



Public Communications Inc.

COUNSELORS IN CORPORATE • MARKETING • PUBLIC AFFAIRS • FINANCIAL • INSTITUTIONAL COMMUNICATIONS

**PUBLIC INFORMATION AND INVOLVEMENT PROGRAM
CHICAGO-ST. LOUIS HIGH SPEED RAIL PROJECT**

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THE WORLDCOM GROUP, INC. Offices in New York • Washington • Detroit • Los Angeles • San Francisco • Honolulu
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Public Communications Inc. is pleased to submit a strategy and tactics for the public information and involvement campaign for the Chicago-St. Louis high speed rail project.

Our recommendations are based on research into the public affairs programs of other high speed rail projects in North American and abroad, knowledge of the socioeconomic and political climate in Illinois, and experience managing other public information and involvement programs.

We have organized our recommendations in the following manner:

Research

- Conclusions
- Projects in North America
- Projects Abroad

Public Opinion and Involvement Program

- Opinion Leaders
- Corridor Residents

Media Relations

- Objectives
- Preparation
- Statewide Opportunities
- Local Opportunities: Corridor Cities and Towns

Project Identity

- Campaign Theme
- Train Name Competition

Conclusion

RESEARCH

PCI has conducted research on high speed rail projects proposed in the United States, Canada, Europe and Asia, as well as projects implemented in Europe and Asia. Our two objectives in conducting this research were to:

- identify public issues related to high speed rail that either generated support or opposition to the projects; and
- determine what, if any, public information and involvement programs were undertaken in conjunction with the various projects: what strategies and tactics were used, which were successful and which were not successful.

CONCLUSIONS

A series of communications principles can be concluded from the research of the public issues that have surfaced during high speed rail projects.

Because the socioeconomic and political systems of Europe and Asia are so different from our own, the most relevant conclusions are those based on the California, Florida, Texas, New York-to-Boston, and Canadian projects.

The experiences of these high speed rail projects tells us that . . .

- Public opinion is frequently a pivotal factor in determining the success of the HSR project.
- The public should be informed and involved as early in the project as possible.
- Public involvement activities must be sincere.
- Potential for public support is broad-based, coming from business, local government, environmental groups and private citizens.
- Strongest support for HSR often comes from business and environmental sectors.
- Opponents often have a not-in-my-back-yard attitude or a fear of paying for the HSR project with their taxes.
- Project sponsors must claim early "ownership" of key issues, presenting their arguments clearly and convincingly in areas such as business development, ridership and environmental impact.

- Project sponsors must meticulously preserve their public opinion credibility throughout the implementation process.

PROJECTS IN NORTH AMERICA

Following are summaries of the research conducted on five North American high speed rail projects.

California

Source: Transportation Research Record Report 1143 provides a case history of the proposed high speed rail between Los Angeles and San Diego. The report is entitled *High-Speed Rail in California: The Dream, the Process, and the Reality*.

Issues: American High Speed Rail Corporation (AHSRC), a private firm, initiated the plan to develop high speed rail service from Los Angeles to San Diego. AHSRC had an ambitious schedule for completion of the railway which underestimated the time needed to conduct a major environmental study and to accomplish a thorough decision-making process.

Opposition to the project focused on environmental and economic impacts, including noise, vibration and visibility, access to beaches and lagoons, safety and property values, and compatibility with existing modes of public transportation. Opponents included citizen groups, academics, professionals and local governments.

Failure of the project was a direct result of a lack of venture capital, but several other issues surfaced that raised questions about the credibility of the project and its sponsors: accuracy of estimated impact on the environment and reliability of ridership projections. There also was concern that if financing fell through, tax payers would be left to pay for the completion of the project.

Public Information/Involvement: Nine public "scoping" meetings were held, three in each affected county: Los Angeles, Orange and San Diego. In addition, three scoping meetings were held with state and federal agencies. Despite these public meetings, critics were of the impression that "AHSRC essentially told Southern Californians what it was going to do for them, rather than asking what people wanted." The corporation was unaccustomed to working closely with the public and government agencies and, according to the Transportation Research Record Report authors, AHSRC was defensive when criticized.

Conclusions: According to the Transportation Research Record, opposition to the project could have been minimized if these aspects of it had been better managed:

- **Political Diplomacy.** At all levels of government relations, political diplomacy should be exercised; actions that may seem expedient at the time may prove to be adverse in the long run.
- **Access to Data.** Relatively open access to project information is important. To withhold data is to invite skepticism.
- **Communication.** Especially at the local level, open communication must be established with the public and government agencies. The community at large must be accepted as a partner in the project.
- **Credibility.** Through an open data process and open communication, credibility can be established and maintained by accepting criticism and handling it professionally.
- **Arrogance.** Nothing boosts opposition, giving it a personal note, more than a perception of arrogance.

Florida

Source: An interview was conducted with the former executive director of the Commission on High Speed Rail in Florida, Charlie Smith, who is currently with the Florida Department of Transportation.

Issues: According to Smith, there are two main reasons the Florida project failed:

- The Commission on High Speed Rail became very political. A Democratic governor set up the commission, then a Republican governor was elected and appointed all new members, and then a Democratic governor came in and again changed the mix of people on the commission.
- Financing was the other fatal issue. Initially, it was thought that the Florida project could be financed entirely with private funds. Later, it became apparent that HSR in Florida would need to involve both public and private funding sources.

Economic developers and business people supported the HSR project because of the development opportunities it would generate in corridor cities. Airlines in Florida never opposed it because they saw HSR as eliminating some of the congestion in airports caused by short distance, intrastate flights. Residents who were concerned about tax increases were generally supportive, recognizing that HSR is the least expensive form of transportation per seat compared to auto or air.

The Florida project never reached the point where the commission had to begin communicating with the people through whose back yards the train would be running.

Public Information/Involvement: The Florida project had an extensive public information and involvement campaign. Principal components of the program were:

- **Commission on HSR.** Florida law required that the project establish the Commission on High Speed Rail in Florida. The commission was an independent, public entity. Every meeting of the commission (at least monthly) was open to the public, public notices of meetings were issued and meetings were held throughout the state. The commission had a full-time public relations staff member responsible for issuing notices, disseminating information on all meetings to the public and arranging the logistics of the meetings.
- **Subcommittees of the Commission.** Subcommittees on issues such as financing, routing and right-of-way were set up by the commission. These subcommittees met in various locations across the state as well.
- **HSR Task Forces.** The commission fostered the formation of task forces across the state in corridor cities. These task forces were comprised of lay people, railroad enthusiasts and members of the chambers of commerce. This was one of the most successful components of the public information/involvement program. Task force members were enthusiastic advocates for the project who helped spread the word and educate the public. Task force members helped facilitate the commission and subcommittee meetings and reviewed the commission's final report and provided input.
- **Environmental and Planning Advisory Committee.** The commission created a 14-member Environmental and Planning Advisory Committee. The committee was made up of representatives from state agencies, local governments, environmental interests, the business community and minority groups. The committee, too, conducted public meetings specifically on the environmental issues associated with HSR. The committee was required to issue a report after reviewing the commission's report. Specifically, the committee was asked to determine:

- whether, and the extent to which, the proposed high speed rail line would have a favorable or unfavorable impact on the environment and natural resources;
- the extent to which the proposed high speed rail line would enhance or adversely affect existing communities in the corridor of the proposed rail line;
- the level of impact on local governments and the economy of the area within the corridor; and
- the degree of consistency with local, regional and state plans and regulations.

The environmental group's report was very positive. This year, Florida reenacted the 1984 High Speed Rail Act and the Florida Department of Transportation supported the inclusion of the environmental committee again and even expanded its responsibilities.

- **Speakers' Bureau.** Members of the commission were made available to interested groups in the corridor communities to give presentations on the HSR project.
- **Brochure.** The commission developed an informational brochure that explained the process the commission was undertaking to involve the public and implement the HSR project. The brochure was mailed to the public: people who had expressed an interest in HSR and a general mailing to schools, chambers of commerce, etc. One suggestion Smith made was that an informational piece such as this brochure should be developed and available at the very beginning of the project; Florida did not produce a brochure until well into the project. When people called to get information, the commission could send them only miscellaneous papers.
- **Trips to Europe.** Smith suggested that there is no better way to educate people about and sell HSR than to have them go to Europe and ride the trains themselves. Commission members and apparently some task force members travelled to Europe to ride the trains. Although the project did not host everyone that went to Europe, they did help arrange the trips for all who were interested.

Conclusions: The experience of the Commission on High Speed Rail in Florida offers some important insight for the Illinois project:

- **Politics.** As much as possible, politics should be kept out of any citizens' committees or coordinating councils.
- **Community Groups.** Community enthusiast groups can be a tremendous asset to the project.
- **Environmental Advisory Committee.** An independent environmental committee, similar to Florida's, could serve to impart valuable information to the public and build credibility for the HSR project and its sponsors.
- **Accessible Information.** An informational brochure on the Illinois HSR project should be produced at the start of the public information campaign so that clear, concise information is available to the interested public early.

Texas

Source: An interview was conducted with Steven Polunski, director of research and planning for the Texas High Speed Rail Authority. Texas is in the middle of conducting its impact study, which is scheduled to be completed within a year. Project implementation is scheduled to be completed by 1998.

Issues: In general, Texas is in the thick of issues concerning HSR. A 38-county area bounded by interstate highways is being considered for the HSR routes. When the proposed routes were made public, the rural communities involved reacted strongly against the proposal. Issues that have surfaced in Texas include:

- **Not-in-My-Back-Yard.** A not-in-my-back-yard sentiment is fairly widespread in rural communities through which the train will run.
- **Effects of Electromagnetic Currents.** Some rural residents also express concern about the effects of electromagnetic currents. Opponents of the project replay the "60 Minutes" story on electromagnetic currents at public hearings.
- **Noise.** Residents in the corridor are concerned about noise pollution.
- **Rural Lifestyle.** Many Texans in rural communities view technology as an encroachment on their way of life. HSR grade crossings and barriers are seen as the Berlin Wall of Texas, and farmers allege that the train will disrupt migration patterns, water drainage systems, etc.

- **Tax Hikes.** Tax payers fear that, although the project is privately financed, they will likely be left to pay the bill.
- **Airline Opposition.** Southwest Airlines not only opposes the project, but is actively working to put a stop to it.

Public Information/Involvement: The Texas High Speed Rail Authority has engaged in a variety of activities to inform and involve the public:

- **Public Meetings.** Scoping meetings have been held in 39 communities to provide the public with information about the HSR project. The meetings have become a forum for opponents of the project. In rural communities, hundreds of people attend the meetings. In the urban areas, it is unusual if 75 people attend.
- **Informational Packets.** Packets of information on HSR and the project have been sent to newspapers, local governments and business councils.
- **Public Resources.** Libraries have been provided with a source document on HSR and the project for loan to library patrons. Print shops also have been provided with the source document to photocopy for interested individuals.

Conclusions: Because the proposed Texas HSR system will not use existing tracks in an established corridor, public issues have taken a higher profile than would be expected in Illinois. Nevertheless, the efforts of the Texas High Speed Rail Authority to inform the public and the reaction to those efforts offer valuable guidance to the Illinois project:

- **Electromagnetic Issues.** Despite little evidence of danger from electromagnetic currents used in electrified trains, there may be some concern among residents about the effects.
- **Public Meeting Attendance.** Involvement of the citizens' committee and other enthusiasts in public hearings and meetings in corridor cities will be important to prevent the meetings from becoming forums only for the opposition. When planning public meetings, it will be useful to keep in mind the difference in attendance between urban and rural residents in Texas.
- **Financing Issues.** Public information campaign materials and public meeting statements need to include an explanation of how the HSR train is expected to be financed so that residents do not fear a surprise tax liability to pay for the trains.

New York to Boston

Source: Interviews were conducted with Sharon Mahoney, Amtrak director of state and local affairs, and David Carroll, Amtrak's public affairs manager for the New York-to-Boston corridor.

Issues: As proposed for Illinois, the Northeast corridor will be electrified and will use upgraded, existing tracks for the HSR service. The technology to be used in this corridor will enable express trains to travel from New York City to Boston in two hours. The New York-Boston corridor is in the midst of an environmental impact study and is just beginning to deal with grade crossing closings. Carroll offered some valuable insight into a variety of issues that have surfaced in the New York-to-Boston project and in other Amtrak projects:

- **Bypassing Communities Currently Served.** In the New York-to-Boston corridor, elimination of rail service to communities currently serviced is not of great concern because no current stops are being completely eliminated. Amtrak plans to run: express HSR service that stops in Boston, Providence, New Haven and New York City; HSR service that stops in five additional communities along the corridor; and conventional trains that continue to serve all existing stops. Some residents in the smaller communities have expressed disappointment at not being included in the HSR service stops, but for the most part the bypassing issue has not been a major problem.

Carroll suggested, however, that when service to communities is completely eliminated, serious local outrage can arise. Residents in these communities will not only be losing service, but also having to deal with grade crossing closings, new fencing and catenary, and possibly higher taxes to finance the project.

To eliminate service, a state or company needs to be able to justify the decision based on economics (i.e. the train picks up an average of two passengers a day, and that's not enough to pay for the ticket person, maintenance of the station, etc.). Most people accept this argument, if it is clear that continued service is no longer financially feasible.

Amtrak rarely eliminates service to a community, but does sometimes reroute trains. For example, Amtrak rerouted its Pittsburgh to Chicago tracks in a way that eliminated service to Ft. Wayne, Ind. Residents in Ft. Wayne were upset and only somewhat appeased by Amtrak's arranging for shuttle bus service from Ft. Wayne to the new train station.

- **Grade Crossing Closings.** This issue can be a lightning rod for opposition depending on the circumstances surrounding the closing of each grade crossing. Carroll suggested that state and federal experts are willing to testify that certain grade crossings are unsafe and others are unnecessary. Carroll said he has suggested, although he believes there is little likelihood of acceptance, that police patrol unsafe grade crossings that communities refuse to close in the New York-Boston corridor.
- **Safety and Fencing.** In Connecticut, no one wants fencing along the HSR tracks where it blocks the view of and access to beaches. In Rhode Island, on the other hand, everyone wants fencing for safety reasons. Carroll stressed the importance of fencing to prevent people from walking on the tracks. In heavily populated and traveled areas, overpasses or underpasses need to be constructed so that residents can cross to the other side of the tracks; these pathways must be handicap accessible. When grade crossings are closed, project organizers need to be prepared to negotiate with community leaders to construct easily accessible underpasses or overpasses.
- **Electromagnetic Force.** The belief that electromagnetic currents can cause cancer, although not widespread, is of concern to a large enough number of people that HSR project organizers need to address the issue and educate the public about it.
- **Public Expectations.** It is important not to raise public expectations about any aspect of the project until it has been firmly decided that actions will be carried through. For example, if a project spokesperson suggests that trees might be planted around unsightly HSR service stations, the environmental impact study authors may follow up by requiring that trees be planted.

Public Information/Involvement. In its public affairs program in the corridor, Amtrak is attempting to blend public interaction with communication efforts. Carroll suggested that there are two very different groups that need to be addressed by a public information campaign: those through whose back yards the train will run and those who do not live in or even near the corridor. The not-in-my-back-yard opponents are the ones most likely to attend public hearings, while the other group remains fairly quiet. Components of the public information and involvement program in the corridor include:

- **Environmental Impact Study.** Public hearings are currently being conducted in conjunction with the environmental impact study (EIS). Amtrak has made a conscious effort to gain the support of environmental groups and individuals by emphasizing the pro-environment aspects of HSR.

Amtrak has been successful in gaining the endorsement of all major environmental groups, despite the fact that 80 miles of the track is on wetlands. In addition, the support of staff members in local and state government environmental agencies is also important.

Amtrak has encouraged people to write letters and in other ways get involved because HSR plans are not set in stone and public opinion will have an effect on the project. Amtrak wants to involve as many people in the process as possible so that all issues are raised now rather than after construction of the train has begun.

- **Public Hearings.** No public meetings other than those conducted for the EIS have been held. Carroll is waiting to conduct additional hearings until the EIS is nearly ready for publication so there is little lag time between publicity surrounding the two activities. At this point, Carroll is simply letting information trickle out.
- **Civic Group Meetings.** To reach individuals who do not have as great a stake in the HSR project as the corridor residents (e.g. business, academics, local governments), meetings with Lions and Rotary Clubs, as well as chambers of commerce, are being arranged by Amtrak. With these groups, HSR is easy to sell because the groups have no reason to oppose it.
- **Independent Evaluation.** The Coalition of New England Governors conducted a benefits analysis of the New York-Boston HSR project. The coalition's analysis has been an invaluable tool for Carroll when informing the media and the public about the HSR project. An independent evaluation allows project coordinators to generate support with materials not commercially motivated.
- **European Visit.** Amtrak plans to take federal staff and opinion leaders opposed to the HSR project to France to ride on the TGV.
- **Newsletter.** Carroll writes a quarterly report to corridor mayors, as well as all supporters of the project

Conclusions: Several conclusions relevant to the Illinois project can be drawn from Amtrak's efforts and experiences in the New York-Boston corridor:

- **Public Expectations.** During the implementation study phase, it will be important not to raise public expectations about actions, services or benefits that may or may not actually occur. The public information and involvement campaign needs to move ahead of the issues with carefully developed messages that minimize false expectations.

- **Environmental Support.** Gaining the early support of environmental groups and individuals is essential and can serve to diminish the effects of the not-in-my-back-yard voices on issues such as noise, fencing and electromagnetic current.
- **Community Issues.** The closing of grade crossings and, even more important, the closing of stations can result in serious local opposition. Rationales for closing crossings or stations need to be firm and communicated effectively to community residents affected by the changes. Conciliatory efforts, such as constructing additional pedestrian underpasses or overpasses when several grade crossings are closed, can serve to defuse community opposition.
- **Electromagnetic Currents.** The public information and involvement program will need to address the issue of electromagnetic currents and their effects on humans.

Canada

Sources: Our WORLDCOM Group partner firm in Montreal, BDDS Communications Consultants, worked extensively on behalf of ABB on the high speed train along the Quebec City/Montreal/Toronto/Windsor corridor. BDDS provided: 1) the final report of the Ontario/Quebec Rapid Train Task Force; 2) a report of the Standing Committee on Transport entitled *High Speed Rail: The Canadian Concept*; and 3) a pre-feasibility study by ABB presented to the Canadian task force.

Issues: The Canadian task force and standing committee have studied in-depth the European experience with high speed rail. Exhibit A of this document provides details on the standing committee's findings. Following is a synopsis of the task force and standing committee's findings:

- **Socioeconomic Impact.** HSR has clear benefits to riders, communities and industry as a whole.
- **Environmental Impact.** HSR has long enjoyed a reputation for being energy efficient and non-polluting, but environmental advantages of HSR could be offset by the impact of constructing the new system. The task force primarily focused on TGV technology and acknowledges that construction of an X2000 HSR system, which would not require entirely new trackage, would have less impact on the environment.

The Standing Committee on Transportation of the Canadian House of Commons studied the European experience with high speed rail and delivered its report in March 1992. Among its findings related to public opinion were:

- The justification of high speed rail must be market driven, not technology-driven.
- High speed rail in Europe has not captured a significant amount of automobile traffic.
- High speed rail that requires construction of new dedicated tracks can accrue significant environmental benefits only if there is a huge shift of traffic from highways.
- Without significant shift of automobile traffic, caution must be exercised in using environmental arguments as a major justification for high speed rail.

Public Information/Involvement: The premiers of Ontario and Quebec established a public information campaign centered on a task force established to evaluate the feasibility of high speed passenger rail service in the corridor.

- **Task Force.** An eight-member task force, appointed by the premiers, examined in depth the political, economic, financial and marketing feasibility of high speed passenger rail service between Quebec City and Windsor via Montreal, Ottawa and Toronto. Members include representatives of government, business and a consumers' association. The task force and the consultants it hired were responsible for:
 - holding discussions with investors and suppliers
 - studying the socioeconomic and environmental impact
 - assessing the impact on tourism and other modes of transportation in the corridor
 - examining the financial viability of the project
 - proposing a preliminary implementation plan
 - conducting fact-finding studies of HSR abroad

- **Public Meetings and Presentations.** An extensive "public consultation" program was undertaken. The task force issued a press release announcing public hearings in 11 corridor cities over a two-month period. Informal meetings were held with representatives of eight other communities along the corridor. Presentations at the hearings were made by representatives of municipal governments, environmental groups, farming organizations, special needs groups, the transportation industry and a number of private citizens.

The purpose of the hearings was to obtain input from all interested individuals and groups, and inform the public of the objectives and work program of the task force.

- **Meetings with Elected Officials.** The task force met with elected members of the National Assembly of Quebec and the Ontario Legislature, as well as elected municipal representatives through a series of eight meetings in corridor municipalities.
- **Coalition of Corridor Mayors.** Mayors from most of the corridor cities formed a coalition independent of the task force. The coalition was consulted regularly and participated in the public hearings and presentations.

The conclusions reached by the Ontario/Quebec Rapid Train Task Force include:

- A broad spectrum of industrial, commercial and public interests strongly believe that a modern, highly visible high speed passenger train service in the corridor will promote interprovincial passenger travel and strengthen business and tourism relationships.
- Increasing the efficiency of corridor transportation is essential to making communities in the corridor more economically competitive in the world. The coalition of corridor mayors urged the task force not to delay introduction of HSR.
- There is considerable public support for improved passenger rail services within the corridor because of public perception that the economic development and social benefits would be extensive.

Supporters of the project include municipal governments, chambers of commerce, manufacturing industries, lobby groups, environmental groups and interested railway suppliers and contractors. Opposition came almost exclusively from the bus operators' union and one private citizen activist in Ontario.

The project's public information campaign was lead by manufacturers of the two leading contenders to supply the trains: ABB and Bombardier.

Conclusions: The studies conducted in Canada on HSR service in the Quebec City-Windsor corridor provide valuable information for developing a public information and involvement campaign:

- **Environmental Benefits.** In Canada, a significant amount of automobile traffic will need to be displaced by the HSR service to achieve meaningful environmental benefits. (The Canadian project, however, will require construction of new rights-of-way, so the significance of this conclusion may not be as pertinent for Illinois.
- **Informed Corridor Residents.** It is important to inform all residents along the corridor, even in towns that are bypassed by the new HSR train. Canada's approach was to hold public hearings in major corridor cities and less formal, informational meetings in smaller cities.
- **Widespread Support.** Support for high speed passenger rail service can be widespread, including groups representing business, manufacturing, environmental issues, government and private citizens.

PROJECTS ABROAD

Following are summaries of the research conducted on high speed rail projects outside North America.

Australia

Source: Turnbull Fox Phillips Group is a partner public relations firm in The WORLDCOM Group, Inc., in Victoria, Australia.

Issues: The Australian Very Fast Train project was a proposed high speed rail passenger train between Sydney and Melbourne. Despite backing by some of Australia's largest companies, it failed to become a reality. The public issues were:

- environmental hazards
- safety
- cost/tax subsidies

- noise
- opposition by other transportation carriers

Taking the lead in opposing the Very Fast Train project was the Australian Conservation Foundation and other conservation groups. Leading the supporters of the project were construction industry associations.

Public Information/Involvement: A public information and involvement program was undertaken for the Australian project. The public information program was an integrated campaign involving displays, media relations and community relations. The public involvement campaign was not perceived by the public as true dialogue.

Note: We have requested that our partner firm forward a copy of the public relations plan for the Very Fast Train project.

France

Source: Our WORLDCOM Group partner firm in Paris, Public FCAI, provided information on the commercially successful TGV Train in France.

Issues: Two issues surfaced during the planning and implementation of the TGV project in France:

- elimination of rail service to intermediate communities
- opposition by national airlines

Public Information/Involvement: A national public information campaign was undertaken in conjunction with the TGV project. The project's communications emphasized high speed, comfort, fares and the downtown-to-downtown connections.

Supporters of the project included the business community, industry, environmental organizations and corridor towns.

Germany

Source: Frankfurt-based Agentur Fur Kommunikation, our WORLDCOM Group partner firm in Germany, is the public relations agency for German Railway and its high speed passenger rail service ICE.

Issues: Four issues related to the ICE high speed rail project became apparent during the project:

- environmental hazards
- safety
- noise
- elimination of rail service to intermediate communities

There was no opposition from Lufthansa, the German airline, because Germany has too much air traffic, as well as traffic on the roads. ICE expects that high speed trains will be attractive for business travel for distances up to 500 kilometers.

Public Information/Involvement. The German Railway has an ongoing public relations program that designated a team of consultants to be responsible for publicizing the various stages of the high speed rail project, including the planning stage, decision-making by the government and construction. The public was involved in the process through construction of the railway.

Supporters of the project include industry, government ministries and institutions, communities, business associations, automobile industry, opinion leaders in these industries and scientists/technicians.

Japan

Source: Information on the Japanese high speed rail system was gathered from the WORLDCOM Group partner firm in Tokyo, AZ Planning Co., Ltd., and the final report of the Ontario/Quebec Rapid Train Task Force, which included an analysis of the existing high speed rail system in Japan, as well as the proposed Maglev system.

Issues: High speed passenger rail service was introduced in Japan with the development of the Shinkansen Tokaido in 1964. The project was financed by the government through low-interest World Bank loans and by government guaranteed loans and provided service from Tokyo to Shin-Osaka. The Japanese railway system was owned entirely by the state until 1987 when the system was restructured into six geographic divisions under the holding company Japan National Railways.

The Shinkansen Tokaido alone carries about 100 million passengers each year. Train ridership accounts for 85 percent of the corridor's public transportation travel versus 15 percent for the airlines. Expensive tollways and serious traffic congestion caused by regional and local traffic are incentives that move travelers toward the high speed rail system. In addition, air fares are set by the government at a level slightly higher than the rail fares.

Currently, Japan is experimenting with a Maglev system. The projected date for the introduction of Maglev trains into commercial use is 2006. Proponents of the new system believe the train will have great benefits for regional development and the whole Japanese economy.

Korea

Source: The WORLDCOM Group partner firm in Seoul, Hahns PR Ltd., provided a summary of the status of HSR in Korea.

Issues: There have been significant disputes over HSR and strong opposition to construction of the railway, given the existing political and economic climate. President Noh Tae Woo promised during the election campaign five years ago that construction would begin on the railway. Construction did begin this summer. No public hearings were held.

Public Information/Involvement: The government is expected to begin a campaign soon to generate public awareness of the benefits of HSR. Nothing has been implemented at this point.

Singapore

Source: The WORLDCOM Group partner firm in Singapore, i.Mage PR, has had experience with TransitLink, a service company set up by the major public transport operators in Singapore. Its purpose is to integrate Singapore's two modes of public transport (bus and mass rapid transit) into a single system.

Issues: Public issues include inconvenience for some public transportation users, increased travel costs for others and changing travel patterns for still others.

Public Information/Involvement: Public relations techniques have been used to raise awareness and generate support for the project: posters, public opinion survey, briefing sessions with politicians, dialogues with community leaders and major interest groups, media briefings, a guidebook for using the integrated public transport system, hotlines, staff training, improved directional signs, mobile exhibitions and an audio-visual show.

Sweden

Source: The WORLDCOM Group partner firm in Stockholm, G. Sjoberg, and the final report of the Ontario/Quebec Rapid Train Task Force, which included an analysis of the existing high speed rail system in Sweden, provided information on the Swedish high speed rail system.

Issues: In Sweden, the state owns the rail right-of-way and the Swedish National Railway Company (SJ) is responsible for operations. SJ has operated the X2000 high speed rail train between Stockholm and Gothenburg since 1990. The train runs on tracks used by freight and commuter trains; intercity passenger rail service is given priority during the day.

The X2000 train has gradually reduced its running time as track improvements have been completed. By 1994, the train is expected to travel the distance between the two cities in two hours and 55 minutes, which is just 10 minutes longer than air travel time.

Taiwan

Source: The WORLDCOM Group partner firm in Taiwan, NOEC Corporation Public Relations Service, offered insight into Taiwan's planned HSR system, which has been under development for two years.

Issues: The Taiwan project has surfaced the following issues:

- environmental impact
- safety
- cost/tax subsidies
- noise
- fare increases

- number of stops, routing
- acquisition of land

Public Information/Involvement: Public opinions on the project have been expressed through legislators, public hearings and the media. The government has informed the public about the project through mass media.

The HSR project has general support from the public because existing transportation systems are too congested and HSR is viewed as a solution. There is no leading individual or interest group against the project, but there are some opposing opinions expressed through the media and legislators.

PUBLIC OPINION AND INVOLVEMENT PROGRAM

To build public support for the Chicago-St. Louis high speed rail project, the public must be both informed and, to the maximum degree possible, involved. The public affairs program should have special focus on two groups:

- **Opinion leaders** throughout the state of Illinois and in St. Louis, representing government, business, labor, finance, academia, environment, transportation, rail passengers and consumer advocates
- **Corridor residents**, including those in communities that will be served by the HSR train as well as those who will be bypassed

The scope of program components included in the public opinion and involvement program can be expanded or modified, depending on the available budget.

OPINION LEADERS

Four program components are designed to inform and involve opinion leaders in the corridor communities and across the state of Illinois. The support of key leaders within the affected communities will be vital to the success of the HSR project.

Citizens' Committee and Coordinating Council

The formation of an independent group of community leaders who can serve as advisors to project planners is the centerpiece of the public involvement campaign. Independent evaluation and advice establishes credibility and can be used effectively to further educate the public and the media about HSR and its benefits for Illinois.

- **Citizens' Committee and Coordinating Council Members.** A chair for the committee has been appointed by the Governor, and preliminary discussions have been held with the chair to determine who should serve on the citizens' committee. Representatives of the following sectors from the six market regions along the corridor will be asked to join the committee:
 - Public officials
 - Business
 - Public interest groups
 - Academic institutions
 - Financial institutions

A smaller coordinating council will be comprised of committee members representing each of the six market regions. The coordinating council will guide the efforts of the committee.

- **Objectives.** In general, the citizens' committee will serve to disseminate information about high speed rail, gauge citizen response to various issues, and provide other assistance and advice to project planners. Assessment of the implementation study by committee members will serve as a check point for project planners. Meetings of and reports issued by the committee can be used to educate the public and media about the HSR project.
- **Activities.** The committee will be essential to the public information and involvement program. Its activities can include:
 - Consulting with project planners on how to best plan and execute informational meetings in corridor communities
 - Participating in a speakers' bureau on HSR and the Chicago-St. Louis project that will provide speakers to civic groups, community service clubs, chambers of commerce and college campus organizations
 - Assisting project planners to organize committees of interested local residents

Alliances with Key Organizations

Illinois is fortunate in that several associations concerned about rail transportation are based in cities within the state. Building alliances with these associations will serve to generate understanding of the project and, in many cases, support for it.

Meetings with officers of the key associations can be arranged to discuss community issues and technology decisions, giving associations an opportunity to present their viewpoints. Each organization may offer its own methods of informing and involving members: articles in member newsletters, speakers at meetings, exhibit or information booth at conventions, etc.

Organizations with which alliances should be built include:

- **American Association of Railroad Superintendents.** The association, based in Homewood, Ill., represents 1,000 operating department officers of railroads.

- **Illinois Association of Railway Passengers.** An alliance with the passengers' association is important for ensuring support for the project. The National Association of Railway Passengers also should be informed and involved in the project.
- **International Association of Railway Operating Officers.** The Springfield-based association has 1,200 members, including road foremen, superintendents, trainmasters, master mechanics and railroad supervisory employees.
- **Locomotive Maintenance Officers' Association.** Presidents, chief operating officers, general purchasing agents, chief mechanical officers and other railroad and supply company personnel comprise the membership of this Chicago-based association.
- **Roadmasters and Maintenance of Way Association of America.** Railroad executives concerned with track and roadway maintenance, engineers, professors of engineering and engineering editors of publications related to railroads are members of the 2,100-member association, which is based in Homewood, Ill.

Environmental Committee and Conference

In every proposed and implemented high speed rail project, support from environmentalists has been critical. The Florida Environmental Advisory Committee is an excellent model for an independent committee to assess the environmental impact of high speed rail in the Chicago-St. Louis corridor.

- **Environmental Advisory Committee.** Representatives from the citizens' committee, state agencies, local governments, environmental groups and the business community can be appointed to an independent environmental advisory committee. The committee would be responsible for holding local meetings at which expert testimony and individual opinion would be received.

The committee would be responsible for issuing a report on its findings after assessing the environmental impact of HSR on the corridor.

- **Environmental Conference.** To educate and generate support among a wider audience of environmentally conscious leaders and residents, an environmental conference should be held in Springfield or Chicago to discuss environmental issues important in the Chicago-St. Louis corridor. This conference would give project planners an opportunity to educate the public and key opinion leaders on issues such as electromagnetic currents and the benefits of high speed rail to the environment, compared to other forms of transportation.

Environmental advisory committee members could be asked to present at the conference.

Seminar on High Speed Rail

There is a rich history of railroads in Illinois. The state's economy, its environment, businesses and communities have developed along with the passenger and freight railways. To capture some of this history, involve opinion leaders and educate the public, a unique "rolling seminar" can be held in the corridor.

- **Seminar Format.** The rolling seminar would be held on a passenger train en route between Chicago and St. Louis. Rail enthusiasts and the media would be invited to attend the seminar to learn about the history and the future of passenger rail in Illinois. Seminar participants could be picked up at each stop. One rail car might be devoted to economic development, another to environmental benefits, and another to the history of the railroad in the corridor.
- **Presenters.** Members of the citizens' committee representing academic institutions or appropriate professors from those institutions could serve as presenters for the rolling seminar. Members of the citizens' committee also might participate to inform attendees of the HSR project's progress and future plans.

CORRIDOR RESIDENTS

Clearly, no one will be more interested in or affected by the Chicago-St. Louis high speed rail project as it unfolds than residents within the corridor. The public information and involvement campaign will educate residents about the issues and the project's progress and involve proponents of the process. The program components recommended below are designed to meet these objectives.

Local Citizens' Committees

Community support for the project can be enhanced by the formation of local citizens' committees to complement the larger, statewide citizens' committee. Local groups of railroad enthusiasts, business owners and civic leaders can be brought together in corridor cities that will be served by the new HSR trains. Local citizens' committees can be involved in:

- organizing and attending town meetings

- assisting with traveling exhibits (described below)
- distributing information on HSR
- consulting on opinion surveys (described below)
- generating and maintaining enthusiasm

Informational Brochure

At the start of the public information and involvement campaign, an informational brochure on the Chicago-St. Louis project and HSR in general should be written and produced for distribution to the public and the media. The sooner an informational brochure is produced, the better informed proponents will be about the project and the issues related to HSR. Ideally, the brochure will be updated from time to time as the project progresses.

Envisioned is a three- or four-panel brochure that fits into a number 10 envelope so mailing costs are minimized. The brochure could be distributed at town meetings, informational meetings, business and civic club meetings, college campuses, environmental conference and any HSR seminars.

Informational Meetings in Rail Stop Communities

An important component in most North American HSR projects has been grass roots communications to inform citizens and, in most cases, give them an opportunity to voice any concerns and ask questions about the HSR project. In corridor communities that will be served by the HSR trains, "town meetings" can be held. Project planners and members of the coordinating council or citizens' committee can moderate the meetings and answer questions. The appropriate number, location and logistics of these meetings in each community can be determined with assistance of citizens' committee members.

Informational Meetings in Bypassed Communities

Residents in corridor communities not served by the HSR trains cannot be ignored. Informational meetings in these towns can inform residents of the project's progress and communicate the reasons certain decisions affecting these communities were made: to discontinue service, to close grade crossings, etc. It will be important to communicate with members of these communities and demonstrate an understanding of their concerns.

Speakers' Bureau

Members of the coordinating council and the citizens' committee willing to participate in the speakers' bureau can be put in touch with interested business and civic clubs to speak on HSR. Local citizens' committee members can be of assistance in promoting the speakers' bureau and arranging speaking engagements in their communities.

Newsletter

Providing Illinois and St. Louis residents with updated information regularly can serve to generate and maintain interest in the Chicago-St. Louis project. A newsletter with information on the project's progress and interesting facts on HSR can be distributed to people who attend public meetings, local citizens' committee members, the media, members of the legislature and others who express an interest in learning more about the project. The newsletter can help maintain contact with the HSR constituency.

A newsletter can give project planners the ability to directly address any new issues that surface. For example, if corridor residents demonstrate concern about the effects the HSR project will have on Illinois farmland or livestock, an article in the newsletter can be written to address that issue.

Traveling Exhibits

Residents in corridor communities who are not directly reached by public meetings may be touched by a special exhibit on high speed rail. Exhibits can be designed to not only inform viewers, but also provide an opportunity to receive their comments and opinions.

- **Audiovisual Exhibit.** In communities that will have high speed rail service, a unique audiovisual exhibit can be displayed in high pedestrian traffic areas, such as shopping malls, train stations, banks, courthouses and even the state capitol. A vertical video kiosk (see Exhibit B) can be designed and constructed to look like a high speed rail car on its end. The video program would include historical and present-day people speaking about rail service in Illinois, video historical stills of Illinois railroads, and video footage of high speed rail trains.

On the side of the kiosk opposite the video screens, an interactive computer screen can have a menu that asks viewers questions or provides information about train service. Copies of the information brochure also can be displayed for viewers to take and learn more about the Illinois HSR project. Two identical kiosks could be constructed so that one is always on display in the corridor, while the other is being shipped to the next community.

- **Historical/Futuristic Display of Illinois Railroads.** With the assistance of organizations such as the Illinois Historical Society, the Chicago Historical Society and the Midwest Railway Historical Society, a display of photographs depicting the progress of railroads in Illinois, including current photographs of the latest railway technology, can be designed and transported to various locations in corridor communities. Schools, libraries, banks and office building lobbies are possible locations for the photographic display.
- **Train Car Tour.** The most effective way to demonstrate to corridor residents what to expect from the high speed rail train would be to tour an actual car or train set of the selected technology between Chicago and St. Louis. Not only could residents see the train and walk through it, they also could be asked to offer suggestions or comments on the train car and its design.

Opinion Surveys

Surveys to determine what corridor residents know about high speed rail and how they feel about it can provide valuable public input, as well as information for media relations. Three surveys are recommended:

- **Current Passengers.** Passengers who use the conventional trains in the Chicago-St. Louis corridor would be given a survey to complete as they ride the train. The survey would ask passengers about features of railway service that are most important to them: time, comfort, price. Also, passengers would be asked their thoughts about high speed rail, fare levels and train schedules.
- **Mall Intercepts.** Shopping malls and other heavy pedestrian traffic areas are good locations to capture a representative sample of corridor residents. Two or three intercept surveys could be conducted in each key corridor city and the results publicized through local and statewide media. Surveying the public with this technique may involve residents who might not otherwise have participated in the public involvement program. The results of the surveys also can be used to inform and educate the public.
- **College Campus Intercepts.** With several universities and colleges along the Chicago-St. Louis corridor, college students are a prime marketing target for high speed rail. Intercept surveys on college campuses can ask questions about schedules, fares and environmental issues. Academic representatives on the citizens' committee might help organize these surveys.

Billboards Along the Corridor

To reach the automobile travelers in the Chicago to St. Louis corridor, billboards could be designed and produced to inform drivers of the progress of the project or the benefits of high speed rail. For example, a billboard campaign can point out to drivers that "if you were on a high speed train, you'd be in Chicago (St. Louis) now."

MEDIA RELATIONS

A comprehensive media relations program is essential for the public information and involvement campaign. The real value of many of the components described above can be achieved only if widespread attention is gained through the mass media.

For example, attendance at public meetings, interest in the environmental conference and general awareness of the benefits of high speed rail all depend on effective relations with Illinois and St. Louis television, radio and newspapers.

OBJECTIVES

The recommended objectives of the media relations program are:

- **Build Awareness.** Residents in Illinois and St. Louis must be informed about the HSR plans and the specific activities related to the public involvement program.
- **Educate the Public.** The media relations program should educate the public about the benefits of high speed rail and the rationales for decisions made by project planners on issues such as service, technology, economic development, financing and grade crossings.
- **Generate Support.** Media relations should build and maintain public support and enthusiasm for high speed rail in Illinois.
- **Inform the Public of Progress.** As decisions are made about the rail service to be offered in the corridor and as construction occurs, media relations can inform the public of the project's progress.
- **Counter False Information.** Opponents of the project may turn to the media to publicize their opinions. Project planners need to respond to any inaccurate information through the same channels.

PREPARATION

Before undertaking a media relations effort, messages and materials must be prepared:

- **Clear Messages.** Clear messages must be defined for the project and its public involvement program. These messages should have input from the citizens' committee.

- **Background Materials.** When the messages have been defined, editorial background materials on the project and high speed rail should be created for the media. Materials might include fact sheets, an editorial background article, a directory of experts and a resource bibliography.
- **Visuals for Print and Broadcast.** To enhance the background materials, visuals for print and television should be designed and produced. For print, graphics might include charts with statistics related to high speed rail or schematics of the technology to be used in the Chicago-St. Louis corridor. Video footage can be provided to television stations interested in developing a story on the project.
- **Questions and Answers.** A question-and-answer document would be useful for any individuals asked to speak with the media or in public about the project or high speed rail. Answers consistent with the established messages would give spokespersons a common voice with which to speak on the issues.
- **Spokesperson Rehearsal.** For those individuals with the Illinois Department of Transportation (IDOT) or on the citizens' committee who will act as spokespersons for the Chicago-St. Louis project, media coaching and rehearsal are recommended to prepare them for interviews and public meetings.

STATEWIDE OPPORTUNITIES

Provided below are statewide opportunities to generate media coverage of public involvement activities and public information messages:

Public Involvement Program Launch

A news release can announce the launch of the public involvement program. The goal would be to generate awareness and appreciation for the state's efforts to involve the public in HSR implementation in Illinois.

Council and Committee Activities

Newsworthy activities of the citizens' committee and its coordinating council can be publicized through major media outlets in Illinois. The groups' recommendations to the project planners or their assessments of the project's plan and progress will be of interest to media in major cities throughout Illinois and in St. Louis.

Informational Brochure

In all media relations efforts, mention can be made of the free informational brochure on high speed rail and the Chicago-St. Louis corridor project. The brochure can be the topic of a brief news release that could be placed with newspapers across the state.

Environmental Conference

Media will be invited to attend and receive the proceedings of the environmental conference on high speed rail. An invitation to the conference can be sent to media across the state to generate attendance, and news releases and background information can be provided to media at the conference and to other media who have expressed an interest.

Environmental Advisory Committee Report

The environmental advisory committee's report to project planners will be of interest to the media as it represents an assessment of the environmental impact of HSR in the corridor. Media should be encouraged to interview the chair of the committee and an IDOT spokesperson for reaction to the report.

Rolling HSR Seminar

Transportation and targeted feature media would be invited to attend the educational seminar on the history and future of passenger railroads in Illinois. Reporters would be encouraged to travel the corridor and write stories on the experience of the rolling HSR seminar.

Highway and Air Travel Developments

There will be opportunities to encourage media to include information about HSR in news stories on developments in highway and airport congestion or construction. To successfully generate mentions of HSR in these stories, close monitoring of Illinois and St. Louis media will be necessary.

LOCAL OPPORTUNITIES: CORRIDOR CITIES AND TOWNS

Targeted media relations aimed at educating and informing residents in corridor cities and towns can focus on local activities, issues and involvement.

Appointments to Citizens' Committee and Local Committees

The appointments of local residents to the project's citizens' committee and to local citizens' committees offer an opportunity to generate media attention to the project and local residents' involvement.

Local Citizens' Committees' Activities

Activities of the local citizens' committees organized in each of the key corridor communities should be publicized through local media. Local committees' recommendations to the project planners and meetings on important community issues can be publicized.

Public Meetings

Informing the local media of town meetings held in corridor communities can serve to generate attendance at the meetings. Next-day stories on the meetings' proceedings will be important as well.

Spokesperson Media Tours

Spokespersons from IDOT and the coordinating council can tour corridor communities to discuss the project and its progress with local media. A day of interviews can be scheduled for the spokesperson in advance of his or her visit to each corridor town.

Traveling Exhibits

Visits by traveling exhibits to corridor communities present opportunities to invite the media to view the exhibit and write or broadcast stories on it. A reception for community leaders and the media might be held to "unveil" the exhibit in the community. Media stories would educate the public about high speed rail, as well as generate attendance at the exhibits.

Survey Results

The results of the mall and college campus intercept surveys, as well as the passenger survey would be of interest to media in the corridor communities. The results could be reported through news releases issued by the citizens' committee or project planners. Cumulative results of each of the surveys may prove to be of interest to statewide media.

PROJECT IDENTITY

The public involvement campaign will benefit from having a theme or signature phrase. The naming of the train can also generate enthusiasm for the project as well as encourage public involvement.

CAMPAIGN THEME

A signature theme for the public involvement and information campaign can create an identity for the Chicago-St. Louis high speed rail project and enable the public to more easily remember and refer to it.

Campaign Messages

There are a number of characteristics or attributes that should be denoted by the signature theme for the HSR project. Ideally, the theme will suggest:

- High speed
- Efficiency
- Rail
- Illinois leadership
- 21st century technology

Proposed Themes

Recommended signature themes for the project are:

- FastTrack One (FasTrack 1)
- FastTrain One (FasTrain 1)
- FastRail One

A preliminary trademark and servicemark search has been conducted to determine if any of these proposed themes are being used by railroad-related organizations. FastTrack and FastTrain have been or are being used by companies or organizations not connected to railroads. No usage of FastRail has been found.

TRAIN NAME COMPETITION

Who better to name the new HSR train than Illinois residents? A statewide competition is recommended to name the train.

Target Groups

All Illinois residents would be encouraged to participate in the naming competition. Groups especially targeted to participate would include:

- Train passengers
- Students of all ages from pre-school to graduate school
- Key organization members

Contest Promotion

There are a number of tactics that would be employed to publicize the naming contest:

- Media relations would be used to generate articles and broadcast stories on the naming contest and how to participate.
- Flyers that explain the contest could be produced and distributed; the flyer might also give readers a number of synonyms for "high speed" and the names of existing HSR train service to spark ideas for possible names.
- Radio public service announcements could be written and placed with radio stations throughout the state to announce and promote the naming contest.
- Billboards along the corridor could encourage drivers to submit a name for the HSR train -- something for drivers to think about as they drive the corridor.

Prizes

The winner might have his/her name given to one of the passenger cars on the HSR train. In addition, winner or winners would be among the dignitaries invited to ride the first high speed passenger trip between Chicago and St. Louis.

Contest Judges

Members of the citizens' committee coordinating council could serve as judges for the contest to name the HSR train.

CONCLUSION

We appreciate the opportunity to provide these recommendations for the public information and involvement program for the Chicago-St. Louis high speed rail project. We believe that the proposed strategy and program components can effectively inform and involve the public and generate support for high speed rail in the corridor communities and across the state.

EXHIBIT A.

Summary of Canadian Standing Committee on Transport Report

EXHIBIT A.

Summary of Canadian Standing Committee on Transport Report

V. Summary of the Committee's Observations, Findings and Recommendations

A. Observations and Findings from the European Visit

- There are two high speed rail technologies operating in Europe—one is designed for upgraded existing electrified track, the other for new dedicated electrified track.
- The two technologies are expensive but the infrastructure costs for existing track technology are much less than for dedicated track.
- Travel time not speed is the key parameter in assessing the performance and cost of high speed rail.
- High speed rail services have been very successful at capturing airline traffic but not at getting people out of their cars.
- High speed rail has a perfect safety record to date.
- The environmental considerations for a new dedicated track for high speed rail are much more time-consuming and costly than using upgraded existing track.
- High speed rail services are part of an impressive intermodal network.
- All European governments own their railways and as a matter of policy are prepared to make massive investments in high speed rail projects. European geography (e.g., closeness of city pairs), higher concentrations and densities of population and, significant highway and airway congestion may well justify these huge public investments.

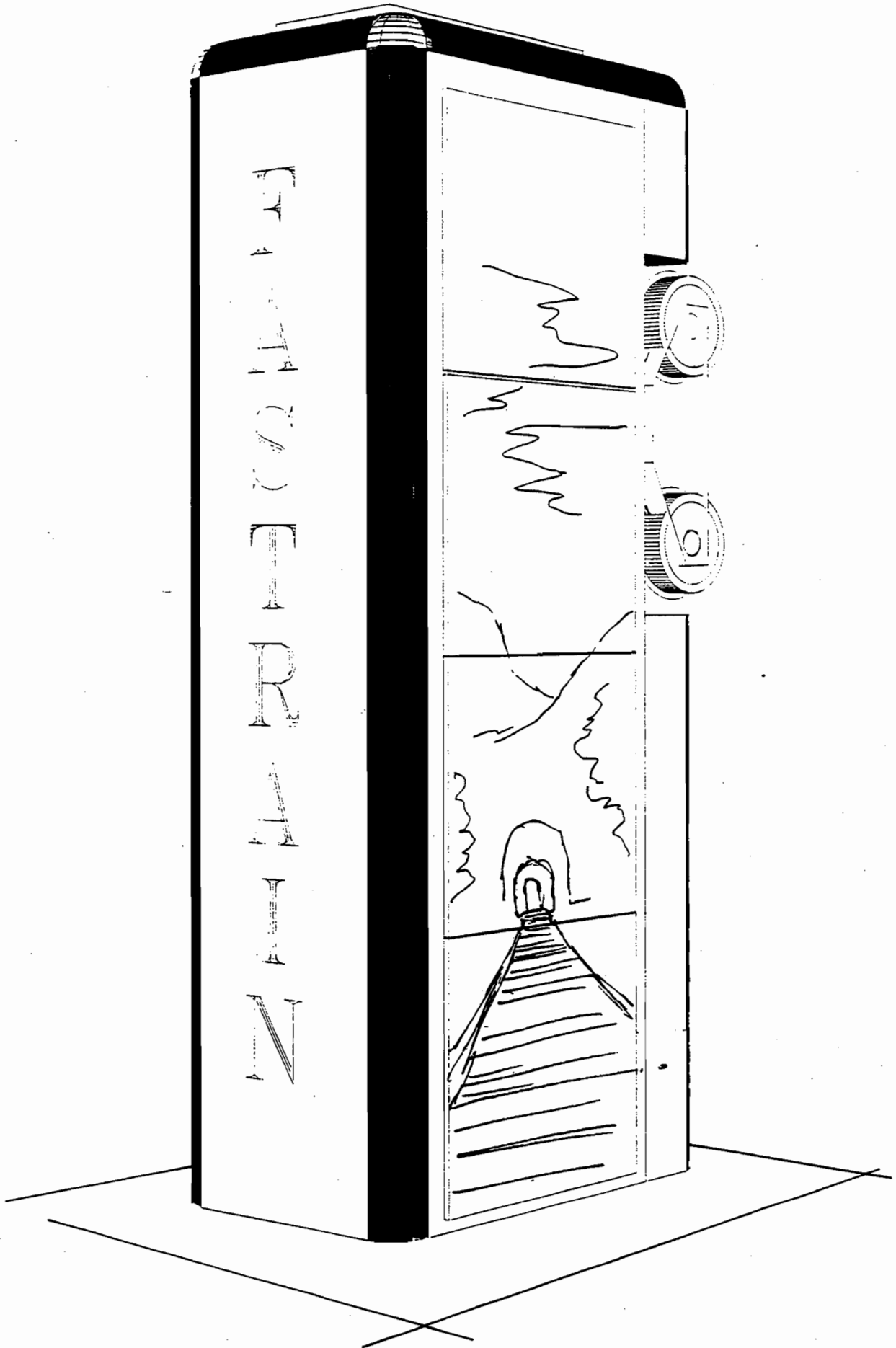
B. Observations and Findings from the Ottawa Hearings

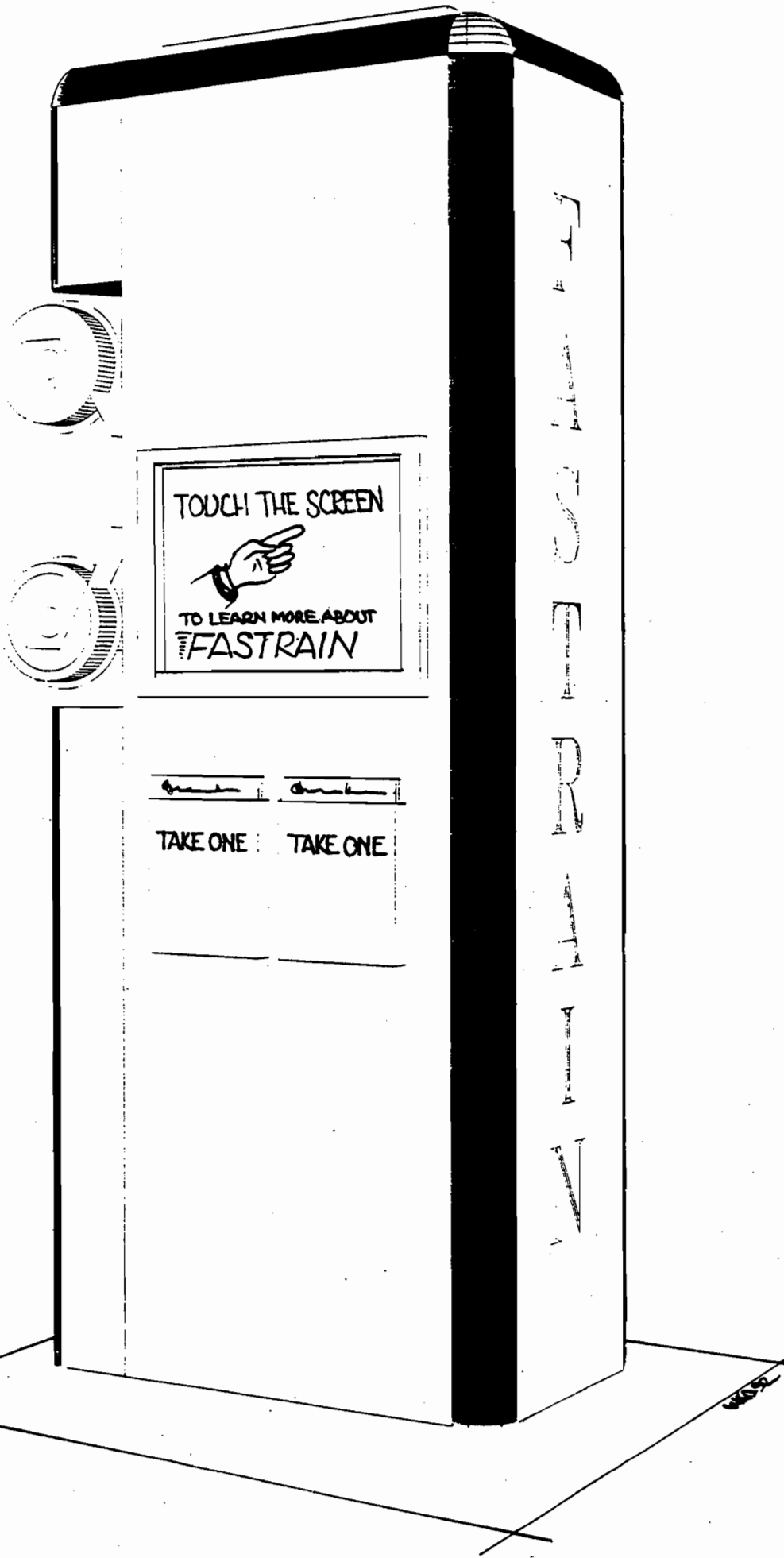
- The Quebec City/Windsor corridor is reasonably well served by both public and private modes of transport with the automobile being the dominant mode.
- The Canadian studies demonstrate beyond any doubt that high speed rail is technically feasible but will require significant public sector funding.
- The technology choice for the corridor is either upgraded existing electrified track or new dedicated electrified track.
- Current labour practices will have to be streamlined for high speed rail operations to ensure commercial viability in Canada.

- Both technologies will require considerable testing in Canada's harsh winter conditions.
- The economical Swedish approach to level crossing safety for their high speed rail service might be applicable to high speed rail in Canada.
- The debate on a high speed rail project must be market not technology-driven.
- To date, the Canadian studies reflect the European experience which is that high speed rail is not capturing a significant amount of automobile traffic.
- Currently, there is little evidence to indicate that any modal shift from air and the automobile to high speed rail would be large enough to justify the avoidance or deferral of government expenditures on airport and highway infrastructure.
- The Canada-Ontario-Quebec joint feasibility study should give priority to determining what motivates people to make modal choices.
- The Governments should not attempt to modify modal choice by forcing people to shift from their cars to high speed rail through, for example, higher gas taxes or tolls.
- Significant environmental benefits only accrue from high speed rail if there is a huge modal shift of traffic from the highway.
- Without significant modal shift of automobile traffic caution must be exercised in using the environmental argument as a major justification for high speed rail.
- In Canada, there is no possibility of a high speed rail service sharing the same track with freight operations.
- One of the priorities for the new Canada/Ontario/Quebec Feasibility Study should be to undertake a "corridor protection study" to identify a future corridor that would provide the necessary flexibility and design characteristics required for a HSR project.

EXHIBIT B.

Rendering of Proposed Audiovisual Exhibit

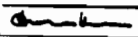
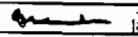




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