (ISTEA) designated U.S. Route 219 from the Maryland state line to Buffalo, NY as a High Priority Corridor in the National Highway system (FHWA). U.S. Route 219’s High Priority status gave the corridor access to additional federal funding. In 1994, the NYSDOT released the “U.S. Route 219 Expanded Project Proposal”. This created a preliminary scope for the project. This proposal offered three alternatives which included:

- The null alternative — No new construction would take place
- The upgrade alternative – The current 219 would be widened from 2 to 4 lanes
- The freeway alternative – A new freeway would be constructed

## **3.0 North American Trade Corridor Overview**

Ultimately, the freeway alternative became the preferred alternative; the new construction for the 28 mile stretch was estimated at a total cost of \$485 million in 1998. Although the freeway alternative was the most expensive, it provided the greatest net benefit after the areas of safety, transportation efficiency, and environmental impact were assessed. Also that year, the Transportation Equity Act or TEA-21 was signed. TEA-21 served as an extension of ISTEA of 1991 “authorizing highway, highway safety, transit and other surface transportation programs for the next six years.”<sup>12</sup>

Following the turn of the century, the project’s focus was directed toward the final design stage from Springville to Salamanca in New York, and the planning of separate upgrade and new construction projects in Bradford, Myersdale, and Somerset, Pennsylvania. In 2002, an impact study was completed for the Meyersdale to I-68 section. Also in 2002, the Federal Highway Administration approved the freeway alternative as the most beneficial for all stakeholders.

Currently, the project continues to move forward. The completion of Section 5 construction originally scheduled for December 2009 is now scheduled for 2010.<sup>13</sup>

In 2009, the NYSDOT released their Multimodal Transportation Program Submission for 2009-2014 (Multimodal Transportation Program). This plan provides a detailed description of all the upcoming projects and their estimated costs for the next five years. The expectation is that “this program will increase investment in the vast network of highways and bridges, throughout New York, as well as its essential public transportation, rail, aviation, and port facilities”.<sup>14</sup>

While the Continental 1 team’s outreach focus is the completion of the entire trade corridor, it should be noted that the Peace Bridge expansion plays an integral role in the completed span of Continental 1. This bi-national bridge connects the cities of Fort Erie, Ontario and Buffalo, NY and thus serves as the Continental 1 corridor’s gateway between Canada to the U.S. This relationship is not only economic, but social and cultural as well, accommodating scores of tourists each year who either come to visit Niagara Falls,

## **3.0 North American Trade Corridor Overview**

or vacation in a multitude of other locations across either side of the border.

### **3.4 Conclusions**

Based on the study of North American trade corridors, NAFTA, and the success of bi-national corridors such as the Quebec-New York corridor and the Capitol Corridor, there is a strong likelihood that the Continental 1 trade corridor could also provide significant benefit to the outlying areas, specifically the western New York and western Pennsylvania regions. More so, this provides a direct route from Toronto, Ontario, the fifth most populous municipality in North America<sup>15</sup>, to Miami, Florida, the fourth largest city in the U.S. and considered by the Globalization and World Cities Study Group & Network (GaWC) to be a “beta world city.”<sup>16</sup>

In 2008, the UB Regional Institute reported \$79 billion dollars in trade crosses into the Buffalo-Niagara region yearly. The chart shown in Figure 8 represents the growth in Canadian/U.S. trade since NAFTA was enacted. While other areas, such as those connecting to the Quebec-Windsor corridor and other developed corridors, continued to grow steadily during the decade, Buffalo-Niagara trade has slowed considerably since 2000. Since 2002, it has slowing shown growth, but this growth is nowhere near the overall U.S. percentage.

By expanding the Continental 1 corridor, western New York and western Pennsylvania could more easily compete in the bi-national market.

### 3.0 North American Trade Corridor Overview

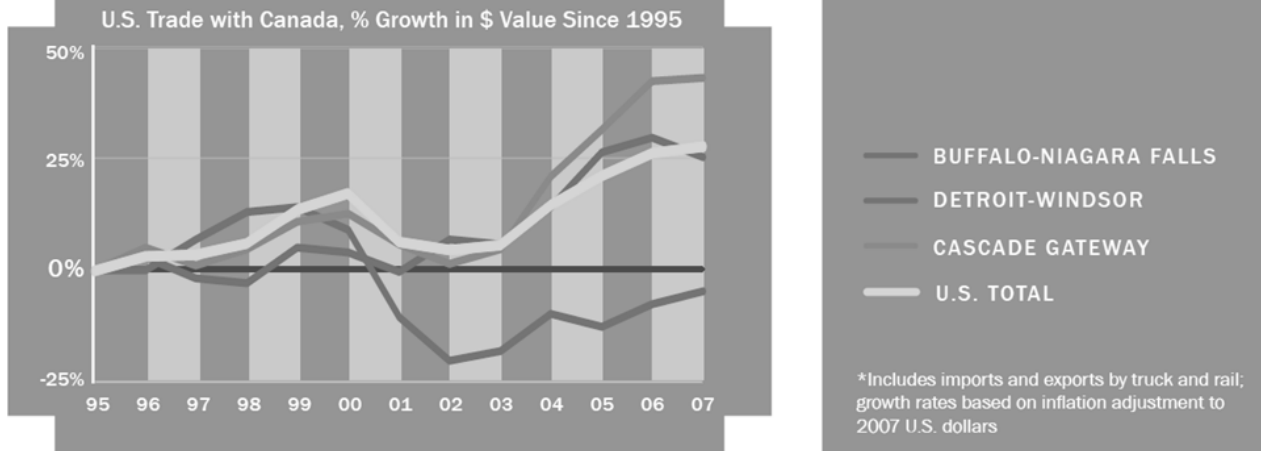


Figure 8: U.S./Canadian Trade Since 1995  
(source: Border Borameter-UB Regional Institute, 2009)

## **3.0 North American Trade Corridor Overview**



## **4.0 Continental 1 Overview**

### **4.1 History of Continental 1**

The Pennsylvania 219 Association (PA 219 Association) was founded in the late 1960s by a group of volunteers with the shared dream of seeing U.S. Route 219 upgraded to a four lane highway. Members of the Association were spread along the 219 corridor from Bradford in the north to Somerset County in the south. It was a loosely formed and governed group that enjoyed only moderate success over its 30 years of existence.

During the 1990s, the members of the PA 219 Association recognized that if they were going to become more effective in fulfilling their dream, they had to create a more professional organization. The Association became the genesis of the Continental One Alliance that also included representatives from Maryland, West Virginia, and Erie County in New York state. The Pennsylvania 219 Association was absorbed into the Continental One Alliance.

In November 1998, in DuBois, Pennsylvania, the Continental One Alliance conducted a day long strategic planning meeting. Approximately 80 people participated in the planning process with representatives from Maryland, West Virginia, and New York, as well as from regions along the Pennsylvania 219 corridor from Bradford to Somerset County. A second planning meeting was held the following month at the Holiday Valley Resort in Ellicottville, New York and included representatives from the four founding states and Canada.

The attendees recognized that federal highway funding had become increasingly competitive and that 219 was competing for funding with other trade and travel corridors throughout the United States, as well as with other transportation priorities within the individual states. Other trade and travel corridors were well financed, allowing for a professional staff and the ability to lobby extensively in Washington and their state capitals.

As a result, the group decided to formally organize a multi-state coalition of public and private partners to push for the construction

## **4.0 Continental 1 Overview**

of a four-lane, limited access highway from Toronto, Canada to Miami, Florida. They established four key goals:

- To secure designation of Continental 1 as a federally recognized trade and travel corridor
- To secure funding for the construction of Continental 1 (U.S. Route 219) from Springville, New York to its point of intersection with Interstate 86 in Salamanca, New York (see Figures 9, 10, and 11).
- To secure funding for preliminary engineering and environmental studies for the section Continental 1 (U.S. Route 219) that runs from Bradford, PA to its point of intersection with Interstate 80 in DuBois, PA
- To build an organization with long term sustainability

To accomplish these goals, the Continental 1 board began an intensive fund raising campaign and over the next year secured approximately \$400,000, primarily from the private sector. It also received financial and political support from Chambers of Commerce and counties along the corridor. Continental 1 was formally incorporated on July 5, 2000. In the fall of 2000, Continental 1 hired an Executive Director and engaged the services of a Washington-based lobbyist.

Over the next several years, the Executive Director, the lobbyist, and the volunteer board worked in Washington, D.C., Albany, NY, and Harrisburg, PA to secure two federal grants. The first grant provided \$1.5 million to conduct a comprehensive study of the proposed corridor. This grant was administered by the Pennsylvania Department of Transportation. This study was completed in the summer of 2007.

The second grant, also for \$1.5 million, is being administered by the New York Department of Transportation; it is directed to increase public awareness of Continental 1 and to establish a stable base for Continental 1's continued operations. A second objective of the study is to conduct a comprehensive study of trade and travel corridors both globally and throughout North America; the purpose of this part of the study is to better understand the universal impacts of these corridors on the regions that surround them. The study was kicked off during the late spring of 2008.

## 4.0 Continental 1 Overview

Figure 9 shows the U.S. 219 timeline, while Figures 10, 11, and 12 map the segments under construction.

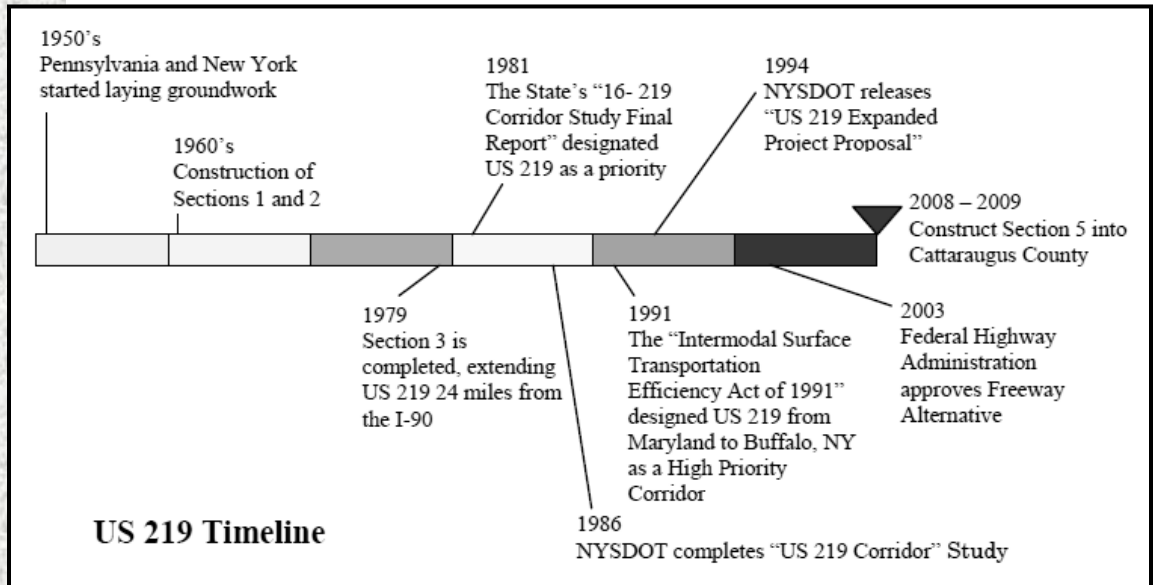


Figure 9: U.S. 219 Timeline  
(source: 219 Planning Study completed for Southern Tier West)

## 4.0 Continental 1 Overview

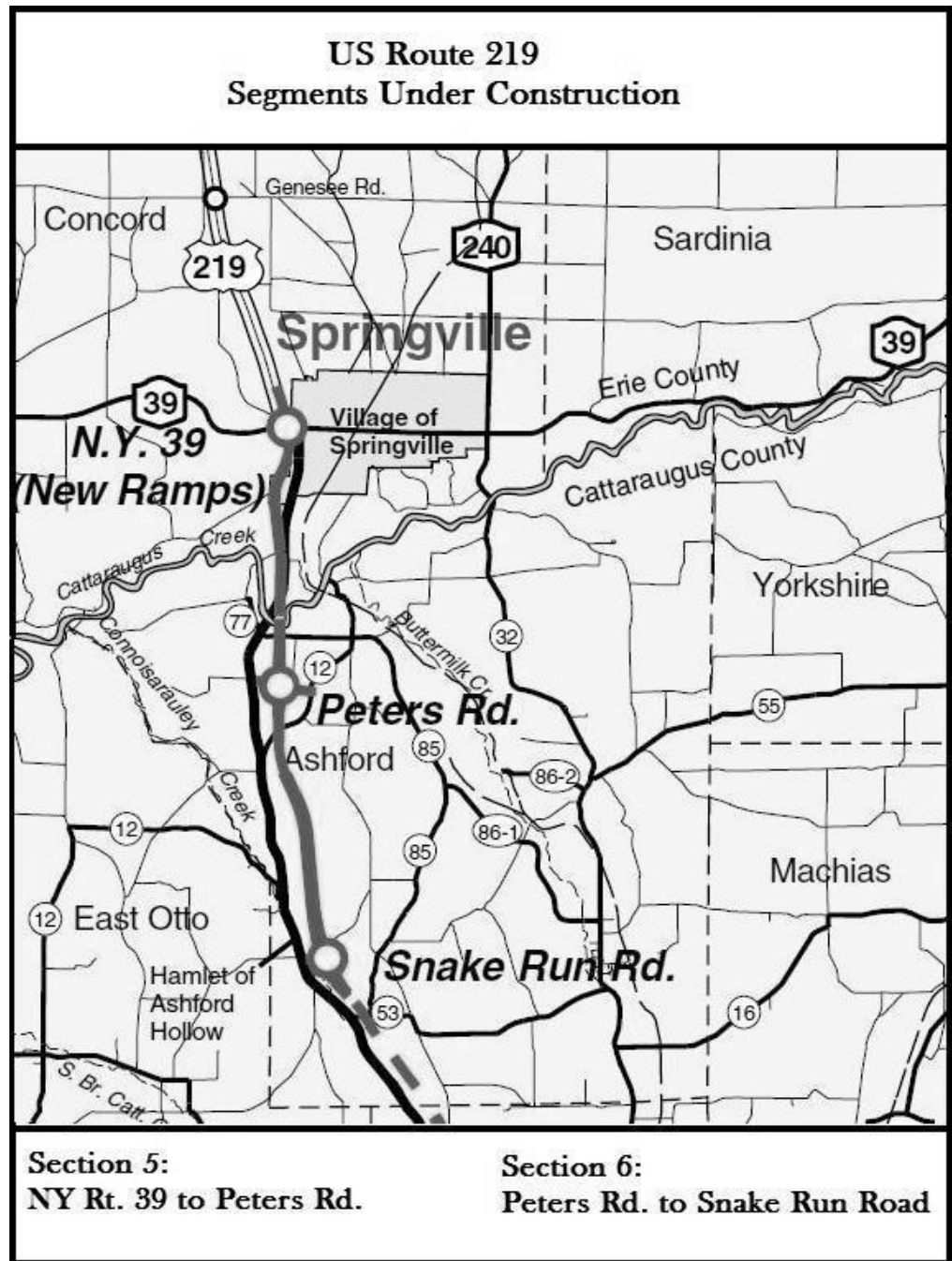


Figure 10: U.S. 219 Sections 5 and 6 (source: NYSDOT)

## 4.0 Continental 1 Overview

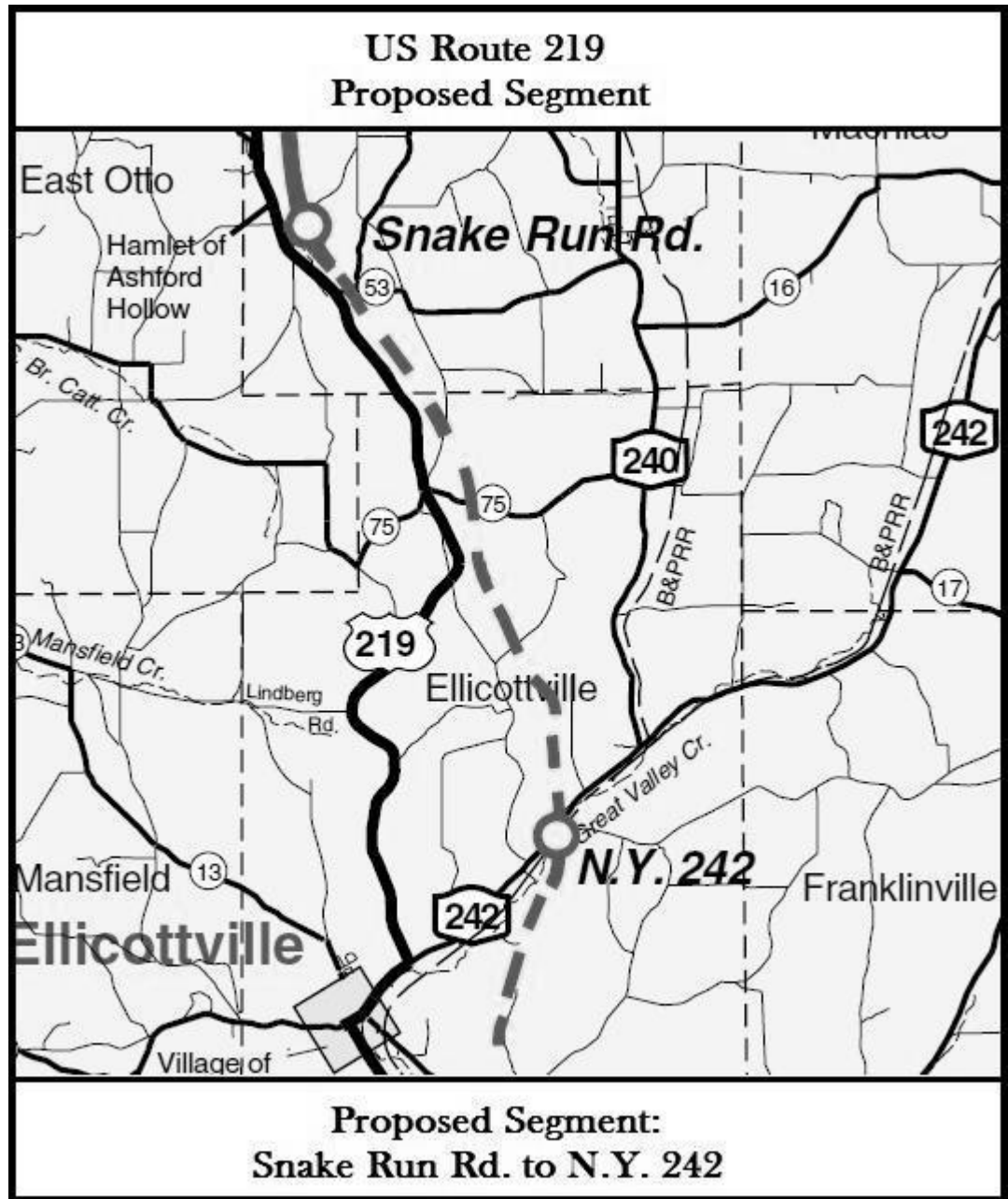


Figure 11: U.S. 219 Sections 7-12 (continued in Figure 12) (source: NYSDOT)

## 4.0 Continental 1 Overview

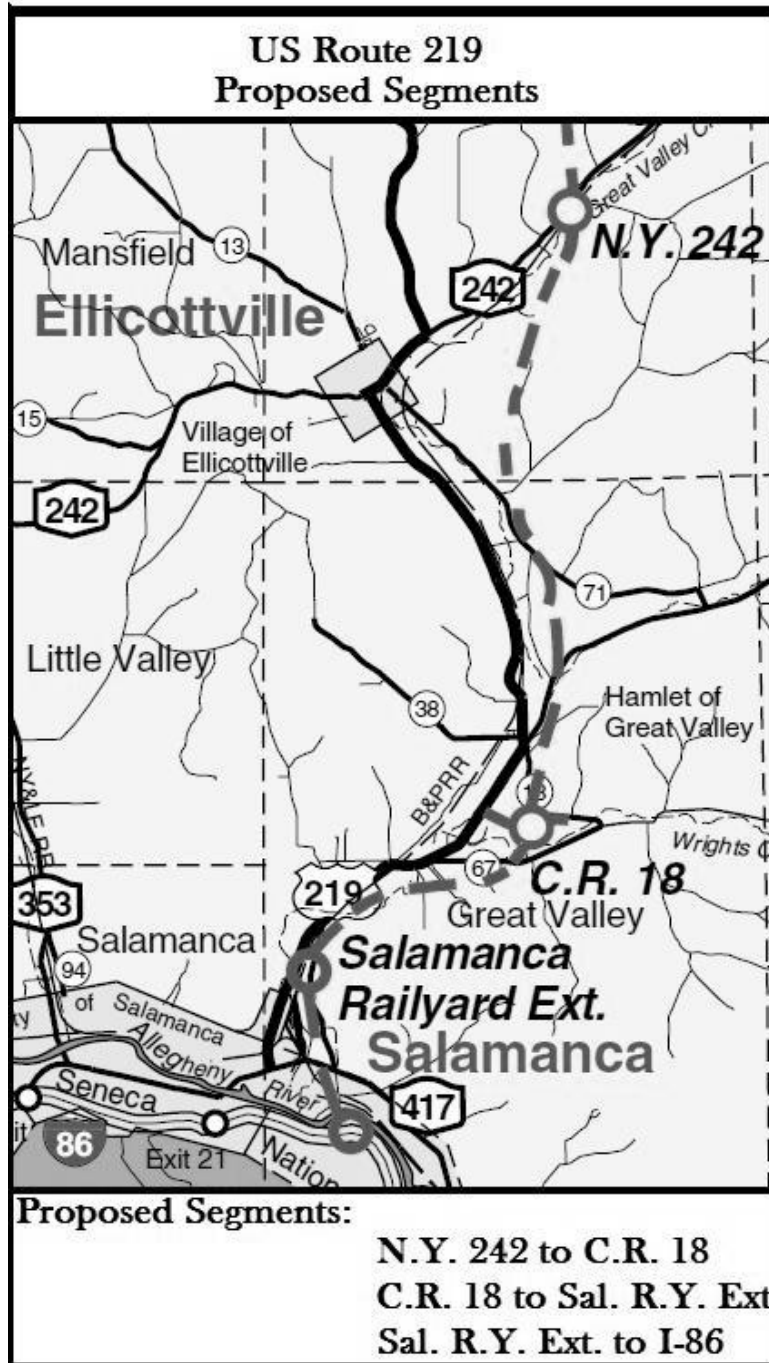


Figure 12: U.S. 219 Sections 7-12 (continued from Figure 11) (source: NYSDOT)

## **4.0 Continental 1 Overview**

### **4.2 Structure of Continental 1**

When Continental 1 was formally incorporated in July 2000, the By-laws and Articles of Incorporation called for the establishment a Board of Directors; this board was comprised of 13 members. The first Board included representatives from Maryland, Pennsylvania, New York and Canada. The By-laws were subsequently modified to allow for a Board of Directors not to exceed 21 members. The directors serve staggered three year terms.

The internal team is structured to be efficient and responsive in order to maximize productivity. The board actively promotes the public/private nature of the organization. The board provides input, insights, regular community outreach, and access to additional organizations that may benefit from a partnership with Continental 1.

The organization chart for Continental 1 is shown as follows in Figure 13.

# Continental 1

## Organization Chart

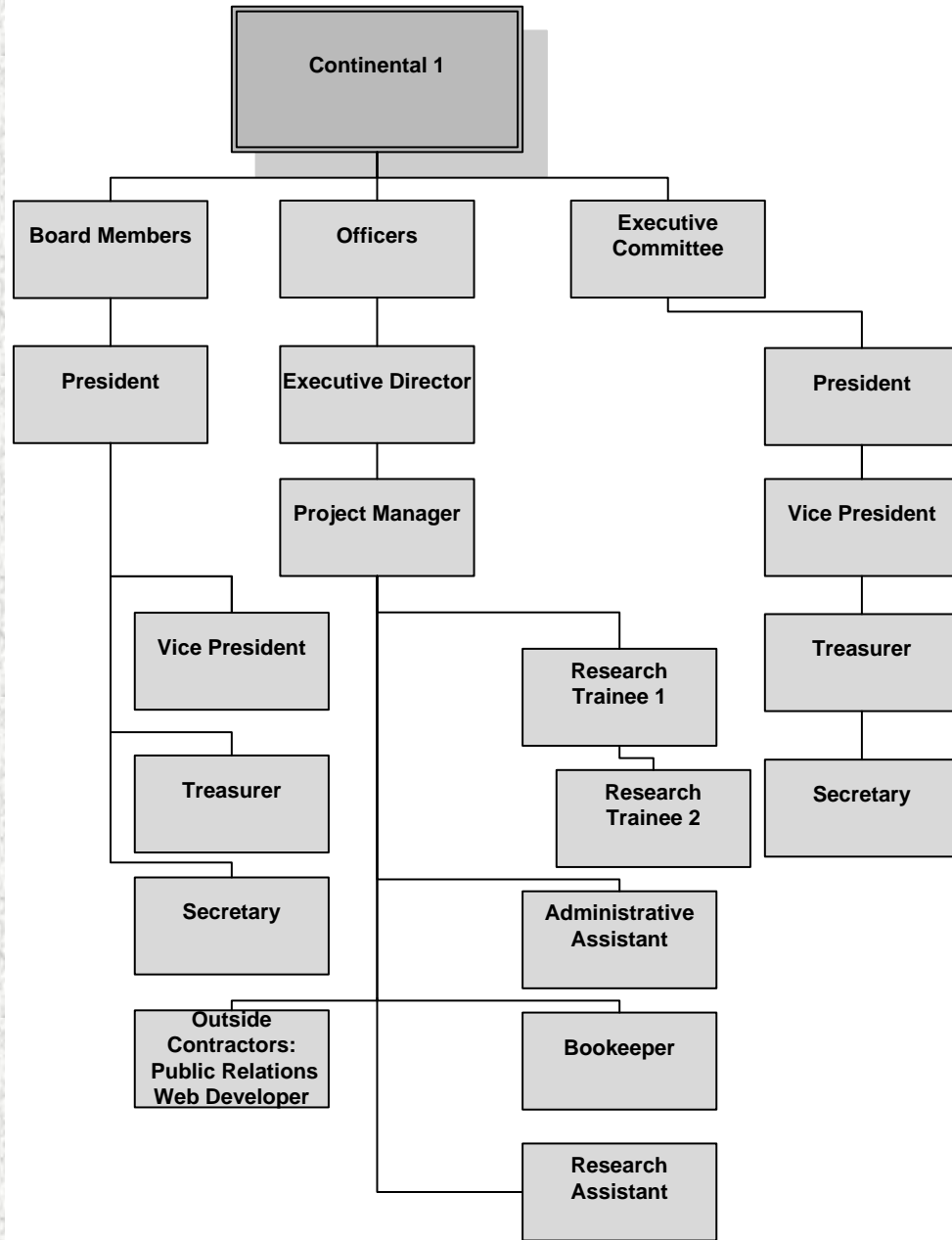


Figure 13: Continental 1 Organization Chart

## **4.0 Continental 1 Overview**

The full Board of Directors is scheduled to meet every two months. The officers of Continental 1 (President, Vice-President, Treasurer, and Secretary) comprise the Executive Committee that meets on the alternating months. The Executive Director reports directly to the Executive Committee; they in turn report to the full Board of Directors. The Executive Director has overall responsibility for all aspects of Continental 1 operations and supervises the work of the Project Manager.

The Project Manager reports to the Executive Director and takes the day to day responsibility for the operations of the organization. The Project Manager supervises the work of the NYSDOT mandated research trainees, administrative assistant, technical editor, and the bookkeeper. The Project Manager is the primary liaison with the New York State Department of Transportation, directs the activities of the outside contractors (for public relations and web development), and coordinates outreach efforts.

As an organization, the efficiency of Continental 1's operation provides overall benefits to the entire Continental 1 trade corridor effort. Both the Executive Director and Project Manager are able to provide coordination, outreach, etc., to other groups, as well as the NYSDOT, without a burdensome bureaucracy.

### **4.3 The Public-Private Partnership Model and its Applicability to Continental 1**

In recent years, public-private partnerships, known commonly as PPPs, have come to symbolize an effective project delivery mechanism. While PPPs are not new, governments throughout the world are turning to them as a way to complete major infrastructure projects in the face of steep financial hurdles and strained budgets. The premise of the PPP model lies in the ability to unlock the creativity and innovation of both the public and private sectors and to assign risk to the party best able to address and mitigate each category of risk. The PPP model is used to develop, plan, design, finance, and operate all classes of infrastructure throughout the world. Recently, President Obama's administration adopted the PPP model to unlock credit markets by drawing upon public and

## **4.0 Continental 1 Overview**

private financial vehicles to market problem securities. The thought process behind the PPP model is that each party will bring different expertise to the problem and share in both the risks and rewards that are expected to accrue.

Public private partnerships can also be extended to organizations as a viable business model. Prior to receiving the Federal grant that funds this study, Continental 1 followed the guiding principles of the PPP model; funding came from both public and private sources and each stakeholder group exercised their responsibility and expertise in the areas in which they were most competent. The long term plan is for the Continental 1 model to continue to follow the guiding principles of a public-private partnership; the goal is for both public and private stakeholders to join together to fund the organization and to share and advance a common purpose---the completion of the entire trade and travel corridor.

The reason for this model comes from the realization that Continental 1's fabric of transportation and intermodal connections will not be completed with public funds alone. Many of the Continental 1 projects planned for the next two decades will be funded by financing options that range from purely public to purely private, with varied combinations in between.

As an example of a PPP, in Miami, the Port of Miami Tunnel project, a \$1.5 billion effort, is being privately financed, built, and operated. The public partners—Florida DOT, the City of Miami, and Dade County—are providing “availability payments” over a 25 year concession period. Once the concession period ends, the asset is returned to the public partners. The Port of Miami Tunnel is one of several examples. The Port of Savannah is exploring a PPP to connect port traffic to Interstate 95. Along the corridor, railroads are upgrading facilities with private financing.

Ultimately each North American trade corridor project will adopt the model that best suits the project's circumstances. However, by blending public and private funds to operate their organizations, they are creating a commitment to actions that leverage the interests of both public and private sponsors, thus moving them toward a common objective: the development and refurbishment of

## **4.0 Continental 1 Overview**

trade corridors dedicated to improving the overall quality of life (safety, economy, environmental) for the surrounding communities and all those who travel these routes.

Continental 1 believes that the PPP model is an excellent model for trade corridor organizations. As an organization, Continental 1 follows the guiding principles of public-private partnerships and thus possesses the knowledge to advocate for infrastructure completion using an arsenal of financing options (PPPs, traditional grant in aid financing, private financing).

### **4.4 Lessons Learned from Think Tanks and Academic Institutions/ Centers Research Initiatives on Trade Corridors**

During Phase 1, Continental 1's team studied various "think tanks" and other institutions that research the impact of travel and trade corridors on society, specifically economic development. The purpose of this study was to review the findings from each institution's research efforts as it relates to Continental 1's mission.

A more detailed listing of the "think tanks" found to be more relevant to Continental 1 can be found in the appendix. To summarize the review, it should be noted that, overall, current trends in this research have focused on the importance of trade corridors as viable solutions to the prevalent economic downturn. Research at private think tanks like the Brookings Institutions have honed in on the strategic role investments in trade corridors play in jump-starting the economy. Academic institutions, on the other hand, provide an arena to present academic research on trade corridor development, including hosting conferences to find new innovations in the field of transportation. The results of the academic research have enriched the existing literature on trade corridors. The Border Policy Research Institute is the premier site for this initiative.

In addition to linking trade corridors to economic development; think tank research indicates that encouraging policy makers and other stakeholders to support green, efficient, and safe multimodal

## **4.0 Continental 1 Overview**

trade corridors will benefit all. Thus, Continental 1's efforts are in alignment with current trends in trade corridor research.

## **5.0 Continental 1 Outreach**

### **5.1 Outreach and Strategy Overview**

Much of the success of the Continental 1 project lies in the organization's ability to reach those most impacted by the project: surrounding communities, businesses, advocacy groups and other stakeholders. This chapter discusses the outreach methodology that Continental 1 has used thus far, including: a progress report summary, the scope of services for Travers Collins & Company, and the executive summary from Zogby International. Supporting material, including progress reports, databases, examples of public relations and outreach material, and specific results from the Zogby polls can be found in the appendix of this report.

### **5.2 Outreach Methodology**

Continental 1's outreach tasks comprised the major work of Phase 1 tasks. Outreach was accomplished in several branches. The public relations firm Travers Collins & Company was charged with approximately twenty outreach and communications tasks that included crafting a consistent media outreach message and spearheading media relations; their report is included in this Phase 1 report. Of particular use to the organization was Travers Collins' work to promote a clear message and theme for Continental 1. This clarified the focus of the Phase 1 outreach objectives that Continental 1 provided to Travers Collins.

Continental 1's website outreach has become successively more valuable as more outreach information, background, and research had been added to the site: [www.continental1.org](http://www.continental1.org). This includes a survey to gauge knowledge of and interest in the goals of Continental 1, a visitor sign-in page to build the supporter database, and a secure on-site donation venue. The website received 18,000 hits in February, 2009 and over 24,000 hits in March, 2009. Web traffic has also spiked after each press release, presumably as reporters sought additional background and contact information. Additional web tools will be further utilized in Phase 2, including additional use of Continental 1's accounts with social networking sites Facebook, LinkedIn, and Twitter.

## **5.0 Continental 1 Outreach**

Outreach efforts initiated and accomplished by the Continental 1 staff during Phase 1 centered on presentations to stakeholders. These included such groups as the Rotary, Kiwanis, Scenic Byways, Chambers of Commerce, trade and industry representatives, the Canadian consulate, and corridor legislators (both one-on-one sessions and presentations to county legislative bodies or pertinent committees). The Continental 1 staff has also frequently traveled to meetings, seminars, and colloquiums in order both to speak and to interact with transportation and trade corridor professionals whose knowledge and ideas may further Continental 1's goals. These meetings were initiated in June of 2008 and will continue throughout the life of the project. The meetings are designed to both build awareness of the value and significance of the Continental 1 Trade and Travel Corridor, and, in some cases, to attract public and private investment funds.

Continental 1 has found that meeting with opinion makers is of particular value to the organization. Although time consuming, the meetings have proven to be an effective method of energizing crucial support around goals such as ensuring the continued funding of New York's U.S. Route 219 freeway alternative construction.

Continental 1's media, web and personal outreach strategies have all been successful during Phase 1; there will be a continuation and refinement of these strategies in Phase 2.

### **5.3 Phase 1 Progress Reports Summary**

The goal of this three-phase project is to build an awareness of the value and significance of the Continental 1 Trade and Travel Corridor in order to attract public and private investment funds. All outreach and fundraising tasks in this three-year study were initiated; additional research needs were either contracted for or completed internally. The broadcasting of these reports has led to significant media attention and public awareness of Continental 1 (C-1). The public awareness campaign conducted during Phase 1 was designed as the foundation to ensure the success of the public

## **5.0 Continental 1 Outreach**

and private fundraising campaigns that will take place during Phase 2 and Phase 3.

### **5.4.1 Task 1: Management and Administration**

In addition to reviving back office functions and hiring and training the NYSDOT-mandated Trainee, the first Phase 1 activity was to review and refresh Continental 1's mailing list. This list will be continually developed and managed throughout all Phases, as will general administration tasks related to records management, financials, record keeping, documentation, etc. Documentation of staff and consultant hires included: preparation of job descriptions and qualifications; documentation of RFP and staff searches; and submission of job descriptions and resumes to NYSDOT. This documentation will be continued in all Phases as needed.

A project communications protocol was developed and internal and NYSDOT protocols were implemented and documented in Phase 1. Also, the staff completed, and will continue to complete monthly EEO, Progress, and Reimbursement reports and meet regularly with the NYSDOT to discuss the project's progress, challenges, and deadlines.

### **5.4.2 Task 2: Data Collection and Research**

Research for the Continental 1 Trade and Travel Strategy report and outreach efforts began with internet searches on trade corridor research and reports. A detailed bibliography was assembled, listing hundreds of backgrounds, reports, studies, statistics, and maps. Additionally, contact was made with various DOTs, MPOs, associations, foundations, institutes and universities along the Continental 1 corridor, both nationally and in Canada to identify trade corridor research. The strategies and products from other trade corridors were reviewed as part of a benchmarking effort. Meetings were held with other trade corridors, related associations and think tank staff to review and discuss their strategies. This research and outreach to other groups led to the identification of Continental 1's key benefits, challenges, and opportunities. These include the outreach benefits of corridor research and media-friendly reports and the opportunities to

## **5.0 Continental 1 Outreach**

educate stakeholders, politicians, and the public on the value and significance of the Continental 1 Travel and Trade Corridor, as generated by these reports. For Phase 2, Continental 1 will continue these efforts and has planned for the challenge of organizing and motivating supporters in order to attract additional public and private investment funds.

### **5.4.3 Task 3: Outreach and Communication**

This task represented the majority of the entire project. The Continental 1 staff prepared job descriptions for an experienced and qualified public relations provider. After a thorough search, Travers Collins & Company, based in Buffalo, N.Y., was hired. Messaging and themes, including a new logo and tagline, were developed. The findings from two Zogby surveys were used to adjust messaging and outreach. Message adjustments included stronger emphasis on safety issues; importance of regional cooperation; education of local, state, and federal elected officials on Continental 1; and outreach to the business community on economic development benefits of Continental 1.

Throughout Phase 1, messaging and outreach activities focused on emails to supporters, public relations events, editorials in local media outlets, sponsorships, and speaking engagements at local and national Corridor conferences.

The target audience for Phase 1's outreach efforts included key corridor legislators at the local, state, and federal levels. Generally, initial contact was made by legislative letters, followed-up by phone calls and appointments to educate legislators on the benefits of Continental 1. Targeting efforts were reviewed with the Continental 1 staff, Board of Directors, and the Advisory Committee (composed of executive directors of New York and Pennsylvania MPOs, Chambers and a senior planner for the Ontario Ministry of Transportation), and Travers Collins. Continental 1 will continue to target community decision makers, local civic groups, elected officials, employers, manufacturers and trucking companies in Phases 2 and 3. The public relations firm will continue to track audience saturation each month to document the effectiveness of communications efforts.

## **5.0 Continental 1 Outreach**

Continental 1 issues and findings were presented at a wide array of business and public events, including over 75 presentations to Chambers of Commerce, service organizations, and legislators; attendance at over 12 meetings and conferences related to trade and economic development; and over 25 meetings and strategy discussions with other trade corridor associations. Two program assessment reports were prepared based on survey findings and quarterly reviews ensured that principal objectives and audiences were addressed in this task. This will continue in Phases 2 and 3.

The development and promotion of an effective and interactive webpage began with the preparation of a job description and requests for bids from three minority web firms. WebTy's was chosen for the design, and Will Jones of Xavier's Photography was chosen for Continental 1 website and promotional photography. Continental 1 also requested the use of the NYSDOT's aerial photography of U.S. Route 219 construction. Reviews of website effectiveness were held with Continental 1 staff, board, Travers Collins, and invited advisors. Media reprints, supporter links, and newsletters/fact sheets were considered as positive additions to the site's content. Phase 2 updates will include easier site navigation, as well as continual content updates.

Articles were written for and by a wide array of media: radio, television, newspaper, trade journals, and web blogs. During Phase 1 of this project, viewer, circulation and readership statistics and outreach presentation counts indicated that this outreach effort reached more than 2.6 million organizations and individuals. Additionally, the Continental 1 website drew over 100,000 visitors.

### **5.4.4 Task 4: Measuring Success**

For this task, Continental 1 utilized the services of Zogby International, a nationally recognized New York-based survey firm. Zogby conducted two surveys to determine the efficacy of Continental 1's program. The first survey was conducted in October, 2008; the second in April, 2009. A representative survey number of 125 organizations for each survey was established during consultations with Zogby. Results were tabulated, analyzed, reported to the NYSDOT and used in outreach literature and

## **5.0 Continental 1 Outreach**

presentations. The survey results were also used to determine the project's progress and as the basis upon which Phase 2 scope changes were made. A third survey, to be conducted late in Phase 2, will have a sampling size of 250 organizations to secure more statistically significant outcomes.

An electronic web-based survey was prepared by Travers Collins and installed on the Continental 1 website by WebTy's. This survey, similar to a Zoomerang-style survey, is self-selected by site visitors. It is a useful tool to gauge supporter interest and commitment, but the results have little statistical significance. The survey will remain on the site, and be updated with questions on current Continental 1 issues as necessary in Phases 2 and 3.

Finally, under this task, Travers Collins tracked and compiled media reporting and articles on Continental 1 matters. Results will continue to be included in monthly progress reports and submitted to the NYSDOT.

### **5.4.5 Task 5: Trade and Travel Strategy Report**

The primary deliverable at the end of Phase 1 is this report describing the strategy to fulfill the twelve principal objectives of the project. It also provides a status report on the achievement of the four tasks with particular attention to the results of the survey. Additional report materials include an economic impact report; a TRIP report focusing on safety issues; a comprehensive bibliography, including a rich map bibliography; and Continental 1's research on the history and significance of trade corridors worldwide, drawing the correlations between these corridors and the proposed Continental 1 Travel and Trade Corridor. A meeting was held with the NYSDOT to review a draft report. The final report will incorporate input from the review meeting. Additional reports will be submitted at the close of Phases 2 and 3.

## **5.0 Continental 1 Outreach**

### **5.4 Travers Collins & Company Outreach**

#### **5.4.1 Overview**

Travers Collins & Company was engaged to develop and execute a public awareness/education campaign to support the continued development/advancement of the Continental 1 trade corridor.

The communication objectives of the program are:

- Educate and build widespread awareness (local to bi-national) about the project, the advancement of the proposed trade corridor, and associated economic benefits to the region and global marketplace
- Support local, state, federal and provincial lobbying efforts
- Attract potential investment for the project
- Mitigate opposition activity/rhetoric

#### **5.4.2 Approach**

Given the conservative budget specifications to re-launch Continental 1, efforts were made to ensure that communication activity was targeted to audiences that have a direct relationship to the project. Therefore, Travers Collins' work has focused on reintroducing the project to current interested parties and identifying new audiences with refreshed, consistent information in order to regain and build credibility with respect to Continental 1's viability and future. Key messaging points were developed and agreed upon as the basis for all communication materials that have been disseminated. These messages will change as the project advances.

#### **Communication Protocol**

A process has been established for responding to media inquiries that are received, when information distributed, etc. All media calls placed to individual team members are directed to Susan Asquith or Carolyn Human at Travers Collins & Company. A

## **5.0 Continental 1 Outreach**

recommendation w/respect to responses is made to the core team for follow up/implementation.

### **Graphics Package/Positioning**

A new logo and positioning statement were developed to brand the project and give it credibility in the marketplace. The graphic's look has been incorporated into all communication materials including: letterhead and business cards, presentation templates, newsletter and fact sheet templates, the web site, and the exhibit show booth. A project brochure is also being designed and produced.

### **Building Support/Database Development**

A database of interested parties and key target audiences along the corridor has been developed. These contacts receive regular information about Continental 1 and different aspects of the initiative. The locations for these contacts range from Toronto to Miami; they include industry groups and individuals such as Chambers of Commerce executives, business and community leaders, municipalities, economic development agencies, elected officials, other trade corridors, logistics professionals, and news reporters/media outlets, etc. New contacts are added monthly.

The following is a general list of the audiences to whom communication activities have been focused thus far (see the appendix for a comprehensive database listing):

- Local, state, federal/provincial officials
- Local, state and national general/industry media sources
- Public/private sector economic development agencies
- Transportation Industry – truck, rail, ship
- Environmental groups – (local, state, federal/provincial)
- Potential project investors
- General public/local communities

## Project Website

A user friendly project website was launched in the fourth quarter of 2008. The site includes all of the current project information; it will also be used to post new developments. Usage reports are tracked on a monthly basis. The site has generated a steady flow of visitors to the URL to learn more about Continental 1 (see Figure 14).

A guest survey has been included to the site to generate additional feedback about the project and identify levels of awareness.

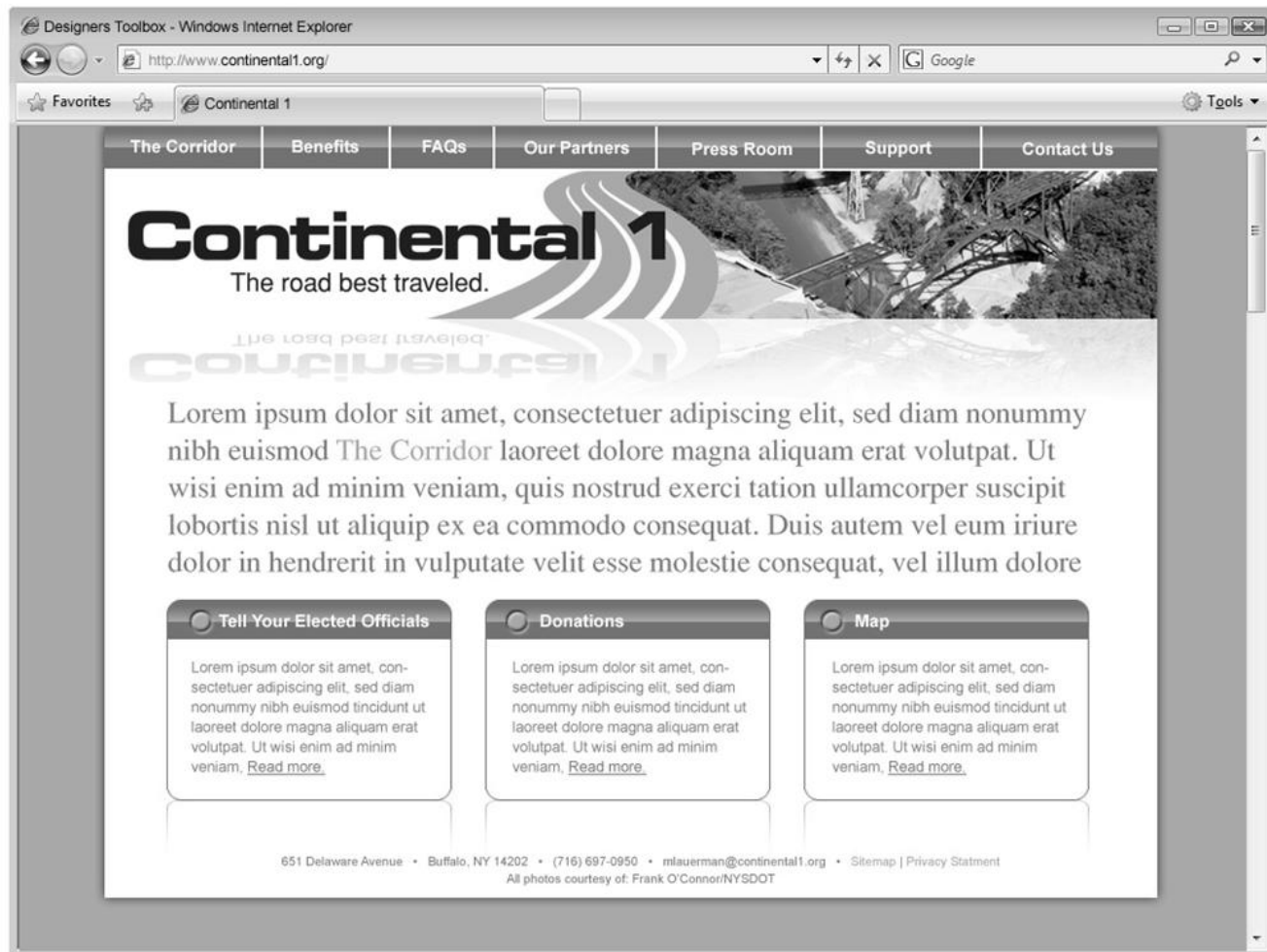


Figure 14: www.continental1.org

## **5.0 Continental 1 Outreach**

### **Support Testimonials**

Support testimonials are being submitted by Continental 1 Board members and project advocates; these testimonials will be used throughout the various communication tools, including the website, newsletters, press releases, and videos.

### **News Releases/Newsletter/Fact Sheets**

Information is being disseminated to educate target audiences and to generate discussion about the Continental 1 project. This information appears in various formats; it is being distributed via the news media or directly to interested parties in the form of a regular newsletter or fact sheet. An extensive media database including trade association and industry publications has been developed to further target press releases and feature story pitches.

These formats can be used flexibly and frequently to disseminate a considerable amount of information, in a short time, to various audiences.

Media relations will be ramped up in Phase 2 as the number of newsworthy events increases, including the economic impact report, completion of the U.S. Route 219 bridge, and advocacy advancements. Print and broadcast news clips are being tracked.

### **Speaker's Bureau**

Opportunities for team members to present the project to local, state, federal, and provincial groups were identified; letters were sent out requesting a time to make a presentation. Various members of the Continental 1 Board and staff are meeting with groups on a regular basis to talk about the project and answer questions.

## **5.0 Continental 1 Outreach**

### **Road Show Presentation**

A project overview presentation was completed in Power Point for use at speaking presentations. While the presentation can be customized for each event, the core information remains the same to ensure consistency in messaging.

### **Video News Segments**

Five, two-minute news video segments are in production. These topical segments will bring to life important aspects of the initiative that can be posted to the project website, to popular internet sites like YouTube, and to other internet outlets.

### **Objectives**

The overall objectives of the video series are to:

- Generate continued awareness about Continental 1's advocacy initiatives
- Bring to life trade and tourism opportunities by illustrating real life examples
- Produce packages for easy distribution via the project website, YouTube, and/ or internet applications

### **Specifications**

The specifications for each video include:

- Five, two-minute topical news-type segments
- A template opening and close to be filled with each produced segment

## **5.0 Continental 1 Outreach**

### **Topics**

The five topics that will be covered (one topic per video) are:

- What is a Trade Corridor?
  - Interview source: Continental1 Chairman Chris Hauser
- Trade Corridors Bring Economic Opportunities
  - Interview source: Andrew Rudnick and Dan Kolundzic
- Building the Bridge to Economic Success
  - Interview source: Steve Forrestel
- Road Best Traveled
  - Interview source: Pat Whalen
- Tourism Growth
  - Interview source: Dennis Eshbaugh

### **Fundraising Donor Program**

A grassroots program to target potential donors has been developed. This initiative, to be launched in Phase 2, will be driven by direct mail asking supporters to visit the project website to make a donor investment.

### **5.4.5 Communication Scope of Services**

The chart in Figure 15 illustrates Travers Collins' scope of services. Examples of the corresponding material can be found in Appendix 6 of this report where applicable (noted by Figures).

<b>Continental 1</b>				
<b>Communications Scope of Services</b>				
<b>Figure #</b>	<b>Task</b>	<b>Date worked on</b>	<b>Date completed</b>	<b>Phase 2</b>
1	Continental 1 Communication Message & Theme (protocol)	Started September 2008	Finalized February 2009	
2	Identify stakeholders	Started September 2008	Ongoing	Add new targets
3	Create stakeholder database	Started September 2008	Ongoing	Add new targets
4	Meet with industrial and development agencies	Started September 2008	Ongoing	Set up follow up meetings
5	Public & Stakeholder Outreach	Started September 2008	Ongoing	Reach out to new targets
6	Interactive Website	Started September 2008	Live in January 2009	Updates on as needed basis
7	Survey on website	Started February 2009	Added to website March 2009	
8	Continental 1 Logo and Tagline	Started September 2008	Finalized October 2008	
9	Continental 1 Stationery and Graphics standard	Started October 2008	Finalized October 2008	
10	Media outreach - press releases and pitches	First published article in October 2008	Ongoing	
11	Media tracking	Started September 2008	Ongoing	
12	Fact Sheets (4)	Started January 2009	Finalized January 2009	4 fact sheets were completed by March 2009
13	Documentary Video	Estimate received March 2009	Plan developed in March 2009	Shooting for video in April 2009
14	Trade Show Exhibit booth	Estimate received March 2009	Layout approved March 2009	Will deliver for client presentation on April 2, 2009
15	Fundraising & Donor Plan	Started February 2009	Finalized March 2009	
16	Brochures	Started February 2009	In progress	
17	Co-sponsor event	Event proposal submitted to DOT in March 2009	Awaiting DOT response	
18	Submit press releases to trade journals	October 2008 generated list of trade targets	Ongoing with media outreach	

Figure 15: Travers Collins & Company Deliverables

### **5.5 Zogby International Poll Methodology and Summary**

Zogby International was commissioned by Continental 1 to survey business and opinion leaders from several counties in NY and PA in order to gauge their overall knowledge of Continental 1 and their support for the expansion of U.S. Rt. 219. Two surveys were conducted; the first took place in September, 2008, and the second took place in April, 2009.

#### **5.5.1 Methodology**

Zogby International surveys employ sampling strategies in which selection probabilities are proportional to the population size within area codes and exchanges. Up to six calls are made to reach a sampled phone number. Cooperation rates are calculated using one of AAPOR's approved methodologies<sup>17</sup> and are comparable to other professional public-opinion surveys conducted using similar sampling strategies<sup>18</sup>. The margin of error is +/- 8.6 percentage points; margins of error are higher in subgroups. Samples are randomly drawn from a list of purchased contacts.

For the September, 2008 poll, the sample was 126 interviews with approximately 32 questions asked between 9/11/08 to 9/17/08. For the April, 2009 poll, the sample was 125 interviews with approximately 32 questions asked from 4/2/09 to 4/7/09.

#### **5.5.2 Zogby Executive Summary**

The results of the September, 2008 indicate that while most opinion leaders polled in New York and Pennsylvania said they were unfamiliar with Continental 1 and its efforts, three-quarters (74%) support the expansion of U.S. Route 219 into an international trade and travel corridor, and the same number said they support enlarging the roadway from two to four lanes.

Almost everyone polled (97%) said they travel on U.S. Route 219 at least a few times a year, yet most (70%) are unaware that Continental 1 runs from Toronto, Canada to Miami, Florida.

## **5.0 Continental 1 Outreach**

Respondents were most likely to say that the benefits of the U.S. Route 219 expansion would be safety (44%) and efficiency (37%).

The two most cited possible negative impacts of such an expansion were cost (39%) and environmental issues (33%); it should be noted that 35% of opinion leaders said they do not think there will be any negative impacts associated with the expansion of U.S. Route 219.

Most opinion leaders polled were unaware of the massive amounts of goods that are transported from Pennsylvania to Ontario, and almost half (46%) said they would be more supportive of the U.S. Route 219 expansion if they knew that 75% of the state's exports ended up in Ontario.

When it comes to safety on the road, most opinion leaders (72%) said they think four-lane highways are safer than two lanes, and two-thirds (66%) said they would be more likely to support the expansion if they knew that four-lanes significantly improve the safety record of roads compared to those with two lanes.

Clearly, the fact that U.S. Route 219 is a vital artery of trade and tourism between Canada and the U.S. resonates with opinion leaders, and should be a focus of any marketing campaign for Continental 1. Opinion leaders have also shown that the scope of Continental 1 is unclear, and that many do not know that, in its entirety, it runs from Canada to Florida. Also, while most everyone is familiar with U.S. Route 219, the organization Continental 1 is largely unknown among opinion leaders, leaving much room for recognition improvements in New York and Pennsylvania.

The April 2009 survey results indicate that the majority of the responses from the opinion leaders polled in New York and Pennsylvania remained consistent with the findings from the September 2008 survey. While it appears that there may have been drops in familiarity with Continental 1 as an organization, Continental 1 as a trade and travel route, and knowledge of the U.S. Route 219 expansion, those percentages are all within the margin of error.

## **5.0 Continental 1 Outreach**

The likelihood that those polled would support the U.S. Route 219 expansion increased slightly from the previous survey; this increase was tied to knowledge that four-lane highways improve safety records over two-lane highways and that the expansion would increase the economic development of their community.

The most significant difference between surveys appears to be that as of April, 2009 newspapers have replaced television as the number one source for receiving news, and have also become the sole top provider of information in regards to Continental 1.

## 6.0 Continental 1 Future Initiatives

### 6.1 Goal

The continuing goal for Phase 2 of this project is to continue build an awareness of the Continental 1 Trade and Travel Corridor's value and significance in order to attract public and private investment funds.

### 6.2 Phase 2 Future Initiatives

The following are the principal objectives of the project:

1. **Continue to Promote Continental 1 to a broad base of public and private organizations.** This includes continuing to clearly defining what is meant by a trade corridor, its significance, and outlining the potential benefits. This will continue to be accomplished by coordinating key messages and outreach efforts to build synergies with other groups and initiatives that also advance Continental 1's efforts. This may include, for example, the Buffalo Niagara Enterprise efforts, and the Atlantic Corridor.
2. **Continue to support (through communications materials, website, meetings, and newsletters/fact sheets) the completion of U.S. Rt. 219 in New York and the capacity expansion of the Peace Bridge.** This includes continuing to work with the states' Departments of Transportation and Regional and Metropolitan Planning Organizations (MPOs) to coordinate, identify, and communicate multi-state planning efforts from both a physical planning and fiscal programming perspective. Projects and programs that are in planning, design, or implementation and that are part of or advance Continental 1 objectives will continue to be identified and project lists and profiles will continue to be developed. The team will also continue to work with states and their respective MPOs to find opportunities to advance Continental 1 initiatives in their programming (TIP) and ensure that they are aware of Federal legislative and funding programs related to trade corridors.

## **6.0 Continental 1 Future Initiatives**

- 3. Continue to structure an approach to measure the success of the project's strategy and outreach.** This includes continuing to benchmark against other trade corridors. (The plan expectations are to conduct one survey and have two key assessment points). A longer term framework and process to promote, prioritize, and advance Continental 1 objectives will be established. This effort is in recognition of the fact that once this initial grant is expended an on-going process must be established to sustain the goal of the organization.

### **6.3 Overall Management Plan and Technical Approach**

This entire effort envisions an approach that continues to utilize both Continental 1 personnel and outside consultation. Use of consultants will continue to be likely for upgrading and maintaining a website, some research, and public relations tasks. Before any staff is hired by Continental 1, the organization will again review desired qualifications, job descriptions, and candidate resumes with NYSDOT.

The primary focus will continue to be:

1. Reinforcing Continental 1's message and communicate the value and importance of Continental 1
2. Delivering and communicating the message through a broad and effective range of channels using a diverse array of methods
3. Maintaining and refining the process of ensuring Continental 1's long term success
4. Maintaining and refining the measures that ensure the long term sustainability of Continental 1 and its goals
5. Building upon the interest and desire on the part of both public and private entities to invest in Continental 1 and its initiatives. Continue to foster awareness and support of Continental 1's mission and objectives
6. Providing metrics to determine the success of the project's outreach effort

## **6.0 Continental 1 Future Initiatives**

7. Fostering and educating a recognized coalition of legislators involved in state and federal transportation planning efforts that impact Continental 1
8. Fostering legislative, public, and DOT awareness of and support for the importance of designing the Pennsylvania section of Continental1.
9. Educating stakeholders on the need for Continental 1 to be included in New York and Pennsylvania DOT transportation plans
10. Supporting efforts to secure Federal High Priority Trade Corridor designation for the Continental 1 Trade Corridor route.
11. Supporting long –term efforts to secure Interstate designation for the NY and PA sections of Continental 1

## **6.0 Continental 1 Future Initiatives**



## **7.0 Conclusions**

As the Continental 1 team concludes Phase 1 of this three-phase project, it is quite clear that there has been considerable progress on the twelve principles with which the team has been tasked. All of the principles have been met or set in motion, thus laying the groundwork for Phases 2 and 3.

From a research perspective, the team has demonstrated that trade corridors have a longstanding place in history as being significant to both improving transportation and inducing economic development. These findings are consistent from both a global and North American perspective. Research conducted by various “think tanks” dedicated to understanding the impacts of travel and trade corridors supports this premise as well. In the process of this research, the team assembled an extensive resource list that can be of benefit to other corridor organizations, as well as to further Continental 1 research endeavors.

The study of North American Trade Corridors, in particular, clearly demonstrates that, upon completion, Continental 1 has the ability to significantly enhance the economic outlook of the areas through which it will run. The vibrancy of the regions along which other north-south corridors run, in particular, the Capital Corridor and the I-95 Corridor, are indicative of the type of economic development and trade opportunities that await communities along the Continental 1 Travel and Trade Corridor. Chapter 3 provided some specific facts about the volume of trade in these areas.

Research was only one of the many tasks that Continental 1 completed during Phase 1 of this grant. Several outreach activities were launched by the Continental 1 Board of Directors, Executive Director, and Project Manager, as well as by Travers Collins & Company, who were hired to manage the public relations aspect of this project. The specific tasks accomplished were discussed in great detail in Chapters 4 and 5. The extensive outreach activities are showing a positive impact, as evidenced by increased website hits, media tracking, as well as in face-to-face meetings with various stakeholders and opinion leaders. Phase 1 set the baseline for public recognition of Continental 1 and U.S. Route 219 against which future phases will be measured.

## **7.0 Conclusions**

The Zogby polls conducted in 2008 and 2009 illustrate that a majority of those polled showed interest in the expansion of Continental 1 and completion of U.S. Route 219 as a limited access, four-lane highway; this interest was especially piqued once those polled were aware of the positive environmental and economic impacts of trade corridors. These results were evident even though many polled were not as familiar the Continental 1 organization itself and its goals. The results of the next poll, which is set for 2010, are expected to show more recognition and support as outreach activities continue to flourish.

Additional informal surveys, such as those included on Continental 1's website, will continue help shape future target markets, key messages, and overall outreach efforts.

Continental 1 as an organization has taken great efforts to ensure a sound future beyond the federal grant by modeling the organization on the principles of a public-private partnership. While Phase 1 laid the groundwork for providing information on the benefits of trade corridors, in particular, a completed Continental 1 Travel and Trade Corridor, Phase 2's efforts will continue to increase the focus on fundraising opportunities in order to ensure that the organization will be able to continue its mission once the grant monies have been expended.

As an organization, the results of Phase 1 indicate that the team has successfully laid the groundwork for future phases of this grant. In a short period of time, the twelve principle objectives discussed in Chapter 1 have been addressed, with plans to continue refinement of these efforts in Phase 2.

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- <sup>1</sup> Slack, B. 2005. The Geography of Transport Systems, New York: Routledge
- <sup>2</sup> BTS TransBorder Freight Data, <http://www.bts.gov/transborder/>.
- <sup>3</sup> North America's SuperCorridor Coalition, Inc. (NASCO). (Accessed 2008). <http://www.nasco.corridor.com/>  
<http://www.i95coalition.org/i95/Home/I95CorridorFacts/tabid/173/Default.aspx>
- <sup>4</sup> Niagara University, "Perspectives on Business and the Economy : New York's Trade Corridors Connections to the Global Economy". 2008
- <sup>5</sup> Continental 1; [www.Continental1.org](http://www.Continental1.org)
- <sup>6</sup> Continental 1; [www.Continental1.org](http://www.Continental1.org)
- <sup>7</sup> Continental 1; [www.Continental1.org](http://www.Continental1.org)
- <sup>8</sup> Thousand Islands Bridge Authority; 43530 Interstate 81, Collins Landing. PO Box 428, Alexandria Bay, NY 13607; 315-482-2501
- <sup>9</sup> Virginia Department of Transportation, 2005
- <sup>10</sup> Plattsburg –North County Chamber of Commerce; [www.northcountychamber.com](http://www.northcountychamber.com)
- <sup>11</sup> Plattsburg –North County Chamber of Commerce; [www.northcountychamber.com](http://www.northcountychamber.com)
- <sup>12</sup> Federal Highway Administration; TEA-21 - Transportation Equity Act for the 21st Century; Modified July 14<sup>th</sup>, 1998; <http://www.fhwa.dot.gov/tea21/sumover.htm>
- <sup>13</sup> NYSDOT
- <sup>14</sup> New York Department of Transportation. 2008. "Multimodal Transportation Program Submission: 2009-2014)

<sup>15</sup> <http://en.wikipedia.org/wiki/Toronto#Economy>

<sup>16</sup> "[The World According to GaWC 2008](#)". Globalization and World Cities Study Group and Network, [Loughborough University](#). <http://www.lboro.ac.uk/gawc/world2008t.html>.

<sup>17</sup> COOP4 (p.38) in *Standard Definitions: Final Dispositions of Case Codes and Outcome Rates of Surveys*. The American Association for Public Opinion Research, (2000).

<sup>18</sup> *Cooperation Tracking Study: April 2003 Update*, Jane M. Sheppard and Shelly Haas. The Council for Marketing & Opinion Research (CMOR). Cincinnati, Ohio (2003).