

**Technical Memorandum 1:
Traveler and Tourism Outreach Findings and Vision**

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Montana Department of Commerce
Montana Department of Transportation
Blackfoot Nation
Montana Historical Society
MT - Lewis & Clarke Bicentennial
MT - National Park Service
Gold West Country
Great Falls Chamber of Commerce
Helena Convention and Visitors Bureau

Idaho

Idaho Department of Parks & Recreation
Idaho Department of Commerce
Idaho Department of Parks & Recreation
Idaho Transportation Department
Shoshone - Bannock Tribe
ID - Bureau of Land Management
ID - National Park Service
ID - U.S. Forest Service
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Sun Valley Company
Yellowstone Bear World

Nevada

Nevada Commission on Tourism
Nevada Department of Conservation &
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Las Vegas Convention & Visitors Authority
Las Vegas Paiute Tribe
NV - Bureau of Land Management

NV - Bureau of Land Management
NV - Humboldt-Toiyabe National Forest
NV - Lake Mead National Recreation Area
NV - U.S. Forest Service

Utah

Utah Department of Community &
Economic Development
Utah Division of Parks and Recreation
Utah Division of Travel Development
Utah Travel Council
UT - National Park Service
UT - U.S. Forest Service

Arizona

Arizona Department of Transportation
Arizona Game & Fish Department
Arizona Humanities Council
Arizona Office of Tourism
Arizona State Parks
Ak-Chin Indian Community
AZ - Bureau of Land Management
AZ - National Park Service
Northern Arizona University
Public Lands Information Center
Sharlot Hall Museum
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1. EXECUTIVE SUMMARY

1.1. Background

As part of the North American Free Trade Agreement (NAFTA), Congress designated several major trade routes, including one 1500 mile corridor that connects Mexico to Canada via Arizona, Nevada, Utah, Idaho and Montana. In 1999, the governors of the five states created the CANAMEX Corridor Coalition (CCC). A planning grant from the Federal Highway Administration allowed the CCC to analyze its transportation, telecommunications and economic infrastructure and to project Corridor needs over a thirty year planning horizon. CANAMEX's value is based on its role as a regional planning tool to coordinate infrastructure investment and to stimulate economic development.

One of the initiatives contained in the CANAMEX Corridor Plan is the development of a "Smart Tourist Corridor," a principal travel route that uses advanced technologies to improve safety and enhance services. In the fall of 2001, the Coalition voted to focus its initial implementation efforts on the Smart Tourist Corridor Initiative. The purpose of this Technical Memorandum is to detail all of the elements of the Smart Tourist Corridor.

In order to develop a vision for the Smart Tourist Corridor, extensive outreach was conducted to establish the challenges and goals of the agencies that manage facilities or provide services to travelers in the region. More than 70 interviews were conducted with public and private sector agencies in all five states, including federal, state, and local agencies; Native American tribal organizations, and private tourism and communications enterprises. Interview questions were designed to establish a profile of the agency: its mission, marketing plan, geographic area, customer issues, transportation challenges, information systems, and in particular, its priority needs related to providing visitor information.

The information derived from the stakeholder interviews was used to identify the highest priority needs and develop advanced technology concepts for an integrated travel and tourism information system to address them. Additional interviews and meetings were conducted to review, refine and prioritize the preliminary concepts.

1.2. Summary of Findings

Most of the initial interviews were conducted with public sector agencies. Their information needs were categorized into seven general challenges:

- Providing adequate personal safety information
- Expanding access to visitor information
- Developing and maintaining the tourism economy and tourism infrastructure
- Providing transportation information and options
- Access and use of public lands
- Managing visitor expectations
- Upgrading and integrating technology and communications

The individual information needs were then studied and prioritized. The highest ranked public sector needs, based on the number of times the stakeholders discussed them were:

1. Developing multi-language information materials

2. Expanding facility specific/facility use information
3. Conducting consumer research on changing visitor visitation patterns and activities
4. Expanding facility use advisories
5. Expanding facility use personal safety advisories.

Additional interviews were conducted with private sector agencies to compare public and private needs. As shown in Table ES-1, public and private sector priorities are relatively consistent. Differences in their priorities are often attributable to the mission of the agencies; for example, private sector agencies do not own or manage public lands, so would not view “Access and Use of Public Lands” as a priority.

Table ES- 1: Comparison of Public and Private Sector Needs

Issues and Opportunities	Sector	
	Private	Public
1. Providing adequate personal safety information.		
Facility Use Advisories		X
Facility Use Personal Safety		X
Travel Advisories		X
Congestion		X
Incidents		X
Construction		X
Parking		X
Multi-Modal Options	X	X
2. Expanding access to visitor information.		
Multi-Language	X	X
Facility Specific/Facility Use		X
Interpretative Materials		X
Regionalized Information	X	X
Pre-Trip Information Delivery	X	X
En-Route Information Delivery	X	X
Congestion and Parking		X
3. Developing and maintaining the tourism economy & tourism infrastructure.		
Consumer/Visitor Research	X	X
Tourism Infrastructure Development		X
Changing Activity Patterns	X	X
Changing Visitation Patterns	X	X
Transportation Infrastructure Maintenance	X	X
Tourism Program Development		X
4. Providing transportation information and options.		
Directional Signage	X	X
Multi-Modal Options	X	X
Transportation Infrastructure Maintenance	X	X
Travel Advisories	X	X
Parking		X
5. Access and use of public lands.		
Use Rules and Regulations		X
Off-Highway Vehicle Regulations		X
Access		X
Stewardship		X
6. Managing visitor expectations.		
Facility Multi-Use		X
Multi-Language	X	X
Upgrading and integrating technology & communications.		
Real Time Information	X	X

Another significant finding from the stakeholder interviews was that the priority information needs are linked through a variety of relationships. Since many of the information needs are applicable to multiple categories (or “challenges”), addressing a single information issue can help an agency meet multiple challenges. For example, if a public lands agency develops a technology solution that allows it to disseminate real-time travel advisories, it will have the capability to address at least three challenges: up-grading its communication system, providing enhanced personal safety information, and facilitating access of public lands.

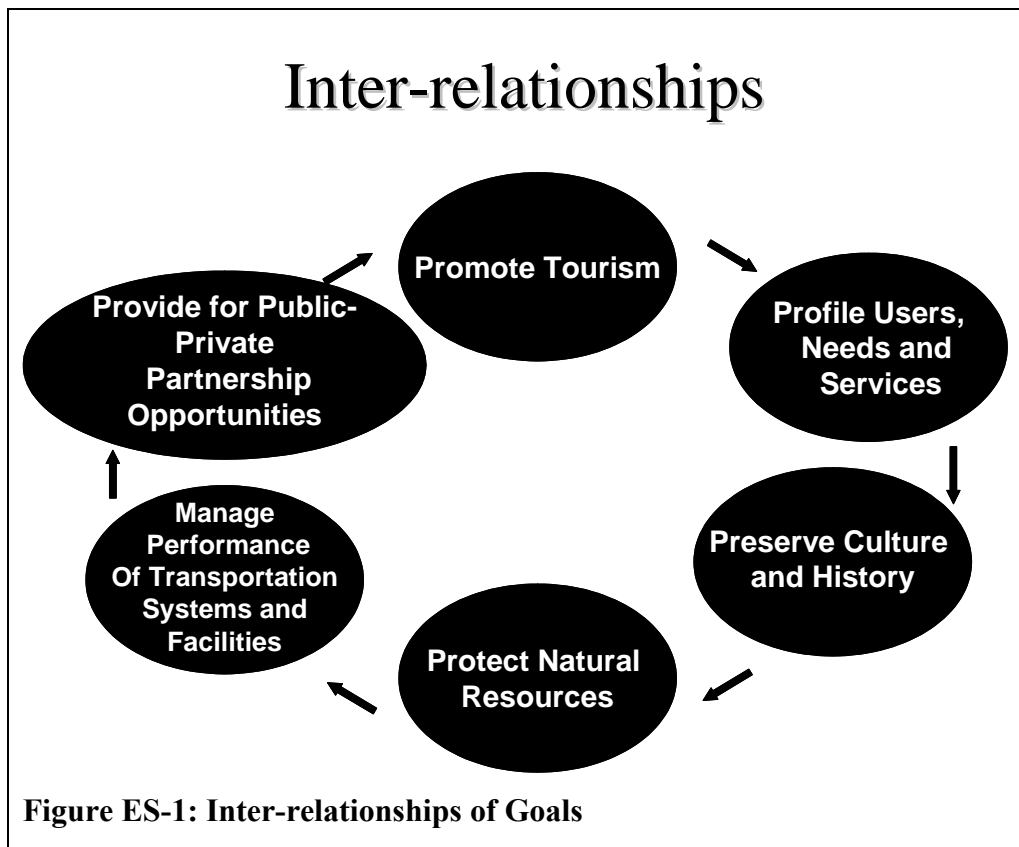
The cross-cutting nature of information issues also demonstrates the importance of information sharing and integration. Developing an innovative solution to an information need can address

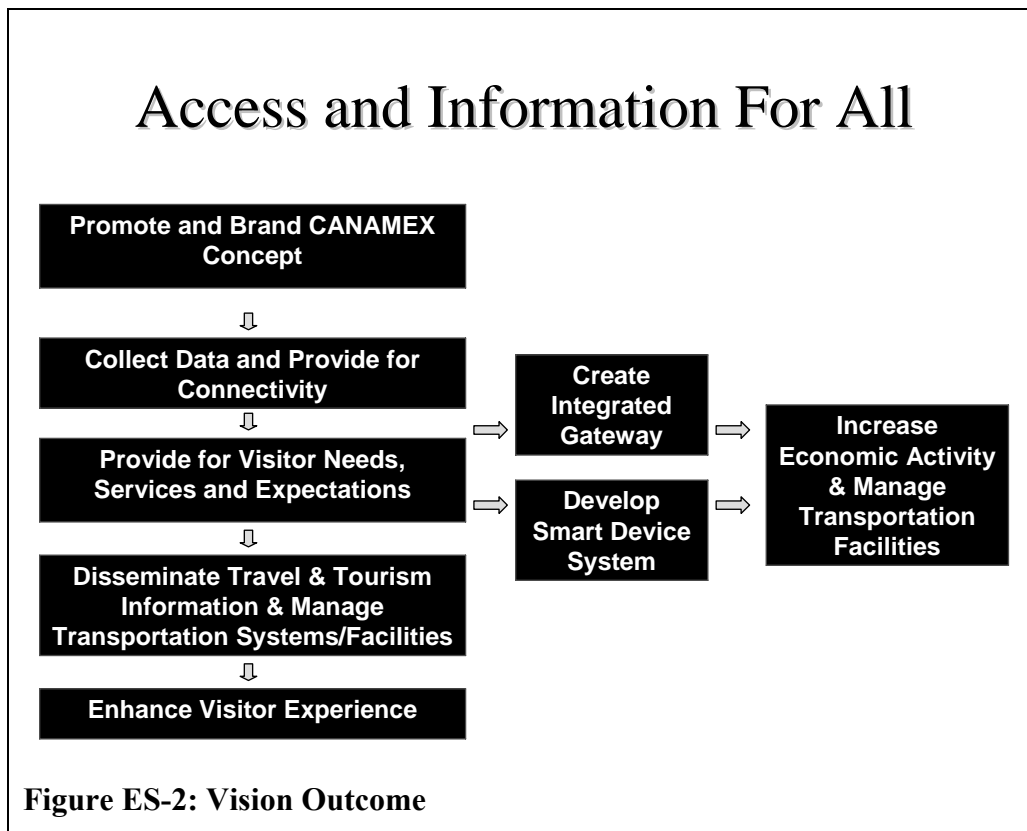
the challenges of multiple agencies, as well as reach a much larger segment of the public, if the data can be incorporated into an integrated, accessible system. This is the guiding vision behind the Smart Tourist Concept presented next.

1.3. Smart Tourist Concept

The Smart Tourist Concept is a framework for addressing the challenges and priority needs identified through the stakeholder interview process. It is not intended to be project specific, but rather to present an approach that affords transportation agencies and tourism organizations the ability to provide and receive information, manage facilities and services, and meet traveler needs beyond their own jurisdictional borders.

From the interviews, key characteristics were identified. From these, it became possible to identify the inter-relationship between the various stakeholder needs (ES-1) and the vision (Figure ES-2), and then create the concept for an Integrated Travel and Tourism Information System (ITTIS) (Figure ES-3).





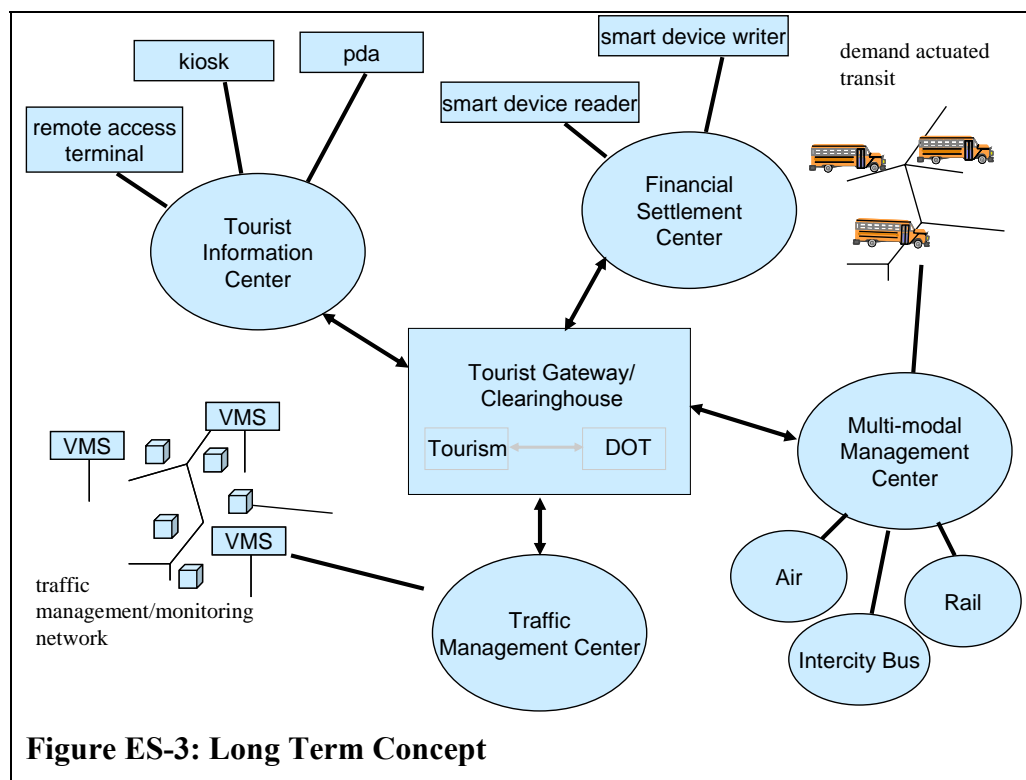
The ITTIS will create a gateway to receive and disseminate information, deploy smart devices and build an infrastructure to assist operating agencies with managing facilities and traveler demands to ultimately generate economic activity. The system will be composed of a Tourism Network, plus five modules that can be deployed in phases and leverage existing transportation and tourism initiatives. The modules are also flexible enough to incorporate future Corridor traveler and agency needs. The components are:

- **Tourism Network:** an organizational structure for addressing Corridor-wide branding theme(s) and marketing plans, language requirements, data fusion opportunities for seamless information, and key consumer information. The Tourism Network's primary purpose is to address institutional issues and facilitate inter-agency cooperation.
- **Visitor Gateway/Clearinghouse:** a Corridor-wide portal that links multiple agencies and organizations, and provides the travelers with multi-language information regarding attractions, services, and regulations to enhance their experience. It also creates a database platform for in-vehicle systems.
- **Tourist Information Center:** allows visitors to obtain real-time travel and tourism information about road conditions, attractions, lodging and parking availability, cultural and environmental stewardship education information, all through various devices.
- **Smart Devices and Financial Settlement Center:** provides visitors with electronic payment cards and smart devices managed by a central Financial Settlement Center and coordinated with the Tourism Network to establish discounts with merchants and device holders. The devices allow for the collection of consumer data, facilitate information dissemination, and can be used as a catalyst to support transportation demand alternatives.

- **Traffic Management Center:** collects transportation operations data and provides information through state road reporting systems to Visitor Gateway/ Clearinghouse. Information is also disseminated it to travelers through a variety of en route advanced technologies.
- **Multi-modal Center:** a one-stop shop for multi-modal transportation alternatives (bus, air, rail) that horizontally integrates information and educates and informs travelers of availability.

The long-term concept envisions the integration of the five modules (Figure ES-3). The additional component, the Tourism Network, requires a formal institutional partnership among agencies.

In order for the Integrated Travel and Tourism Information System to move forward, it will be



necessary for both public and private organizations to become champions and accept responsibility for deployment of the various modules. Based on preliminary review of the concepts by stakeholders, public and private agencies give the greatest support to the development of the Visitor Gateway Clearinghouse, Tourism Network and the Tourist Information Center. As each of these concepts are key elements of a coordinated and integrated information system, it is not surprising that both public and private sector organizations selected these as their highest priorities. These potential “early-winner” project candidates may want to be considered by the CANAMEX Corridor Coalition, in addition to the Traffic Management Centers or other transportation initiatives that they may be pursuing.

2. INTRODUCTION

2.1. Background

The CANAMEX Trade Corridor was established in 1995 as a high priority corridor in the National Highway Systems Designation Act passed by the U.S. Congress. In the United States, the Corridor follows Interstate 15 travels south through Montana, Idaho, Utah and Nevada. In Arizona, it follows U.S. 93 and Interstates 10 and 19 to Nogales AZ (Figure 1). In 1999, the Governors of the five corridor states signed a Memorandum of Understanding creating the CANAMEX Corridor Coalition with public and private sector representation.

The CANAMEX Corridor Plan, developed by Economics Research Associates in 2001, was designed to meet the following objectives that are common to all five states:

- To stimulate economic development and enhance economic opportunity in the communities traversed by the CANAMEX Corridor. The communities are defined to include states, metropolitan areas, counties, cities, towns, and Native American reservations.
- To heighten awareness of the Corridor nationally and internationally and to incorporate the views, concerns and aspirations of key stakeholders from the Corridor communities into the development of the Plan.
- To identify the most critically needed transportation and telecommunications infrastructure (basic installations and facilities) projects within the Corridor, for the purposes of facilitating the safe and efficient movement of people, goods and services for the next 30 years, and to plan for their development.
- To establish the Corridor as a leader in the innovative use of emerging technologies to accelerate economic development and sustain quality growth.
- To enhance the global competitiveness of the CANAMEX Corridor states.



Figure 1: CANAMEX Corridor

- To prepare a Plan that represents the interest of each state and allows the five CANAMEX Corridor states to present a united front to the Federal Government for the funding of critically needed improvements and action on other initiatives.

The Coalition developed a series of initiatives that would create an increase of 11% in new jobs over what the states could expect during the thirty-year planning horizon. The initiatives are listed below:

- Smart Freight Corridor
- Smart Tourist Corridor
- Telecommunications Access for Rural Areas
- Corridor Highway Improvements
- Smart Process Partnerships

2.2. Smart Tourism Corridor Objectives

The overall goal of the Initiative is to develop a vision to enhance the Corridor's economic growth through tourism development based on advanced technology and communications applications.

The CANAMEX Corridor Coalition established the following objectives for the Smart Tourism Corridor Initiative:

Provide Corridor travelers with the safest and most convenient travel experience possible within the limits of available technology and resources.

- Identify a wide array of timely information desired by tourists and other Corridor travelers (including freight), based upon their perceptions of needs; advise Corridor travelers of user friendly outlets that can meet their information and other travel needs.
- Identify incident management and other operational practices within the Corridor and recommend alternative generic concepts for their improvement, including new and upgraded telecommunications, protocols and procedures.
- Identify new and upgraded infrastructure projects within the Corridor required to support implementation of the Smart Tourist Corridor Initiative and Corridor operations.

2.3. Purpose

In May 2002, WTI completed the Smart Tourist Corridor Action Plan, which outlined the scope of services planned for meeting the objectives of the Initiative. The purpose of this document is to detail all of the elements of the Smart Tourist Corridor, one of the initiatives in the final CANAMEX Corridor Plan published in 2001. Specifically, this technical memorandum will provide:

- The methodology (Section 3) and outcomes of interviews with public and private sector tourism and recreation agencies, federal public lands agencies, and tribal organizations throughout the Corridor (Sections 4 and 9);
- A detailed review of challenges and needs in traveler and tourism information, and the systems that deliver that information (Section 4);

- A discussion of the highest priority challenges faced by the agencies interviewed (Section 5);
- The proposed components of an integrated travel and tourism information system that can address these challenges (Section 7); and
- The proposed ‘next steps’ to foster continued interest and momentum developed over the last year of outreach activities (Section 10).

2.4. Relationship to Other CANAMEX Documents

This is the first Technical Memorandum produced for the CANAMEX Coalition. It will be followed by the following documents:

- Technical Memorandum #2 – Operational Issues and Needs
- Technical Memorandum #3 – Intelligent Transportation Systems (ITS) Recommendations
- Executive Summary – Summary of Work and Recommendations

3. METHODOLOGY: STAKEHOLDER OUTREACH

The Western Transportation Institute defined a methodology for detailing the elements of the Smart Tourist Corridor. The methodology was designed to collect necessary information, provide for appropriate review, and develop the framework and alternatives for the implementation of the Smart Tourist Corridor Initiative. The methodology consists of the following six tasks (Figure 2).

3.1. Task 1: Define Traveler/Tourism Information Elements

The first task was to define the necessary background documentation on the information elements that would be incorporated in a traveler - tourism information system. The task involved development of information elements, whether information was real-time or static and the agency that would be responsible for the information. This information was employed as the base for the next task, which was outreach to public and private sector stakeholders. The listing of advanced traveler information systems developed for the CANAMEX Smart Tourist Corridor Initiative is provided in Appendix A.

3.2. Task 2: Perform Tourism and Recreation Agency Stakeholder Outreach

This task consisted of identifying stakeholders to be involved in the development of the Smart Tourist Corridor Initiative and making initial contact with them. Stakeholders were selected from a broad range of public and private agencies, including the Federal Highway Administration, the National Park Service, the Bureau of Land Management, State transportation and tourism agencies, tribal governments, local economic development agencies, and private sector tourism providers.

3.3. Task 3: Conduct Tourism and Recreation Stakeholder Interviews

Stakeholder interviews were designed to inform the stakeholders of the Smart Tourism Corridor Initiative and ask them about the purpose of the agency, the information the agency currently provides and the agency's primary information issues and needs. The interviews were performed using a questionnaire that was formulated to initiate discussion and generate detailed responses.

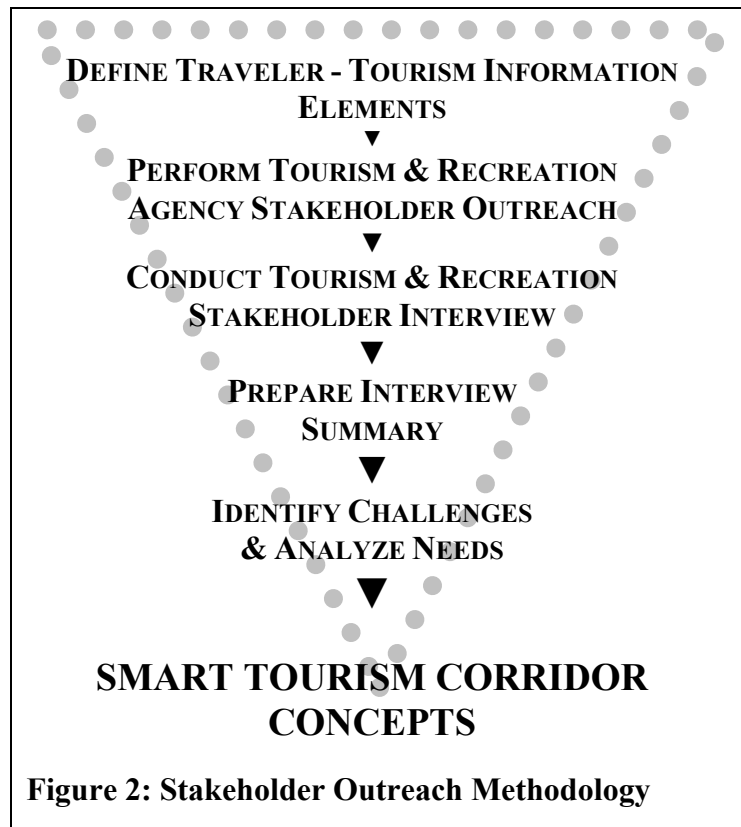


Figure 2: Stakeholder Outreach Methodology

For the stakeholder outreach, the WTI determined that the outreach would be divided between the public and private sectors, in order to fully account for the differences between their roles and influence in the tourism industry. The public sector outreach was conducted at the beginning of the needs identification process; the private sector outreach was conducted later and included input on the initial Smart Tourist Corridor concepts. The initial concepts were also presented to both public and private stakeholders through a facilitated discussion held in conjunction with a CANAMEX Corridor Coalition meeting.

3.4. Task 4: Prepare Interview Summary

The results of the interviews were summarized to provide the documentation necessary to conduct the needs analysis.

3.5. Task 5: Identify Challenges and Analyze Needs

The information developed from the public sector interviews was then employed to identify major information needs. The needs were grouped into categories and prioritized according to how frequently they were cited by the stakeholders. Researchers also identified cross-cutting needs and how they were inter-related.

3.6. Task 6: Develop Smart Tourist Corridor Concepts

The prioritized needs provided the inspiration and foundation for the development of a framework and prioritized alternatives. These initial concepts were also presented to selected stakeholders for initial review and comment.

4. REVIEW OF PUBLIC SECTOR ISSUES

4.1. Public Sector Stakeholders

To begin the stakeholder outreach process, WTI conducted 57 interviews with 39 public sector stakeholder agencies. A complete list of these agencies is included in Table 1.

Table 1: Public Sector Agencies Interviewed

Arizona Ak-Chin Indian Community Arizona Department of Transportation Arizona Humanities Council Arizona Game & Fish Department Arizona Office of Tourism Arizona State Parks Northern Arizona University Public Lands Information Center Sharlot Hall Museum AZ - Bureau of Land Management AZ - National Park Service	Nevada Lake Mead National Recreation Area Las Vegas Convention & Visitors Authority Las Vegas Paiute Tribe Nevada Commission on Tourism Nevada Dept of Conservation & Natural Resources NV - Humboldt-Toiyabe National Forest NV - Lake Mead National Recreation Area NV - U.S. Forest Service NV - Bureau of Land Management
Utah Utah Dept of Community & Economic Development Utah Division of Parks and Recreation Utah Division of Travel Development Utah Travel Council UT - National Park Service UT - U.S. Forest Service	Idaho Idaho Department of Parks & Recreation Idaho Department of Commerce Idaho Department of Parks & Recreation Idaho Transportation Department Shoshone - Bannock Tribe ID - Bureau of Land Management ID - National Park Service ID - U.S. Forest Service
Montana Blackfoot Nation Montana Department of Commerce Montana Department of Transportation Montana Historical Society Lewis & Clark Bicentennial Grant Kohrs National Historical Site	

As shown in Figure 3, stakeholder views represent a broad range of federal, state, local and Native American organizations. In these interviews, stakeholders discussed their perspective on the geographic region that would define the CANAMEX corridor for their state and identified the major information gaps from their agency's perspective. Since a large number of stakeholders represented tourism agencies and recreation facilities, the priority information issues identified here tend to reflect the needs of those agencies more than others.

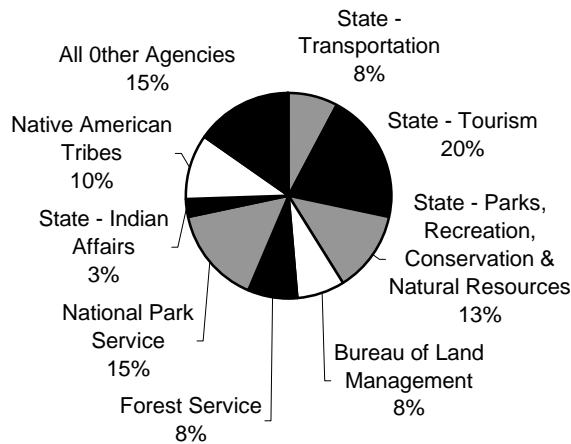


Figure 3: Distribution of Stakeholders

4.2. Public Outreach Interview Topics

The public sector interview instrument developed for the stakeholder interviews was designed to produce a profile of the agency, its clients, its information systems and needs, and its transportation challenges. Rather than use a traditional survey instrument with pre-defined responses, researchers used a questionnaire in order to facilitate discussion and generate detailed information.

Interview questions covered the following topic areas:

- **Mission:** The mission and function of the agency.
- **Marketing or Strategic Plan:** Whether the agency had a marketing or strategic plan.
- **Geographic Area:** The agency's perspective on the geographic definition of the I-15 Smart Tourism Corridor region
- **Public & Private Partners:** An overview of the partnerships the agency has for the development and dissemination of information
- **Customer Issues:** The primary issues the agency faces in understanding and responding to their customers.
- **General Statewide, Regional or Local Issues:** The general issues facing the agency from a statewide, regional and/or local perspective.
- **Visitor Information:** The type of information currently provided to visitors and the communications mechanism.

- **Gaps In Visitor Information:** The agency's perspective of gaps in the information they currently are providing and related gaps or issues in the delivery of the information to the visitor.
- **Attraction Promotion:** The scope and degree of tourism information provided by the agency.
- **Priority Needs:** The major issues or needs facing the agency today from an inclusive perspective.
- **Transportation Challenges:** The primary transportation issues or needs from the perspective of the tourism and recreation agencies.
- **Information Systems:** A generalized overview of the current information systems and information management employed by the agency.

The questionnaire used for the public sector interviews is included in Appendix B.

4.3. Corridor Geographic Definition

During the interviews, stakeholders agreed that the impact of increased travel along the CANAMEX corridor extends beyond the locations directly adjacent to the highways. Each state agency had the opportunity to define the CANAMEX 'corridor' in terms of the objectives of the CANAMEX Coalition. Stakeholders defined the boundaries to reflect the needs of their agencies, which include:

- Identifying major tourism destination areas as they felt appropriate for the corridor;
- The ability to address tourism and traveler issues at the level appropriate for each state;
- Ensuring that the objectives of the Coalition were within the framework and activities of the individual state's marketing and tourism promotion programs;
- Establishing the boundaries for the review and analysis of current state Department of Transportation intelligent transportation infrastructure; and
- Establishing the geographic framework and boundaries for technology applications and communications systems to be proposed by the Coalition.

MONTANA

Given the major tourism areas of Yellowstone and Glacier National Parks and the tourism resources in Bozeman and other communities, the Montana I-15 corridor extends east and south to Yellowstone and Bozeman, west to Glacier National Park, and north to the Blackfoot tribal lands.



Figure 4: Montana Portion of the Corridor

IDAHO

For Idaho, the Corridor includes the eastern Idaho region and extends west to include Sun Valley and Craters of the Moon National Monument region.

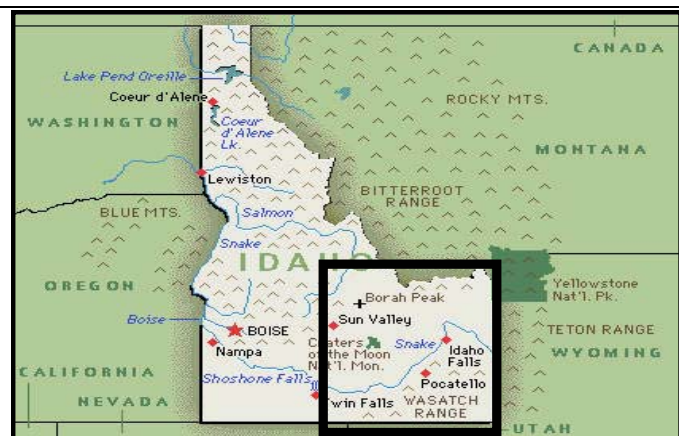


Figure 5: Idaho Portion of the Corridor

UTAH

The entire state of Utah was defined as the CANAMEX Corridor by the stakeholders.



Figure 6: Utah Portion of the Corridor

NEVADA

The Las Vegas, Hoover Dam/Lake Mead National Recreation Area and the Red Rocks region defined the Corridor in Nevada.



Figure 7: Nevada Portion of the Corridor

ARIZONA

As in Utah, the entire state was defined as the CANAMEX Corridor in Arizona.



Figure 8: Arizona Portion of Corridor

4.4. Information Needs - Challenge Areas

To assist in developing a Corridor based profile of information needs, the specific discussions with the 39 agencies and 57 individuals were summarized into a series of categories that represent individual information need areas. The information needs are organized and presented here according to those categories, rather than according to the specific questions asked in the interviews. A summary of the responses is shown in Table 2.

Table 2: Summary of Public Sector Responses

	Tourism Departments	State Departments of Transportation	Parks & Recreation Depts.	Dept of Fish & Wildlife	Native American Nations	NPS	NFS	BLM
Mission	Tourism promotion - development	Develop/promote historic, scenic, backcountry byways	Stewardship- Preservation - Recreation	Conservation - management	Economic Development	Preserves natural - cultural resources	Sustain the forests - grasslands	Preservation Economic development
Marketing / Strategic Plan	Substate Regions Hub & Spoke	Corridor Management Plans	Strategic Plan Heritage Park marketing	Educate & support for F & W management	Comprehensive Plan & Site Specific		Individual Forest Mgmt Plans	
Geographic Area	Statewide	Statewide	Statewide	Multi-State	Reservation	Statewide	Multi-State	State
Public and Private Partners	Tourism/Recreation Associations	State Tourism, State Parks & Recreation, NPS-BLM-NFS, Bureau of Reclamation	State Fish & Game, County tourism promotion	Environmental/conservation/wildlife associations	Funding Agencies	Friends of Park Assoc, State, regional & local tourism, Dept. of Transportation	C of C, Land Trusts, NPS - NFS – BLM, State/regional tourism, Land/Environment Associations	NPS – NFS, State/regional tourism, C of C
Customer issues	Fed land use policy/access, Pre-trip/En-route information delivery	Unknown	Lack of marketing skills, Facility specific	Access		International visitor requirements	Visitor expectations, Growth & change in visitors/feedback, Stewardship to recreation	
Statewide, Local, Regional General Issues	Fed land use policy/access, Cost/operation of Visitor Centers	Local support/promotion, En-route service/advisory info, Funding	Facility Specific	Conservation needs	Gov't relations, Lack of knowledge on/impact of tourism/ how to develop tourism program	Park specific	S/A Consumer Issues	Access to local - regional tourism/recreation information
Visitor Information	Brochures/Pubs/Web, Visitor Centers	Brochures/Pubs/Web	Brochures/Pubs/Web	Brochures/Pubs/Web	Brochures/Pubs/Web	Brochures/Pubs/Web/tel ephone/visitor centers	Brochures/Pubs/Web, Ranger District Offices	Brochures/Pubs/Web
Content of Information	Facilities, location, services, amenities, fees/rates	Location, length, advisories, attractions, services	Facilities location, services/activity advisories	Event/facility descriptions	Facilities/services	Maps/campgrounds/ rules	Facilities, services Reservation system	Facility
Gaps in Visitor Needs	Unknown due to lack of info	Interpretative materials, Signage	Real time parking/camping availability/site specific weather/Pre-trip info	Non-traditional visitor marketing		Visitor expectation -v- experience, Regional tourism information		Visitor/activity advisories, En-route information
Promoted Attractions	All tourism/recreation facilities/activities	En-route or adjacent attractions	Statewide	Statewide	Reservation facilities			Visitor advisories, Field Office feedback, Comm./customer mix

	Tourism Departments	Dept of Transportation Byways	Parks & Recreation Depts.	Dept of Fish & Wildlife	Native American Nations	NPS	NFS	BLM
Three Top Needs	Transportation info. up- grade, Tourism info. Development, Consumer awareness	Interpretative materials, Local/regional support		Non-traditional marketing, Signage, Information Decimation	Facility development, Communications infrastructure	Visitor expectation -v- experience, Additional regional tourism information	Infrastructure maintenance, Off-road vehicles	
Transportation Challenges	Infrastructure, Multi- Modal	Multi-use, Limited roadway improvement capacity	Utilize partnerships	Signage	Tribe based	Seasonal congestion	Off-road vehicles, Trail signage, Access	Multi-modal options, Emergency service response
Information Systems	Brochures/Pubs/Web, Visitor Centers	Interpretative materials	Brochures/Pubs/Web	Brochures/Pubs/Web		Brochures/Pubs/Web, telephone		
Market Shed	Corridor Specific	Statewide	Corridor Region Defined	Statewide		Statewide	Multi-state	Corridor

Based upon the specific information needs defined by the stakeholders, the following seven challenges were identified:

- Providing adequate personal safety information
- Expanding access to visitor information
- Developing and maintaining the tourism economy & tourism infrastructure
- Providing transportation information and options
- Access and use of public lands
- Managing visitor expectations
- Up-grading and integrating technology & communications

These challenges are described in further detail below.

4.4.1. Providing Adequate Personal Safety Information

Public sector agencies provide many types of safety information, often in conjunction with other types of information. For example, when federal land agencies provide facility use and activity information, they also include information on public and personal safety for those uses and activities. This includes static information as well as real-time information targeted at the permitted uses or activities, such as marine advisories for boaters, or heat and condition advisories for desert or mountain hiking.

A second safety element is traveler safety, which incorporates roadway conditions, congestion, construction, incidents, weather and other appropriate advisories.

4.4.2. Expanding Access to Visitor Information

Tourism and federal land agencies already provide a great deal of information by geographic region, facility, activities and events.

Stakeholders would like to expand their capabilities for providing pre-trip and en-route information for planning and travel activities information in multiple languages; information to facilitate travel (congestion and parking); information about the surrounding region; and facility, archeology, historical and cultural interpretative materials.

4.4.3. Developing and Maintaining the Tourism Economy & Tourism Infrastructure

The needs in this category can be further divided into two groups. One set of information gaps relates to the changing demographics of visitors and the activities they wish to pursue. This includes such issues as increased demand for location specific activities, increased numbers of international visitors with various language needs, growth in extended family vacations, and the increased popularity of new 'extreme' activities, such as vehicle rock climbing.

The second type of tourism infrastructure challenges relates to the development of the tourism industry. Industry stakeholders have a strong interest in developing tourism programs in new areas, enhancing the tourism infrastructure through new facilities, up-grading existing facilities and maintaining the current infrastructure.

4.4.4. Providing Transportation Information and Options

This challenge includes providing information through travel advisories and directional signage, directing the public to facilities (such as parking) and multi-modal options. In this area, stakeholders also mentioned the need to maintain the existing transportation infrastructure in good condition.

4.4.5. Access and Use of Public Lands

This challenge area relates to the impact of federal lands in the CANAMEX states where, based on the discussions with the stakeholders, federal land agencies hold vast amounts of land in the Corridor states. As a result, access and stewardship are critical elements of the tourism economy of the states and the Corridor. Major issues in this category include federal land use regulations, off-highway vehicle regulations, access and stewardship.

4.4.6. Managing Visitor Expectations

Managing visitor expectations relates to whether visitors have sufficient knowledge of the permitted uses and activities on public lands; in other words, using information to ensure that their expectations are met. Visitors anticipating the quiet solitude of a National Forest may not know that the Forest permits off-highway vehicles and other recreational activities that will impact their anticipated experience. Consequently, public land agencies need to provide visitors with both the information on permitted activities and the 'impact' of those activities. Multi-language issues are included in this category due to the need to provide this information for all visitors.

4.4.7. Up-Grading and Integrating Technology & Communications

This challenge addresses the technology and communications applications that are necessary to collect and disseminate information noted in the other categories. It also covers issues regarding the systems that need to be in place for real-time, accurate information collection and delivery. The primary issues in this area include the need to develop and implement systems that provide for the collection, interpretation and communication of data in a manner that results in an integrated information resource. This issue will be further discussed in Technical Memos 2 and 3, which will include and examination of the telecommunications infrastructure necessary to implement Smart Tourist Corridor concepts.

5. PRIORITY CHALLENGES

As discussed in the previous section, the findings from the public sector interviews were summarized into a series of categories that represent information need areas. The next step was to identify which of these areas, or “challenges” represented the highest priorities for stakeholders. Figure 9 lists each category of challenges. The rankings created for each information need are based on the number of times the stakeholders presented and discussed that issue. In this section, stakeholder priorities are discussed in greater detail.

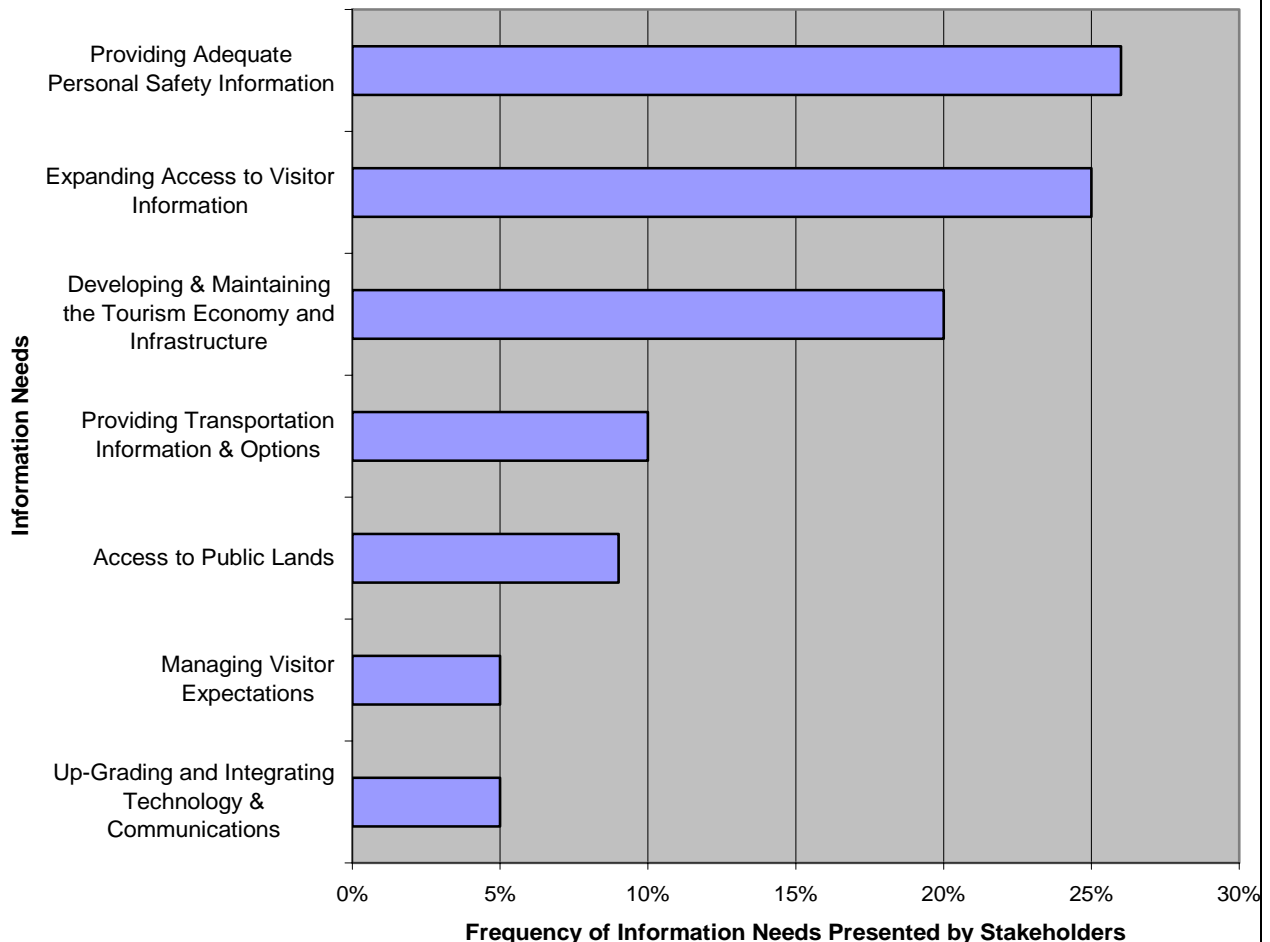


Figure 9: Ranking of Public Sector Priority Challenges

The priority challenges are presented through a series of tables representing information need categories. Each of the category tables includes the information issue, the number of times a state, federal or Native American interviewee noted the information issue in their interview, the frequency of the response (or the percent of total times the information need was mentioned in comparison to all of the information issues in the category), and, the number of times the issue was mentioned in comparison to all of the information issues. The reader will note that until Table 6: Tourism Economy and Infrastructure, no Native American responses are listed. This is

based on the individual Native American interviews where the interviewees noted that for the vast majority of the Native American tribes on the corridor (with the exception in Arizona) there are no current tourism programs. The area of greatest need for the tribal nations is the development and implementation of tourism programs (Table 6, information issues of Tourism Program Development, Changing Activity Patterns, Changing Visitation Patterns).

5.1. Providing Adequate Personal Safety Information

The *Personal safety* category was the highest ranked challenge group; in other words, stakeholders cited issues related to personal safety more often than any other. Within the category, the top ranked issue is the need to provide public and personal safety information for activities on federal public lands (Table 3). Personal safety information is comprised of both static information (e.g., proper apparel and footwear, general activity safety and emergency contact information), and real time information (e.g., location specific weather advisories and forecasts). The high ranking for the public and personal safety information reflects the growth in visitors and the growing diversity of activities on public lands.

Table 3: Personal Safety Information

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Facility Use Advisories	2	8		10	16%	4%
Real Time Advisories	2	8		10	16%	4%
Facility Use Personal Safety	2	8		10	16%	4%
Real Time Personal Safety	2	8		10	16%	4%
Travel Advisories						
Congestion	2	3		5	8%	2%
Incidents	1	3		4	7%	2%
Construction	1	3		4	7%	2%
Parking	1	3		4	7%	2%
Multi-Modal Options	1	3		4	7%	2%

Travel advisories were also noted as a key information issue; stakeholders cited the need to provide location specific information for the roadways in the facility's broader region as well as those in and around the facility's specific location. From the perspective of the tourism and federal agencies, the priorities are safety information needs related to *Congestion*, *Parking* and *Multi-modal options* (multi-modal options at tourism sites may include a variety of alternative transportation choices, including shuttles, bicycle paths, and pedestrian paths).

5.2. Expanding Access to Visitor Information

The two information needs cited most often by stakeholders were *Multi-language* information and *Facility specific/Facility use* information; both are discussed here in the *Visitor information* category (Table 4). The *Multi-language* issue impacts all information currently provided by state and federal agencies, and is inter-related with many other needs. The *Facility specific/Facility use* information issue consists of both expanding the descriptive information and providing greater detail on permitted uses and permitted use rules - information needs that are closely related to the *Safety* and *Managing visitor expectations* information categories as well as being a critical component of the *Regional tourism* information issue.

Table 4: Access to Visitor Information

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Multi-Language	7	6		13	23%	6%
Facility Specific/Facility Use	5	8		13	23%	6%
Interpretive Materials	7	2		9	16%	4%
Regionalized Information	5	2		7	12%	3%
Pre-Trip Info Delivery	3	2		5	9%	2%
En-Route Info Delivery	3	2		5	9%	2%
Congestion and Parking	2	3		5	9%	2%

The *Pre-trip* and *En-route* information needs are related to and reflect the need to provide visitors with *Regional*, *Facility specific*, *Safety*, and *Transportation* information. *Congestion* and *Parking* are also noted in the information needs for *Visitor information* and are incorporated in the *Transportation* challenge area as well.

5.3. Developing and Maintaining the Tourism Economy & Tourism Infrastructure

In order to maintain and develop a vibrant tourism sector, many stakeholders cited a need for detailed information about visitor preferences for activities and services, making *Consumer research* the highest ranked issue in this category (Table 5). In addition, stakeholders frequently cited a desire for more information about how *Visitation patterns* and *Activity patterns* are changing.

Table 5: Tourism Economy & Infrastructure

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Consumer/Visitor Research	6	4	2	12	26%	5%
Tourism Infrastructure Development	4	2	3	9	20%	4%
Changing Activity Patterns	4	4		8	17%	4%
Changing Visitation Patterns	3	4		7	15%	3%
Transportation Infrastructure Maintenance	5	2		7	15%	3%
Tourism Program Development			3	3	7%	1%

Increased access to consumer information would help stakeholders address the following dissemination issues:

- Stakeholders expressed the need to develop systems to collect information about visitors' willingness to accept and use advanced communications and technology applications, based on their education, income, and occupation profiles.
- Stakeholders also need information about how visitors use traditional sources of information (brochures, maps, visitor centers) to help them develop improved materials regarding new technology applications.

In addition, Departments of Transportation representatives cited a need for *Consumer information* in order to understand the users of the transportation system. DOTs want to use this information to enhance planning activities for roadway development or improvements; to develop travel advisory information that is appropriate for the 'typical' visitor; and to select effective information dissemination methods.

This category is especially noteworthy because it contains the information needs of highest priority to Native American stakeholders. For tribes in the CANAMEX region, the primary issues are *Tourism infrastructure* and the creation of services and facilities to attract tourists (e.g., *Tourism program development*). This is a reflection of the fact that Native American tribes on the CANAMEX Corridor (with the exception of those in Arizona) have not focused on tourism opportunities as a source of economic development. The CANAMEX project has helped to raise awareness of economic development opportunities, and the tribes are expressing increased interest in initiating tourism programs, as long as they are developed in a manner that is respectful of their culture and history.

To investigate and potentially implement their tourism programs, the Native American tribes also agreed with the state tourism and federal land agencies on the need to enhance current *Consumer research* activities.

5.4. Providing Transportation Information and Options

In this category, stakeholders cited *Directional signage* (Table 6) as a high priority need. However, the directional signage issue was discussed in the larger context of the need to enhance directional information by providing it in new formats (such as in-vehicle and roadway systems) in addition to traditional formats. Directional signage includes highway signage, but also encompasses all signage within a park or other recreational facility. An equally high priority need was expanding information on *Multi-modal options*; public agency stakeholders believe that the private sector has numerous information resources (airlines, Amtrak, rental car companies), while the information on public sector transportation options is not comprehensive or accessible enough for the needs of visitors, particularly international ones. Other information issues cited in this category were providing *Travel advisories* and *Parking information* - information needs that show up in other categories as well.

Table 6: Transportation Information

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Directional Signage	2	4		6	26%	3%
Multi-Modal Options	3	3		6	26%	3%
Transportation Infrastructure Maintenance	3	1	1	5	22%	2%
Travel Advisories	1	2		3	13%	1%
Parking	1	2		3	13%	1%

5.5. Access and Use of Public Lands

Federal public lands agencies hold vast amounts of land in the CANAMEX Corridor states. As a result, the need to provide *Federal public lands rules and regulations* was mentioned 35% of the time in the interview discussions on public lands - the highest rate within any challenge category

with more than three information issues (Table 7). The need to enhance the information available on public lands is also a reflection of the emergence of new recreational activities, such as bouldering, which are impacting both the public lands managers and the visitors.

Table 7: Public Lands Information

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Use Rules and Regulations	3	4		7	35%	3%
OHV Regulations	1	4		5	25%	2%
Access	1	3		4	20%	2%
Stewardship		4		4	20%	2%

5.6. Managing Visitor Expectations

Managing visitor expectations is based on the need to inform visitors of the permitted uses and activities at the given facility as well as their associated impact, i.e. the noise, dust, wake, or other conditions that may occur at the facility. The stakeholders expressed the need to provide the use/activity/impact information to everyone so that all visitors would understand the full range of activities permitted and not have their 'vacation expectations' negatively impacted due to a lack of information.

Table 8: Visitor Expectations Management

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Facility Multi-Use		6		6	50%	3%
Multi-Language	2	4		6	50%	3%

This information need category is essentially a refinement of the previous category to expand *Facility* and *Facility use information* (Table 8). However, its emergence as a distinct category reflects the impact of growing numbers of visitors pursuing a wider range of activities at recreation facilities.

5.7. Up-grading and Integrating Technology/Communications

In this category, the only specific need cited by stakeholders was an increased capacity to provide *Real-time information* (Table 9). However, stakeholders acknowledged that in order to provide comprehensive real time information, there were a number of technology and communications challenges that would need to be addressed, including:

- Collection: Data collection technology applications and communications systems have to be in place to collect and provide data.
- Interpretation: Technology applications and personnel have to be in-place to receive and interpret/translate the 'data' into 'information' that the consumers can understand and incorporate into their decision making process.
- Communications: Systems must be in place that are capable of disseminating and communicating general and target population information.

Legacy: The existing (legacy) systems from multiple agencies will need to be integrated so that they can communicate and share information.

Table 9: Technology/Communications

Needs	State Organizations	Federal Lands	Native American	Total	Frequency of Response by Category	Percent of Total Response
Real Time Information	4	5		9	100%	4%

While providing *Real-time information* is a critical issue, the ranking it received is more a reflection of the interview process employed, than of the actual issues surrounding technology and communications applications. For example, while all of the individuals interviewed noted the emergence of in-vehicle navigation systems, none of the interviewees had seen or discussed the specific applications with vendors. Additionally, all of the interviewees were aware that personal digital assistants, wireless laptop communications, highway advisory radio, changeable message signs and other technology applications can provide traveler and tourism information, but none had investigated the capabilities or potential applications of these technologies for their agencies.

5.8. Summary of Priority Needs

As described in detail above, the information needs cited by stakeholders were categorized into seven general challenges. The individual information needs were then studied and prioritized. The highest ranked needs, based on the number of times the stakeholders discussed them are:

1. Developing multi-language information resources
2. Expanding facility specific/facility use information
3. Conducting consumer research on changing visitor visitation patterns and activities
4. Expanding facility use advisories
5. Expanding facility use personal safety

Table 10 shows the frequency with which these needs were cited by stakeholders.

Table 10: Top Five Information Needs

Category	Information Needs	State Agencies	Federal Agencies	Native Americans	Total	Overall Response Frequency
Visitor Information	Multi-Language	7	6		13	6%
	Facility Specific/Facility Use	5	8		13	6%
Safety	Facility Use Advisories	2	8		10	4%
	Facility Use Personal Safety	2	8		10	4%
Tourism Infrastructure	Consumer Research	6	4	2	12	5%

Since a large number of stakeholders represented tourism agencies and recreational facilities, the priorities may show a bias toward the needs of those types of agencies, at the expense of others.

For example, Native American needs are not well reflected in the top five information needs. Since many Native American tribes in this region are in the early stages of organizing efforts to attract tourists, their highest ranked needs are:

1. Development of Tourism Programs
2. Development of Tourism Infrastructure
3. Access to Consumer Research data
4. Maintenance of Transportation Infrastructure

As sovereign nations, Native American tribes hold a unique position among stakeholders. When developing institutional relationships and information sharing programs, the tribes' independent status and specialized needs should be taken into consideration. In a global sense, while the overall top-ranked priorities provide an excellent guide, the specific needs of all major groups should be addressed to the extent possible.

6. CROSS - CUTTING ISSUES AND RELATIONSHIPS

The previous sections identified seven general information challenges and specific information needs, as cited by stakeholders. These issues are linked through a variety of relationships.

6.1. Specific Issues

The five information needs that were ranked as the highest priority for stakeholders provide an excellent example of how the top priorities are inter-related.

Multi-language information needs impact all of the information that is and needs to be provided to visitors. In addition, multi-language needs vary by region, reflecting the different visitation patterns on the Corridor:

- In the southern recreation areas of the Lake Mead National Recreation Area, Spanish language materials are needed while in the northern recreation areas and around Hoover Dam, English language materials meet most of the demand.
- In southeastern Utah, visitation patterns show that Asian language materials are needed; while in the northeastern region, European language materials would be more appropriate.

The information need categories of *Facility/Facility Use*, *Use Advisories* and *Use Personal Safety* are all elements of providing more detailed information on how facilities can and should be used. The level of detail discussed for these elements must range from the beginner to the most experienced user, in a manner that allows the individual to access the level of information they need for their activity planning.

Finally, fulfilling all four of the information needs above are dependent on the ability of tourism and recreation agencies to gather information about their visitors, the visitors' visitation patterns and their activities (e.g., *Consumer research*). Agencies need this demographic and visitation information so that the multi-language and facility information can be targeted to the appropriate audience, at the appropriate time, and through the appropriate communications channel.

6.2. Overall Relationship

The priority needs described above are not the only ones that cut across several challenge areas. As shown in Figure 10, many of the information needs identified in stakeholder interviews are applicable to multiple categories. It also demonstrates how addressing a single information need can help agencies meet multiple challenges. For example, if agencies develop or acquire a technology solution that allows them to disseminate real-time traveler advisories, they will have the capability to address at least three challenges: up-grading their communication systems, providing enhanced personal safety information, and facilitating access of public lands.

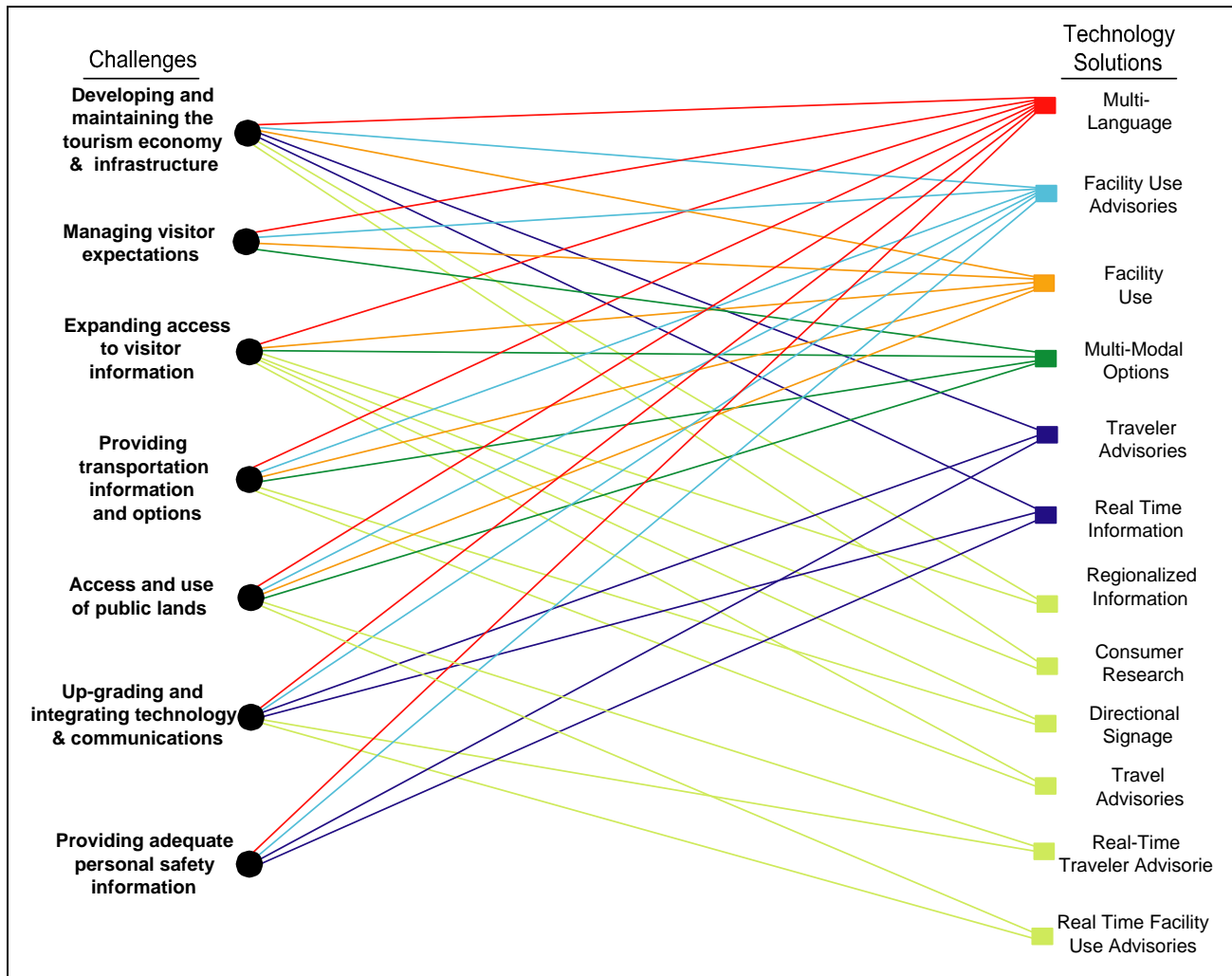


Figure 10: Summary of Cross-cutting Relationships

The cross-cutting nature of information issues also demonstrates the importance of information sharing and integration. Developing an innovative solution to an information need can address the challenges of multiple agencies, as well as reach a much larger segment of the public, if the data can be incorporated into an integrated, accessible system. This is the guiding vision behind preliminary Smart Tourist Concepts presented in the next section.

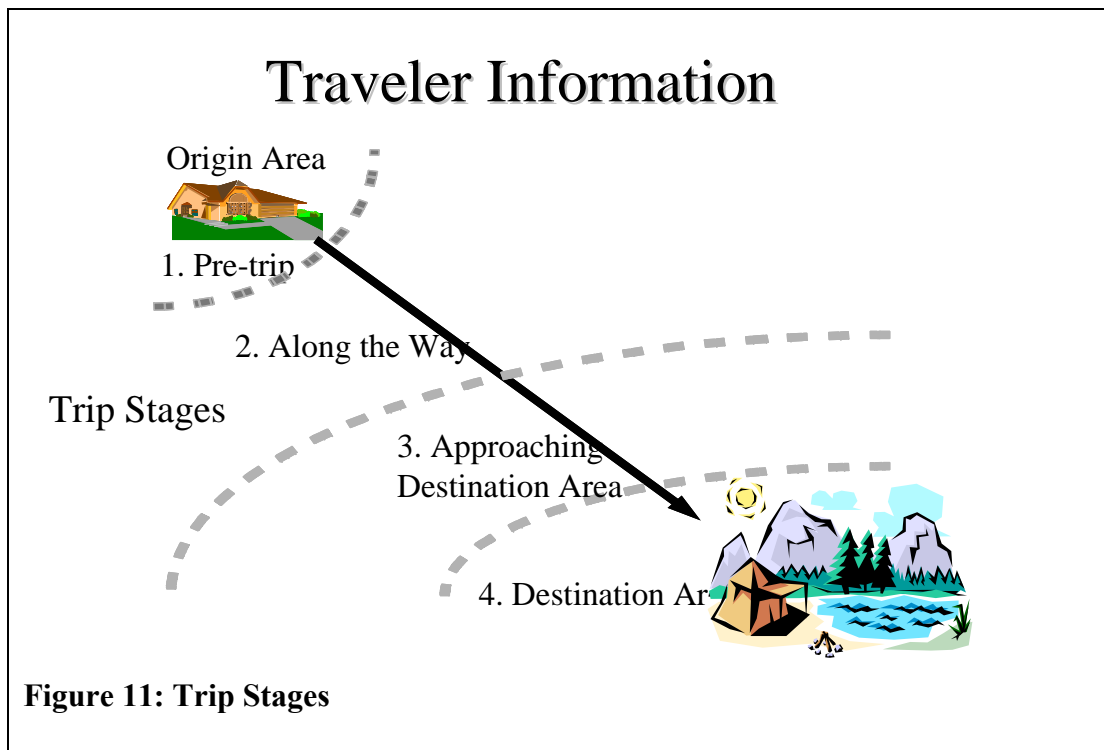
7. SMART TOURIST CONCEPT

As previously stated, the purpose of this Technical Memorandum is to define an array of services that must be available to tourists and other travelers in the Corridor, and to identify the framework that will assure that those services are provided conveniently, efficiently and effectively. While previous sections of this Technical Memorandum have provided documentation of the mission, needs, issues and challenges facing Corridor stakeholders, this section will provide the general concepts to address those challenges. The concept or framework described in this section is not intended to be project specific. The project specific detail and infrastructure required to realize these concepts will be provided in subsequent technical memorandums to Coalition members.

7.1. Traveler Needs

In meeting the needs of the traveler, it is important to recognize that the information with which they are provided should (1) address the various trip stages—Pre-trip, Along-the-Way, Approaching Destination, Destination Area—thus allowing travelers to make informed decisions regarding routes, travel modes, tourism attractions or services desired; and (2) do so in an accessible and timely (current and forecasted information) manner. Trip Stages (Figure 11) are defined as:

1. Pre-trip – the advance planning stage of the journey, when travel choices are the greatest.
2. Along-the-Way – the part of the journey between ‘pre-trip’ and ‘approaching primary destination’, where information on local context is most important.
3. Approaching Destination – as the traveler nears the primary destination area, the importance of real-time, dynamic routing and modal choice information increases.
4. Destination Area – in this stage of the trip, fine detail on best current route, parking options, local activities, service locations, routing, etc. are of high importance.



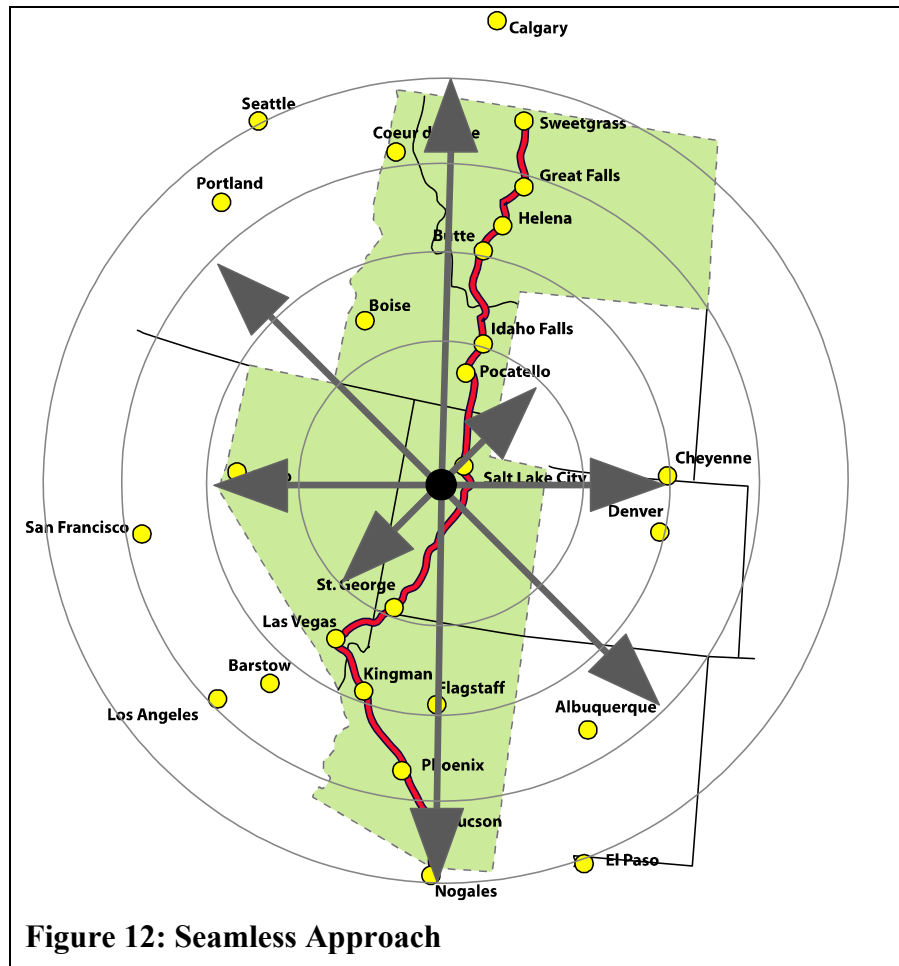
Based on various outreach activities conducted as part of this technical memorandum, the following travel and tourism information and service needs have been identified as shown in Table 11.

Table 11: Travel and Tourism Information Needs According to Corridor Stakeholders

Challenges	Information Needs	Pre-Trip	Along-the-Way	Approaching Destination	Destination Area
Safety	Facility Use Advisories	X			X
	Real Time			X	X
	Facility Use Personal Safety	X			X
	Real Time			X	X
	Travel Advisories	X	X	X	X
	Congestion		X	X	X
	Incidents		X	X	X
	Construction	X	X	X	X
	Parking			X	X
	Multi-Modal Options	X		X	X
Visitor Information	Multi-Language	X	X	X	X
	Facility Specific/Facility Use	X			X
	Interpretative Materials	X			X
	Regionalized Tourism Information	X	X	X	X
	Pre-Trip Info Delivery	X			
	En-Route Info Deliver	X	X		
	Congestion & Parking		X	X	
Tourism Infrastructure	Consumer Research	X	X	X	X
	Infrastructure Development			X	
	Changing Activity Patterns	X	X	X	X
	Changing Visitation Patterns			X	
	Infrastructure Maintenance	N/A	N/A	N/A	N/A
	Program Development			X	
Transportation	Signage - Directional	X	X	X	
	Multi-Modal	X			X
	Infrastructure Maintenance	N/A	N/A	N/A	N/A
	Travel Advisories	X	X	X	X
	Parking		X	X	
Public Lands	Use Rules and Regulations	X			X
	Off-Highway Vehicle Regulations	X			X
	Access	X			X
	Stewardship			X	
Managing Visitor Expectations	Facility Multi-Use	X			X
	Multi-Language	X	X	X	X
Technology & Communications	Real Time Communications	X	X	X	X

7.2. Vision

A shared vision is essential to the Coalition's effective cooperation and meeting of intended goals. Offering a snapshot of the future benefits of the Smart Tourist project and assisting in galvanizing and coordinating efforts among diverse stakeholders, the vision simultaneously serves as a catalyst for organizational leadership in Intelligent Transportation Systems (ITS). It



can help to encourage stakeholders to make local investment decisions reflecting regional perspectives, giving the traveling public state-of-the-art solutions. The essential goal of the CANAMEX Corridor in general is to provide a seamless approach to travel and tourism that affords transportation agencies and tourism organizations the ability to provide and receive information, manage facilities and services and meet travelers needs beyond their own jurisdictional borders (Figure 12). The seamless aspect of the Smart Tourist vision is critical because travelers may not know, or care about state or local jurisdictional boundaries that may impact the exchange of information. In developing the vision for this project, every effort was made to understand the needs of the stakeholders. As such, prior to providing the framework for institutions and technology working in partnership to meet traveler needs, the vision will be described in terms of the characteristics that need to be encompassed and the inter-relationships that are realized.

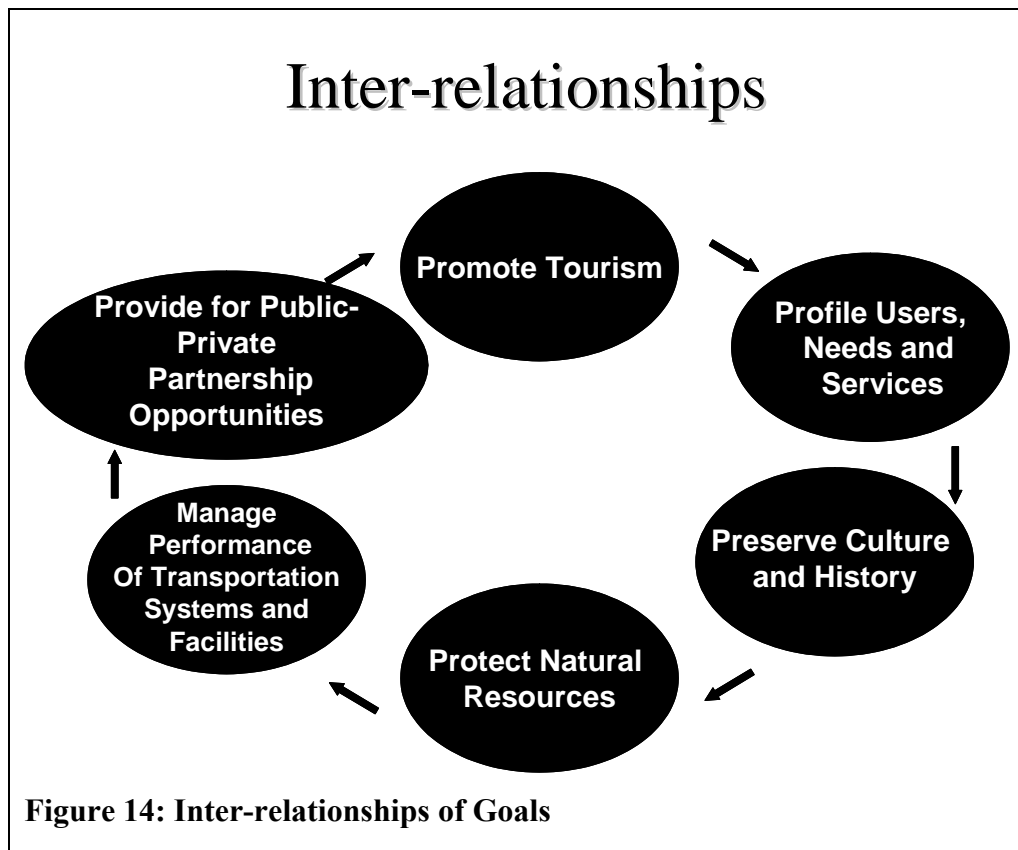
7.2.1. Characteristics and Inter-Relationships of Needs

The Smart Tourist vision is based on the requirements identified during outreach activities. The stakeholders interviewed identified key vision characteristics (Figure 13) necessary to meet their needs and the needs of their customers. From these characteristics, it became possible to identify the inter-relationship between the various stakeholder needs and the vision objectives (Figure 14).

Vision Characteristics

- Allows for Visitor Data Collection
- Benefits Increase with Repeated Use
- Potential to attract “new” users
- Enhances Visitor Experience
- Manages Visitor Expectations
- Provides real-time/ forecasted information
- Provides seamless information across jurisdictions
- Utilizes existing/ future information systems
- Integrated and Stageable (Phased)
- Institutionally and Partner Based
- Market Driven
- Enhances Economic Vitality

Figure 13: Vision Characteristics

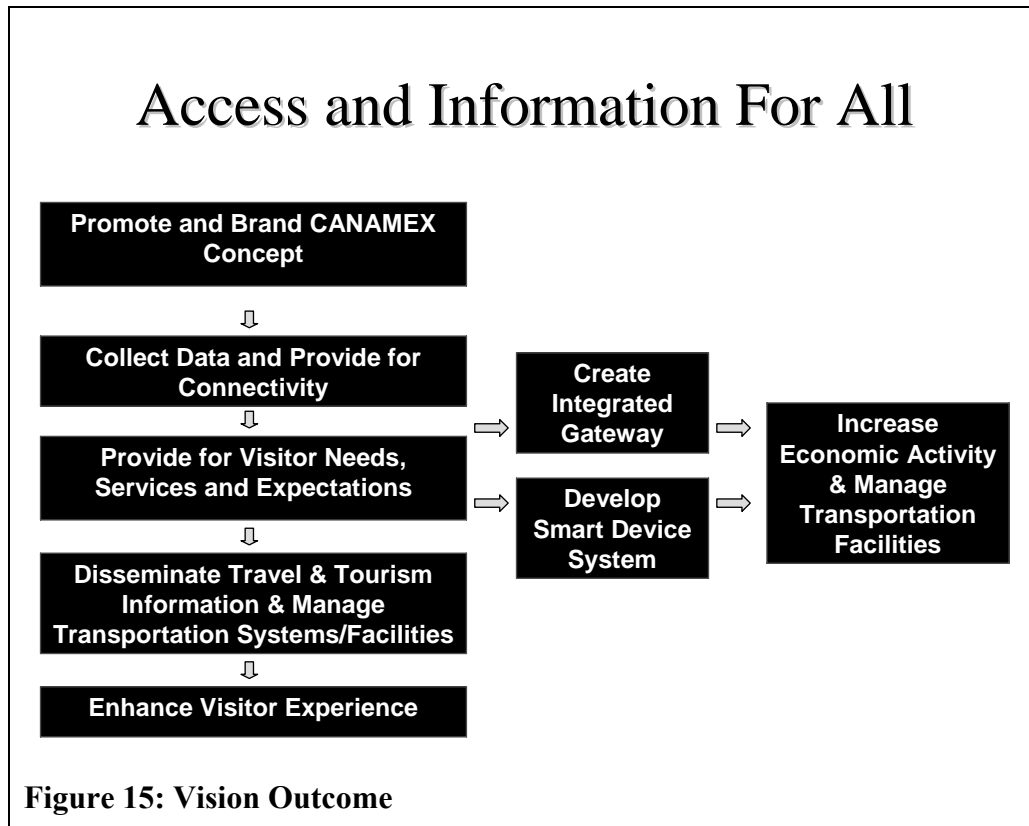


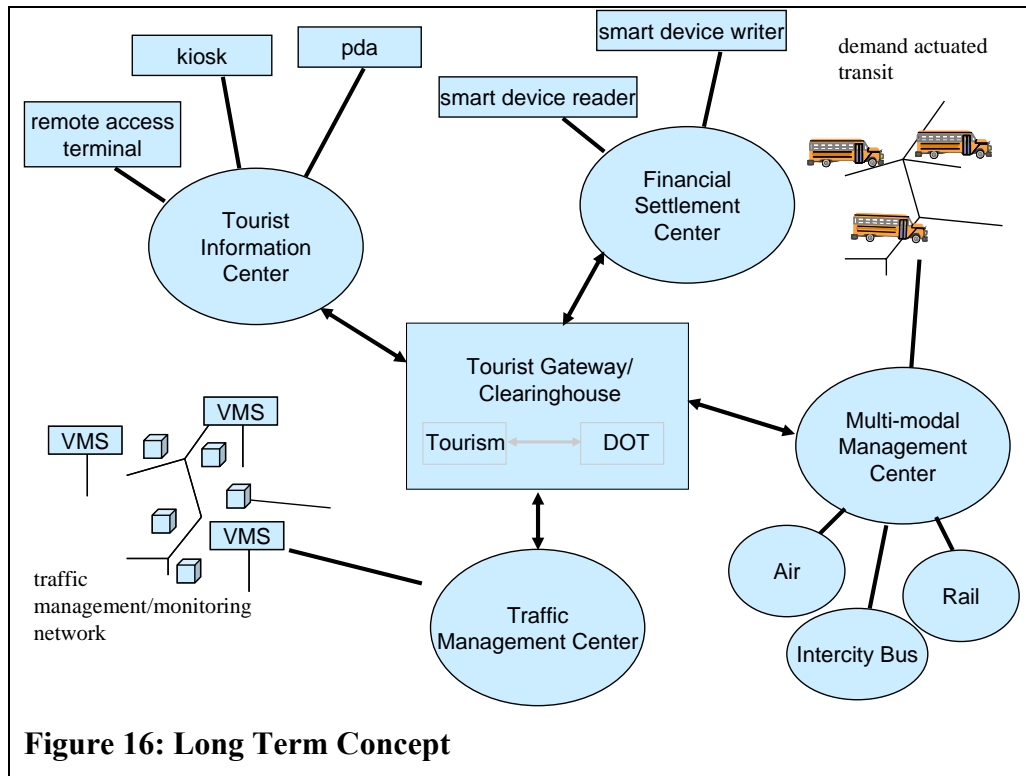
7.2.2. Integrated Travel and Tourism Information System

The desired outcome for the Smart Tourist Corridor Initiative project, graphically depicted in Figure 15 and Figure 16, is to “increase economic activity and manage the transportation facilities.” Advanced technologies will improve the timeliness of information exchange among stakeholders throughout the Corridor to “provide access information for all (transportation agencies, tourism organizations, travelers).” The concept is to implement an Integrated Travel and Tourism Information System (ITTIS) that will create a gateway to receive and disseminate information, deploy smart devices and build an infrastructure to assist operating agencies with managing facilities and traveler needs to ultimately generate economic activity.

The ITTIS concept will:

- Promote and brand the CANAMEX Corridor;
- Collect data and provide for connectivity between states;
- Provide for visitor needs, services and meet expectations;
- Disseminate travel and tourism information and transportation systems/ facilities; and
- Enhance visitor experience.





To meet these needs, the integrated system is composed of five modules that can be deployed in phases and leverage existing transportation and tourism initiatives. The modules are also flexible enough to incorporate future Corridor traveler and agency needs that can be implemented separately or built upon each other to produce a complete system. The modules are:

- Visitor Gateway/Clearinghouse
- Tourist Information Center
- Smart Devices and Financial Settlement Center
- Traffic Management Center
- Multi-modal Center

7.2.3. Institutional Integration

Based on experiences throughout the United States it has been learned over the years that having a strong institutional foundation and positive relationship with your partners is the key to success in implementing and operating technological improvements (Figure 17). In planning for the implementation of transportation technology, it is critical to recognize the technology is an enabler to working together.

Communication and coordination between tourism organizations and the creation of a catalyst to ensure cooperation were commonly identified needs throughout the outreach activities conducted during this project. To address these needs the Tourism Network concept was conceived. A cohesive mechanism to facilitate cooperation between tourism organizations and departments of transportation and achieve the corridor-wide vision, the Tourism Network would:

- Provide an organizational structure for addressing institutional issues,
- Develop a branding program and marketing plan,
- Identify and manage data to be fused to allow for seamless information,
- Determine language requirements for the Visitor Gateway/Clearinghouse to address international visitor needs,
- Discuss changing visitation, recreation activity, demographic and trip patterns,
- Establish monitoring and reservation system requirements to allow for demand forecasts to be made on attractions and services, and
- Determine the level of discounts that could be created to modify visitor travel behavior.

Institutional Foundation

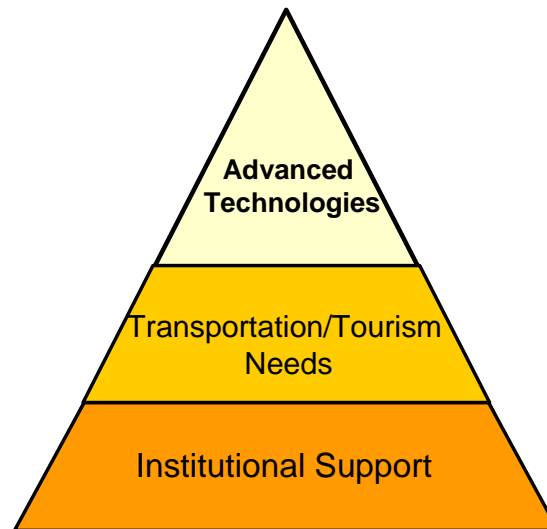


Figure 17: Institutional Foundation

Roles and Responsibility

For the public sector agencies, the responsibility of developing the Tourism Network incorporates establishing the institutional relationships, corridor identity, marketing and promotion program(s); developing the multi-language capacity; and providing the necessary systems for data collection, data management and data fusion for delivery to the gateway/clearinghouse. These tasks develop the institutional relationships for the creation of the Tourism Network and the information collection, management and fusion necessary to provide the information to the multiple information distribution systems. The members who could potentially service on the Tourism Network could be from the Governors office, State Department of Commerce or Tourism, statewide chamber of commerce representative group, and state DOT. The resources to move this concept forward would possible consist of items identified in the following section (next steps), and meetings of members on a semi-annual basis.

Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

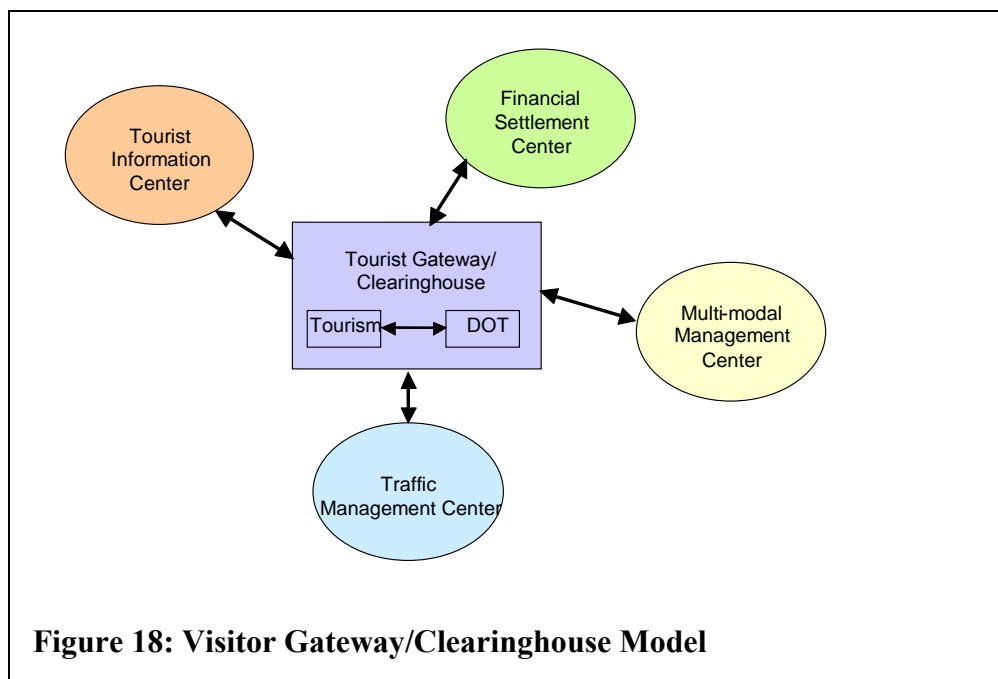
- Identify potential members and organizational structure.
- Conduct “roadshow” to determine support level and branding theme.

- Develop marketing/business plan.
- Establish and adopt information exchange standard.

7.2.4. Integrated Travel and Tourism Information System

Description

While it may be feasible to implement the Integrated Travel and Tourism Information Systems into one complete system; institutionally and practically it is not realistic. For this fact, the following section provided a description of each module that would be implemented and the



roles and responsibility, and next steps to achieve the vision.

Developed as a concept during public and private sector stakeholder outreach interviews, the unconstrained by state borders or local jurisdictions Visitor Gateway/Clearinghouse would create the ability for travelers to access information.

By linking multiple organizations, the Visitor Gateway/Clearinghouse provides the traveler with information regarding existing attractions, services, and restrictions, while enabling state organizations to successfully exchange data. As illustrated in Figure 18 and Figure 19, the Visitor Gateway/Clearinghouse would be integrated with state departments of transportation road reporting systems and public and private tourism organizations information systems. Also, the Visitor Gateway/ Clearinghouse could be connected to federal land agency websites, and those sites that provide information on Native American activities.

Information contained on the gateway would include static information such as places to visit, schedules of events, environmental stewardship issues and restrictions; facility and facility use descriptions and regulations, safety information, and real-time information such as hotel

occupancy and availability, travel and traffic conditions, transit availability, facility use advisory, etc.

Essential to the functionality of the Gateway would be the ability to plan itineraries and calculate logistics. The Gateway would add value to existing state tourism and transportation department websites, rather than replace them, and be a corridor-wide concept supported through a “branding” initiative.

Critical to the success of this concept is an organizational structure that determines the information to be displayed to effectively enhance the visitors experience, i.e. the Tourism Network described in the subsequent section. The Gateway and the data collected, processed and disseminated would also create a database or “platform” for private sector partnerships, including vehicle manufacturers for in-vehicle systems and information service providers for traffic and tourism information or services, among others.

Visitor Gateway/Clearinghouse

- Functions as a corridor-wide portal
- Links multiple agencies, organizations, services, attractions and transportation modes
- Allows visitors to define boundaries and search across one or more states
- Creates virtual experiences that entice visitors
- Creates database platform for in-vehicle systems

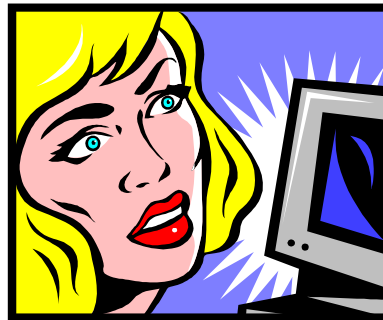


Figure 19: Summary of Visitor Gateway/Clearinghouse Module

Roles and Responsibilities

Under the leadership of Tourism Network, or a lead state tourism organization, it is envisioned that the private sector would develop and implement the Visitor Gateway/Clearinghouse, which creates the necessary linkages to collect the data from the participating agencies and provides a multi-functional traveler - tourism information and trip planning system. Other data to be exchanged are shown Table 11: Travel and Tourism Information Needs According to Corridor Stakeholders. Another set of private sector champions will be responsible for the development

and implementation of the Financial Settlement Center through which it supports the smartcard and provides support to the Tourism Network and Multi-Modal Management Center.

Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

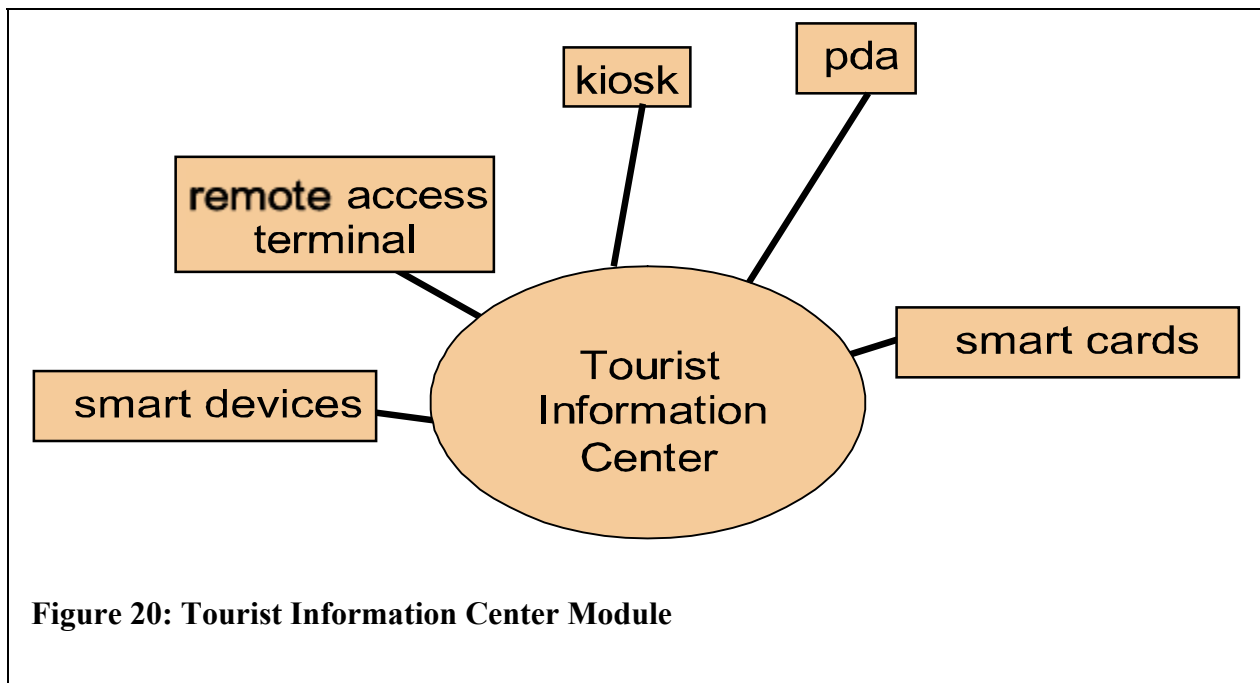
- Confirm agencies/organizations to be linked
- Establish real-time data requirements and monitoring
- Conduct focus group to determine useability and enticements
- Develop prototype for determining organizational requirements
- Develop functional requirements and RFPP

7.2.5. Tourist Information Center

Description

An ITTIS element of the Smart Tourist Initiative vision is to create an integrated communication solution that allows travelers to access real time pre-trip and en route information (attractions, services, lodging, road conditions, parking, multi-modal schedules) through various devices (internet websites, portable digital assistants, kiosks, highway advisory radio stations, variable message signs, FM sidebands, in-vehicle systems, etc.) that are available with one-way or two-way communication, and linked to a Tourist Information Center (Figure 20 and Figure 21).

The Tourist Information Center, a virtual center connected to the Gateway/Clearinghouse, would receive information from State DOT Traffic Management Centers and the Multi-modal Management Center. The Tourist Information Center would be the mechanism responsible for determining tourism content (scenic, cultural, historic, archaeological, recreational, and natural) and play a pivotal role in meeting visitor expectations and enhancing their experience. The Tourism Network would be responsible for information content. Since technology has enabled the development of visitor profiles of users and their needs, some of the smart devices utilized could provide content information specifically tailored to the visitor and their desired experience. The Tourist Information Center would have the opportunity to meet language requirements by allowing users to select language preferences too. Also, these smart devices could relay information to the Visitor Gateway Clearinghouse, and then to the individual establishment (hotel, restaurant, state or national park for instance), to inform those organization on patron arrival times, unique preferences, etc.. These devices could also be used to collect consumer research information. Visitor profile information would remain confidential and be in accordance to government and industry privacy laws and regulations.



Tourist Information Center (Virtual)

- Provides information to manage attractions and services
- Creates opportunity for traveler/language orientation
- Provides public lands information to support
 - Culture & history
 - Environmental stewardship
- Lists lodging and parking availability
- Assists with making reservations
- Collects and provides data
- Includes advertising/promotions information

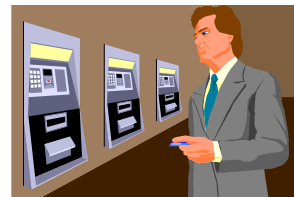


Figure 21: Summary of Tourist Information Center Module

Roles and Responsibilities

The public sector would also be responsible for the Tourism Information Center (Virtual) through the management of information about attractions and services, public lands information and support, traveler services information (lodging, restaurants, etc), as well as for the development and implementation of the Corridor's marketing, advertising and promotions programs.

Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

- Identify infrastructure and portable/fixed traveler info systems
- Identify vehicle-highway system communication systems
- Identify attractions/services that collect real-time data or want to participate
- Identify private sector partners
- Develop RFPP

7.2.6. Smart Devices and Financial Settlement Center

Description

This module is based on several supporting assumptions:

1. With the advent of advanced technology, consumers will continue to purchase (or rent) portable devices that allow them access to real-time information and that, with those devices, travelers will request and need services.
2. The CANAMEX Corridor will have a branding or theme such as “discover the west.”
3. Travelers will increasingly want information customized to their needs and interests, thus desiring a personalized profile created to use on these portable devices.
4. Travelers will respond to discounts as a means of modifying travel behavior.
5. Marketing or advertising information can be coupled with traveler information to create a partnership relationship that supports tourism business interests, stewardship needs, and transportation management strategies.

The Financial Settlement Center would be composed of three elements – smart cards (electronic payment systems), smart devices, and a financial clearinghouse operated by the banking industry. The following are detailed descriptions of the elements of this module.

Smart Cards

A smart card is an electronic payment system that enables the user to store money that will most likely be used for low value transactions. Smart Cards currently exist, or are being considered, in a number of National Parks (Yellowstone, Rocky Mountain, Zion). These technological applications allow for effective access, reduced congestion at access gates, and easier transit fare

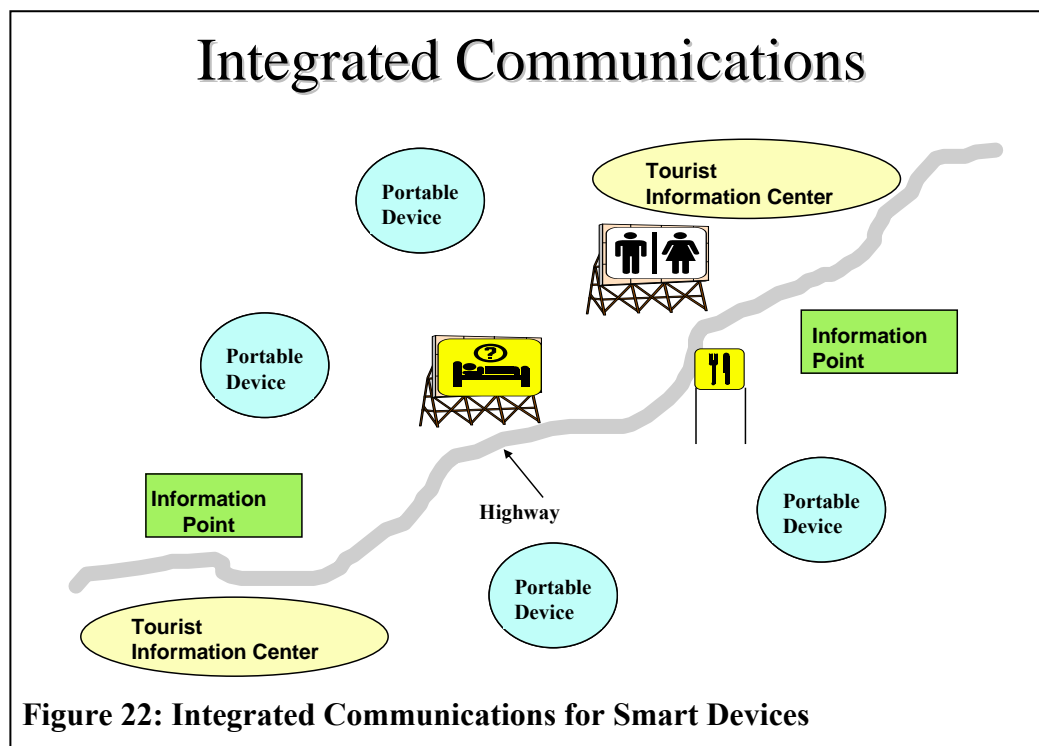
payment. The opportunity presents itself to develop a CANAMEX “open system” card that could be used by all federal land agencies, transit providers, and tourism communities. The “open” system would allow the use of one smart card for a variety of services as opposed to a “closed” system in which one smart card is used by only one vendor.

Identification and a detailed traveler profile may also be contained on the card. Users may be asked to voluntarily reveal travel patterns, including origins and destinations, in exchange for other benefits. The traveler profile and travel pattern data would be analyzed to improve traveler and tourism services and to create economic indicators for use in cultivating economic development strategies. Summary data would be utilized and not individual discrete data.

In addition to profile information, the CANAMEX Card could support transportation demand management through inverted pricing strategies, thus encouraging desirable travel behavior as identified in the other modules. Discounts may be provided to modify travel behavior achieving goals such as limiting congestion on peak travel periods or days. Examples of desirable travel behavior include off-peak arrival at the tourist destination (ski areas, National Parks, etc.) and transit use. This methodology rewards desirable travel behavior instead of imposing restrictions and penalties for undesirable travel behavior.

Smart Devices

Smart devices provide the means to access information through a number of communications applications. Currently, smart devices include cellular phones with internet capacity; personal digital assistants that incorporate internet and infrared communications systems; and laptop computers with built-in communications systems (Figure 22). In addition to the personal devices a visitor might employ, in-vehicle navigation systems potentially provide the means for the delivery of traveler and tourism information through the in-vehicle communications systems.



A model that may be adaptable for the use of smart devices is provided though an example of current information delivery. National Parks and other natural resources/recreation based facilities are providing interpretative information through cassette tapes that visitors listen to as they drive or hike. This model could be expanded to allow visitors to 'rent' a low cost personal digital assistant that would access the facility's communications infrastructure to provide the interpretative information as well as 'real-time' information to enhance the visitor experience and personal safety. This model would also provide, depending on the communication system employed by the facility, with the means to create two-way communications with visitors - a model that would greatly enhance the personal safety of visitors.

Financial Settlement Center

The Financial Settlement Center (Figure 23 and Figure 24) will manage the smart card and smart device system. Integrated with the Visitor Gateway/Clearinghouse, the Financial Settlement Center would need the involvement and oversight of a financial institution. A good example of the use of smart cards and implementing a financial settlement center is the Federal Transit Administration Field Operational Test in Orlando, Florida called ORANGES. The ORANGES project involves the Lynx (Orlando transit agency), Orange County Expressway Authority, and other organizations. Financial settlement is performed electronically in real-time by Touch Technology.

The Visitor Gateway/Clearinghouse would act as the data fusion center for merchants accepting the smart card low value transactions. Information stored on the card would be collected and compiled at the Financial Settlement Center. The Center would handle payment activities, while monetary value recording would occur at the point of transaction. Supported by the CANAMEX Tourism Network, the smart card will be CANAMEX specific and individually issued. Negotiated discounts with participating merchants, arranged by the Tourism Network, will be provided for cardholders.

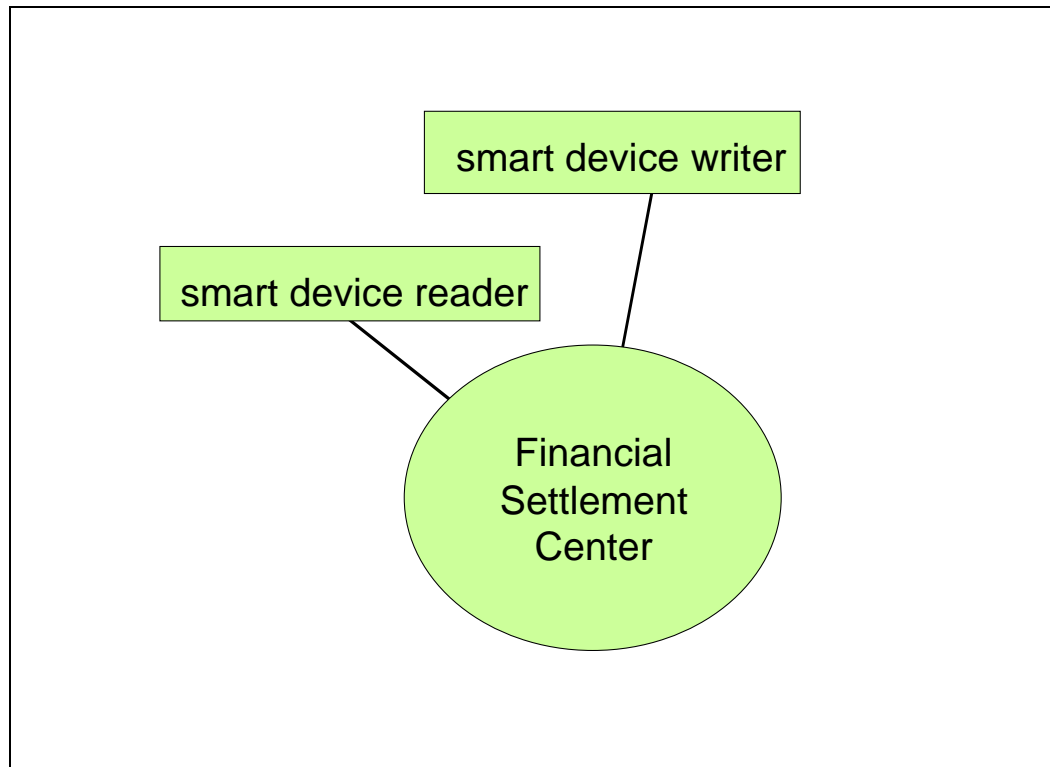


Figure 23: Smart Devices and Financial Settlement Center Module

It is envisioned that there will be an arrangement to provide bundled and conditional discounts. Greater use of network facilities will qualify users for discounts. This card will be of a frequent-use type and will have read-write capabilities. The smart card will be debit or pre-paid and will be usable for a variety of services including transit.

Financial Settlement Center

- Acts as a financial clearinghouse linking to merchants accepting smart device for low value financial transactions
- Supports the tourism network
- Negotiates discounts with participating merchants for device holders
- Allows for bundled and conditional discounts
- Supports the multi-modal management center

Figure 24: Summary of Financial Settlement Center Module

Roles and Responsibilities

It is envisioned that the smart card implementation could be performed by public sector organizations issuing a common card or system, but the Financial Settlement Center would most likely be the responsibility of the private sector financial community or banking.

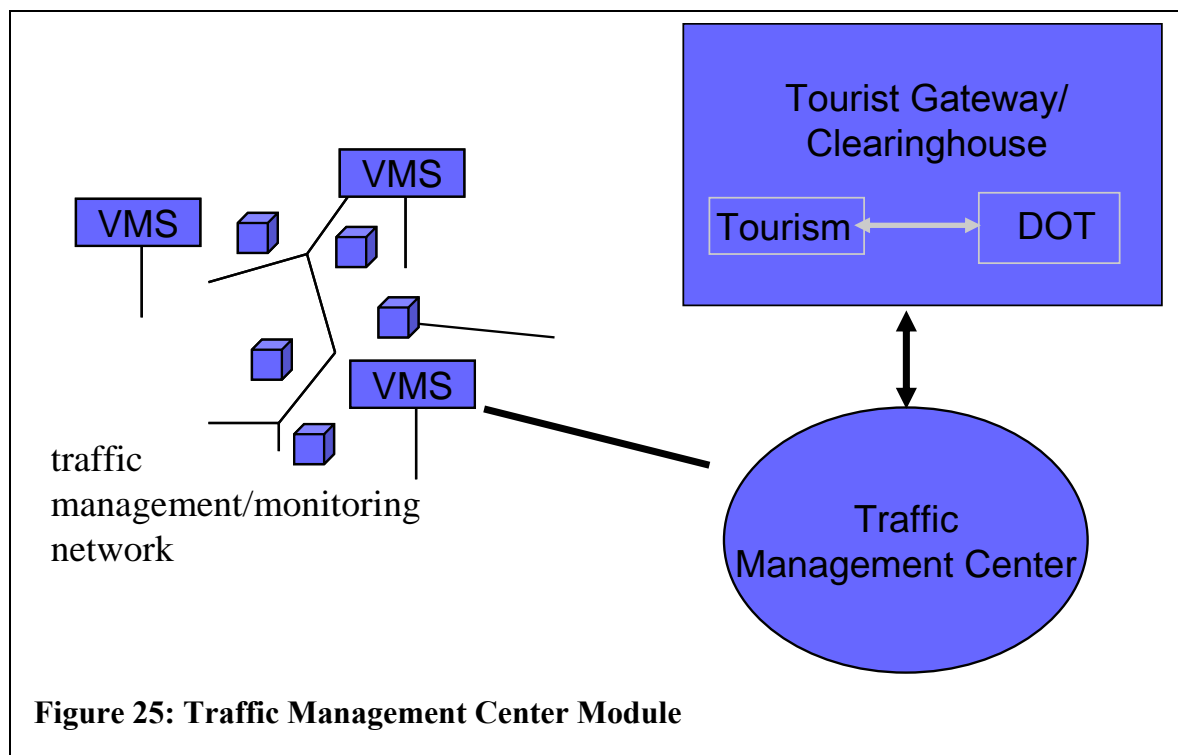
Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

- Identify existing smart card system user by private or public sector organization
- Identify appropriate vendors for smart card system development

7.2.7. Traffic Management Center

As illustrated in Figure 25 and Figure 26, the Traffic Management Center (TMC) module will manage transportation operations information and disseminate that information to travelers through dynamic message signs, highway advisory radio, the 511 system and other Advanced Traveler Information Systems. The TMC would utilize internet-based systems such as Highway Closure Reporting Systems or Condition Acquisition Reporting Systems at a state and local level to report information. Information would be transmitted to the Visitor Gateway/Clearinghouse, from which State Departments of Transportation could determine appropriate actions and inform travelers. Travelers would receive up-to-date and forecasted information (where appropriate), traffic conditions and possible alternative routes (where available), weather conditions and their impacts and other operational information that may affect routing or modal use. As many of the CANAMEX states departments of transportation have existing Traffic Management Centers and road reporting systems, this module is operational in much of the corridor. The following state currently have Traffic Management Centers that impact the Corridor-Arizona (2), Nevada (1), and Utah (1).



Traffic Management Center

- Manages traffic
- Provides traffic surveillance/monitoring
- Supplies road-weather/incident information
- Maintains DOT HCRS data exchange
- Provides and coordinates local information dissemination through HAR, DMS, etc
- Offers regional information through remote access terminals

Figure 26: Summary of Traffic Management Center

Roles and Responsibilities

The participating Departments of Transportation and Traffic Management Centers will be responsible for implementing road condition reporting systems to communicate with the Visitor Gateway/Clearinghouse. In addition, the Departments and the Traffic Management Centers, in partnership with the transit and public transportation agencies, will provide the services and resources necessary to implement the Multi-Modal Center.

Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

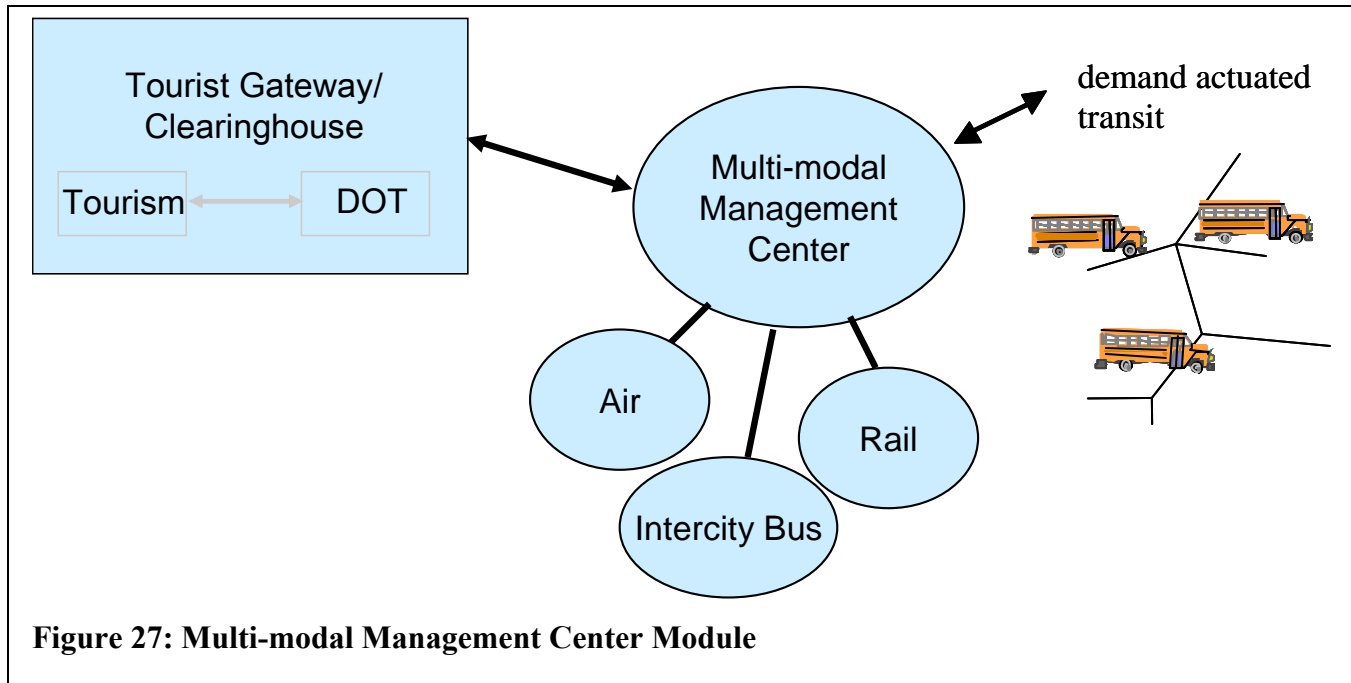
- Identify XML opportunities to exchange information
- Implement server to exchange info to Visitor Gateway/Clearinghouse

7.2.8. Multi-Modal Center

Description

During outreach activities, a variety of stakeholders identified the need to promote the use of alternative forms of transportation (rail, air, bus), increasing the availability of schedules and cost information for those services. This module would create a one-stop shop for all forms of alternative transportation, horizontally integrating transportation services and educating travelers on other options to destination locations that may experience environmental visitation challenges (i.e. federal lands and National Parks) or congestion (e.g. tourist communities, ski areas). The

Multi-modal Management Center (Figure 27 and Figure 28) would be integrated with the Visitor Gateway/Clearinghouse to allow for data exchange between modules (Tourist Information Center, Traffic Management Center, and Financial Settlement Center), updating other modal operators of delays in the highway system and allowing for the demand to be forecasted based on the arrival of travelers using some of these modes. For instance, if bus carriers provide information on arrival times of buses and patrons in advance, then tourist attractions can better anticipate needs. Utilizing smart devices (PDA, smart card, kiosks, etc.) to reward travelers through discounts may also modify their behavior, persuading them to arrive during non-congested, off-peak periods; to use other modes of travel; or to take alternative routes. This transportation management technological application could be thought of as an inverse congestion pricing scheme.



Multi-modal Management Center

- Educates traveler on modal availability and alternatives
- Collects schedule modal information (air, rail, bus)
- Fares collected through smart device/ card
- Collects fares and monitors trip patterns through smart device/ card

Figure 28: Summary of Multi-modal Management Center Module

Roles and Responsibilities

It is envisioned that the state DOT or local transit organization would be responsible for the Multi-modal Center.

Next Steps to Achieve Vision

In order to achieve the vision presented in this technical memorandum the following next steps will need to be achieved:

- Identify real-time and static info to be collected

7.2.9. Summary of Roles and Responsibility

In order for the Integrated Travel and Tourism Information System to move forward, it will be necessary for agencies and organizations to become champions and accept responsibility for deployment and implementation of the various modules. The responsibilities are interrelated; therefore the agencies must provide the information in the format and within the protocols established or the system will not function.

All of the CANAMEX states currently have traveler and tourism information systems that will need to be incorporated into the Integrated Travel and Tourism Information System. It is anticipated that each of the participating public and private sector agencies will provide the necessary technical or communications applications to adapt the current legacy systems to the needs and requirements of the System.

The module, description and responsibility table (Table 12) is designed to initiate discussion of functional and operational roles and responsibilities. In developing the table, the mission and function of each sector was acknowledged so that the roles and responsibilities were appropriate to the agencies represented throughout this document. Public sector organizations that have been identified in this table are such organization as DOT, Depart of Commerce/ Tourism and private sector would include such organizations as banking, credit card company, computer company, consulting, etc.. For the purposes of this table Chambers of Commence could serve in either capacity based on the needs of the Tourism Network and the needed outcomes.

Table 12: Roles and Responsibilities

Integrated Travel and Tourism Information System (ITTIS)		
Module	Description	Partnership Responsibility
Tourism Network	<ul style="list-style-type: none"> Provides an organizational structure for addressing institutional issues Develops an integrated corridor-wide branding and marketing plan Manages data fusion for gateway/clearinghouse Determines language requirements Logs trip patterns Bundles discounts/inverted pricing for repeat visits Establishes monitoring and reservation system for attractions and services 	Tourism/DOT
Visitor Gateway/Clearinghouse	<ul style="list-style-type: none"> Functions as a corridor-wide portal Links multiple agencies, organizations, services, attractions and transportation modes Allows visitors to define boundaries and search across one or more states Creates virtual experiences that entice visitors Creates a database platform for in-vehicle systems 	Private Sector/Tourism
Financial Settlement Center	<ul style="list-style-type: none"> Acts as a financial clearinghouse linking to merchants accepting smart device for low value financial transactions Supports the tourism network Negotiates discounts with participating merchants for device holders Allows for bundled and conditional discounts Supports the multi-modal management center 	Private Sector
Tourist Information Center (Virtual)	<ul style="list-style-type: none"> Manages attractions and services Offers traveler/language orientation Provides public lands information to support: <ul style="list-style-type: none"> --Culture and history --Environmental stewardship Lists lodging and parking availability Assists with making reservations Collects and provides data Includes advertising/promotions information 	Tourism/Private Sector
Traffic Management Center	<ul style="list-style-type: none"> Manages traffic Provides traffic surveillance/monitoring Supplies road-weather/incident information Maintains DOT HCRS data exchange Provide and coordinates local information dissemination through HAR, DMS, etc. Offers regional information through remote access terminals 	DOT
Multi-modal Center	<ul style="list-style-type: none"> Educates traveler on modal availability and alternatives Collects schedule modal information (air, rail, bus) Collects fares and monitors trip patterns through smart device 	DOT/Transit

8.7 Stakeholder Benefits

The ITTIS vision described previously can improve both the quality of the visitor experience for travelers to the CANAMEX Corridor, and the timeliness of information exchange among stakeholders throughout the project area, by providing:

- Transportations operations personnel with real-time information to help them make better, more informed decisions regarding multi-state coordination events;
- Real-time warnings and guidance to drivers (passenger vehicles, truckers, bus, RV, etc.), helping them navigate challenging travel conditions;
- Tourist information, based on geographic travel patterns and interests, on attractions across state borders;
- Forecasted information to attraction operators, informing them of anticipated demand for facilities and services; and
- Data collection capabilities to assist transportation agencies and tourist organizations track origin-destinations, trip patterns, utilization, marketing, and other useful data.

It is important to translate the overall vision into terms accessible to individual stakeholders, thus answering the question, “What’s in it for me?” Table 13 describes the overall ITTIS vision and the benefits for different stakeholder groups.

Table 13: Anticipated Benefits by Stakeholder Group

Stakeholder Category	Anticipated Benefits
Departments of Transportation	<ul style="list-style-type: none"> • Improved coordination with state and local agencies • Expand and provide for a more efficient delivery of traveler information and advisories • Improve traveler safety • Expand the multi-functionality of technology and communications applications • Improved timeliness and accuracy of road and weather information • Enhanced efficiency of communicating key information to the traveling public
Tourism Agencies & Facilities	<ul style="list-style-type: none"> • Improved coordination with other agencies • Enhance the level of detail to address specific demographic or activity based information needs • Provide the means for pre-trip, en-route and destination visitor planning • Improve multi-agency and multi-state coordination, collaboration and information integration • Improve information delivery for alternative transportation • Provide the means to collect visitation and activity patterns for improved consumer research.
Federal Land Public Agencies	<ul style="list-style-type: none"> • Improve coordination with tourism and transportation agencies • Improve facility specific descriptions and permitted use information • Improve personal safety • Address visitor expectations and assist in managing expectations
Travelers & Tourists	<ul style="list-style-type: none"> • Provide the means for pre-trip, en-route and destination planning • Improve travel and personal safety through travel and facility use advisories and emergency service contact information • Improved timeliness and accuracy of information, on road and weather conditions and tourist attractions • Improved visitation experience
Transit Agencies	<ul style="list-style-type: none"> • Improved coordination with other agencies • Expand the use of alternative transportation modes
Planning Agencies	<ul style="list-style-type: none"> • Improved coordination with other agencies • Expand the information available for more efficient planning and management of traffic operations
Trucking	<ul style="list-style-type: none"> • Expand the information available to commercial freight haulers and business travelers • Enhance productivity through the timely provision and multiple communication channels for traveler advisories • Improved timeliness and accuracy of road and weather information
Native American	<ul style="list-style-type: none"> • Enhance institutional relationships with public sector tourism and transportation agencies • Provide a mechanism to discuss local, regional, state and multi-state tourism industry issues and needs • Expand the information available to current and potential visitors • Enhanced market for traveler information services

The following scenarios provide a perspective of how technology may assist the organizations and their customers in their day-to-day lives. The stakeholders identified are only examples and not intended to be an exhaustive list.

7.2.10. Visitor/ Tourist

Craig and Janine are thinking of taking a vacation that would allow them to visit Native American sites in the southwest, spend a day or two touring Hoover Dam and relaxing at Lake Mead National Recreation Area, doing a little hiking with some friends outside of Salt Lake and then take a week or so traveling north to explore new territory for them - Idaho and Montana.

Given the time they have for this vacation, Craig is thinking of flying into Phoenix and renting a car to tour the Native American sites and Hoover Dam then flying up to Salt Lake and renting a recreational vehicle for the trip into Idaho and Montana.

One evening Janine goes on-line to start looking for information for their trip. Putting in a series of keywords brings her to a site titled "CANAMEX Corridor Gateway". The opening page indicates that the site is a portal to find information on the inter-mountain west corridor states of Arizona, Nevada, Utah, Idaho and Montana. Janine opens the portal and through a series of drop-down menus and links, finds the information she needs to plan their flight to Phoenix and the rental car (both of which she is able to confirm) and directional maps to the Native American sites she and Craig will be visiting.

Janine continues to use the CANAMEX portal to search for hiking trails in the Salt Lake City region and finds links to a variety of state and federal sites. The sites describe the different recreation areas and the permitted uses at each area. Deciding that they don't want to contend with off-highway vehicles, Janine narrows the search to areas that do not allow off-highway vehicles and continues her search for hiking trails. For each trail, there is information about degree of difficulty, general weather conditions for the time of year she and Craig will be visiting, and personal safety information. Janine quickly finds the information she needs about what trails are appropriate for her skill level, what weather she can expect, and what clothing she will need. In addition, Janine prints out the emergency contact information, directions to the facilities, hiking trail maps and the rules and regulations for the trails; finally she emails this information to their friends in Salt Lake who will be joining them on the hike.

Janine then goes back to the CANAMEX portal and starts her search for information on scenic drives in Idaho and Montana and picks a route that will take them through a variety of areas. Through the routing capacity of the system, she determines that she and Craig will only be able to drive as far as Deer Lodge in Montana, and that the closest airport for their return flight is in Bozeman. Janine then proceeds to plan the Idaho and Montana part of their trip through the website.

Once Craig and Janine arrive in Phoenix and pick up their rental car, Craig checks with the 511 systems to see if there are any road or weather advisories for the route they plan to take. With no advisories, Craig and Janine set out to tour the northern Arizona Native American sites and travel up to Hoover Dam. As they approach the Hoover Dam area, Craig again checks with the 511 system and is informed that there is heavy congestion due to an accident. Craig then spots a Chamber of Commerce with the CANAMEX logo and stops in to see what information is available. Through the CANAMEX portal, the Chamber staff is able to develop a regional profile

of alternative recreation and lodging facilities that Craig and Janine can enjoy, allowing them to avoid the congestion at Hoover Dam.

After the Arizona component of their vacation, the couple heads off to Salt Lake for a few days of hiking with their friends. Before they start their hike, Craig checks with the 511 system and hears a weather advisory for recreational activities that recommends he check the CANAMEX website. Using his cell phone, Craig checks the CANAMEX website, which links him to the area he planned the hike for and learns that severe thunderstorms are forecast for that afternoon. Their hiking trip canceled, Janine uses her laptop to go on line and see if there are any events or activities in the area. They find a number of events that are of interest and spend the next couple of days exploring with their friends.

After picking up their RV, the couple heads off to Idaho but two hours into the trip, Janine has a severe headache and upset stomach. Not really knowing where they are or what medical services are in the area, Craig calls 511. By noting where he is by the mile marker, he receives information that a hospital is 10 miles north at Exit 25. As they drive to the hospital, Janine starts running a fever and is getting very sick. Craig calls 511 again and is connected to the hospital where the emergency room nurse tells them to continue in, but to call 911 and request an ambulance.

After a few hours of medical care, Janine has recovered and they again head north. As they approach Idaho, Janine notices a sign that indicates that travel and tourism information is available through their car AM radio. Janine tunes in and as they travel north they receive information on tourism events and attractions - one of which catches Craig's interest so he contacts the 511 system and receives the information he needs to attend the event, find lodging and choose a couple of restaurants.

After attending the event, the couple check the CANAMEX website for travel advisories. Even though they are still in Idaho, they can check advisories for the remainder of their trip to Deer Lodge and Bozeman. Once they know that their route is in good shape, Janine continues to use the links in the website to determine what events and activities they would like to undertake during the last few days of their vacation.

7.2.11. Tourism Organization

Claire is the Director of an under-staffed and under-funded Chamber of Commerce in a small town near I-15; she is responsible for the region's tourism marketing program as well as for responding to inquiries from visitors that stop by her office. Claire had the technology in her office to go on-line but did not have the staff to continually search for information on her region. One day, at a conference for small rural tourism agencies, Claire heard a presentation on the CANAMEX Corridor Gateway portal that served as the 'gateway' for information on the I-15 corridor.

Claire investigated the Gateway portal and discovered that all of the state parks and recreation areas, National Parks, and Bureau of Land Management public lands were listed on the site for her region, and that she could search the site for a wide variety of other tourism and recreation services for her region and the neighboring areas. This was information Claire had always wanted to have, but did not know how to go about expanding her website to include lodging, restaurant and private sector tourism information. In addition to the information the site

provided, Claire learned that she could link her website to the Gateway site by geographic region, by the activities available in her region and by the travel/tourism services in her region.

After linking to the Gateway site, Claire had what she called her informal kiosk. Claire took one of her computers and printers and trained a staff member on how the Gateway site worked, how you could search the site for information and how the site could provide local, regional, state and corridor information to both her staff and to visitors coming to her offices.

Once Claire had mastered the Gateway site and up-graded her site so that it would be compatible with the professional look and feel of the Gateway site, she didn't want to limit access to this information resource just to the people who stopped in her office. Since all of the lodging facilities in the region have Internet access, Claire decided to work with each lodging establishment so that they could provide their guests with the same information resources. With some help from the state tourism agency, Claire used the CANAMEX Gateway site to develop a 'regional information network' so that any interested lodging facility, gas station, convenience store or restaurant with a computer and Internet access could have its own informal kiosk.

7.2.12. Transportation Manager

With the onset of winter, Dave, the Director of the southwestern Transportation Operations Center was preparing for another season of severe weather events. During the summer, Dave had directed the deployment of a series of roadway weather information system sites along the one mountain pass that continually proved to be his biggest problem, as well as a series of highway advisory radio stations leading to the pass from both directions to inform travelers of what was going on at the top of the pass.

In addition to the two major deployments, David had come in contact with the CANAMEX Corridor Gateway during one of the Transportation Department's briefings on 511 and current traveler information programs. David looked into the information provided by the Gateway and 511 systems to find opportunities to improve traveler information along the major tourism routes to the ski areas that surrounded his Transportation District. As winter approached, David made the following plans to increase the effectiveness of his weather information deployments:

- Since his roadway weather information sites were networked and provided information on surface and air temperature, wind speed and direction and participation, he implemented a system to display the information on a map of the pass. He is going to provide this information to the regional tourism agencies so that they can have it available to visitors through the CANAMEX Gateway as well as at his Operations Center.*
- With his Highway Advisory Radio system networked and the operating system having the capacity to go from text to voice for traveler advisory broadcasts, David is going to link his radio system to the regional tourism information. When there are no advisories, the system will broadcast tourism and recreation information, and when there are traveler advisories, the system will automatically provide contact information for traveler and emergency services.*

7.2.13. Transit/ Rail/ Airport Operator

Frank is the Director of the Rolling Hills Transit System, which serves a region experiencing a high growth in visitation and a resulting increase in inquiries for multi-modal transportation

options. He recognized a need for a one-stop resource that would provide visitors with all of the transportation options available for his tourism region. Frank found that the local airport and the airlines that served it had a robust information system, as did the local Amtrak station, but what they both lacked was any information on transportation resources once the visitor arrived. Upon further investigation, Frank found that the website he had created for the Transit System, while it provided routing and scheduling information, was isolated from all of the other transportation service providers and was not linked to tourism information sites.

To address the issue, Frank made the following changes to the Transit System website:

- established links to the local airport and created an information resource that linked his transit schedule information to the airlines schedules so that it would coordinate better with the airline flight information;
- established, through the CANAMEX Gateway, a link to Amtrak and created a second information resource that provided transit schedules based on the Amtrak schedule.
- established a link with the local Visitor Center's website so that transit information would be readily available to visitors visiting the Center's site.

After further review of the CANAMEX Gateway site, Frank made the following changes to link tourism information to his transit system website:

- created a link with the regional traveler advisories page to keep his dispatchers informed of current roadway conditions;
- created a link to his region's tourism information page; and
- through the CANAMEX Gateway, created a link to the each of the neighboring tourism marketing agencies websites and (if available) the public transportation service providers in the neighboring regions.

7.2.14. Federal Land Steward

Faced with an increasing number of visitors and more demand for 'extreme' recreational activities, Kathryn, the Deputy Chief for the Lost Rock National Recreation Area, was mired in how to communicate, up-date and keep track of all of the information she and her staff needed to make available to visitors.

To address these needs, Kathryn decided to enhance the Recreation Area's website and develop a series of links to other appropriate information sites. The first steps she took were to enhance the description of Lost Rock and include descriptions of the permitted uses and the rules governing those uses. Her staff then advised her that visitors were inquiring about equipment needs and personal safety issues. Kathryn took this input and added information on public and personal safety, general information on appropriate clothing and footwear by season, and general weather conditions for each month.

Kathryn then discovered that there was no local weather information available, but that the state Department of Forestry, the local unit of the Department of Transportation and the National Weather Service had a variety of weather stations in and around her facility. Kathryn worked with each agency and through their partnership, developed a system that would display the combined remote weather information on a regional map. This map was provided to the each of

the participating agencies, the regional emergency services dispatching agency, the local tourism promotion agency and through the promotion agency, to the CANAMEX Gateway.

Another challenge Kathryn wanted to address was an increasing number of visitors who indicated having an unpleasant experience, due to the presence of off-highway vehicles and rock crawling contests. She wanted to make these visitors aware in advance that these were allowable activities in designated areas, and perhaps more importantly, to be able to direct these visitors to other areas of the park where they could have had a more 'natural' experience.

Kathryn asked her web designer to change the opening page of the site so that links to information on permitted activities were clearly noted and that a small map showed where these activities were permitted. She then asked that a new link be created that would provide both use and use impact information (noise, dust, etc.) for each activity, with specific descriptions of the locations where the activity is and isn't permitted. For the trails in non-use areas, Kathryn asked her staff to develop plant and wildlife profiles and interpretative information, as well as stewardship information to keep people on the trail.

When this work was completed, Kathryn worked with the regional tourism promotion agency to provide this information through their website and nationally through the links with the CANAMEX Gateway.

8. REVIEW OF CONCEPTS

On February 12, 2003, the project team conducted a facilitated discussion in conjunction with a CANAMEX Corridor Coalition meeting in Las Vegas to present, review and prioritize tourism issues and needs and to discuss conceptual solutions to resolve identified issues.

Table 14: Tourism Issues

Issue	Votes	Percent of Total Votes
Consumer/Visitor Information	8	20%
Technology Communications	8	20%
Safety	6	15%
Attracting New Users	5	13%
Public Lands Access and Info	4	10%
Organizational Relationships	4	10%
Enhancing Economic Development	3	8%
Managing Visitor Expectations	2	5%
Providing Multi-modal Access	0	0%
Total	40	100%

The discussion group was first asked to rank the information needs as developed from the stakeholder interviews (Table 14) and to add any additional needs to the listing.

Listed below are the prioritized tourism issues identified from public sector interviews. Additional needs developed during the Workshop sessions (i.e. not previously mentioned in the public sector interviews) are marked with an asterisk (*).

Consumer/Visitor Information

- Availability of accurate, comprehensive and real-time information is limited.
- Need to enhance and/or provide interpretative and environmental information.*

Technology/Communications

- Real-time communications/information needed.
- Advances in communications must be integrated with legacy systems.

Safety

- Current /forecast weather conditions are needed to make informed decisions, as are travel advisories and roadway conditions.
- Improve visitor safety through information and education programs.*

Attracting New Users

- Attracting new users to tourism via broader marketing (in-state and out-of-state).

Public Lands

- Stewardship and protection of resources may sometimes be in conflict with public access.
- Updated regulations are difficult to determine until on-site.

Organizational

- Organizational structure of CANAMEX:
 - Department of Transportation focus is not a tourism focus.*
 - Opportunity for more interaction between Departments of Transportation and tourism organizations is desirable.*
- CANAMEX Corridor Coalition should be expanded to include tourism representatives.*
- Coordination with Western States Tourism Council.*
- Compatibility/sharing of information among states.*

Enhancing Economic Development

- Availability of all inclusive private sector ‘packages’ will be attractive to potential tourists.
- Public-private sector collaboration is essential to making enhanced tourism a reality in the Corridor.

Managing Visitor Expectations

- Multi-uses of public venues.
- Multi-language information often not available to foreign guests.
- International compatibility of tourism services; e.g. INS, VISA information.*

Providing Multi-Modal Access

- On-demand transit information is especially important in rural areas.
- Availability of fixed route transit schedules (e.g. in Parks) should increase transit ridership.

Based on the prioritization of the stakeholder issues, WTI presented a series of institutional and technology concepts for the group to rank.

8.1. Deployment Phasing

Table 15 prioritizes the phasing of both institutional and technical deployments. The Tourism Information Center category represents a 'summary category' for persons who voted for a “virtual” center and a center located in a physical building.

Table 15: Deployment Ranking

Concept	Votes	Percent of Total Votes
Tourism Network	12	30%
Visitor Gateway Clearinghouse	12	30%
Tourist Information Center (Virtual and Physical)	10	25%
Financial Settlement Center Line	5	12%
Traffic Management Center	1	3%
Multi-modal Center	0	0%
Total	40	100%

8.2. Summary

The ranking of the issues conformed to the stakeholder interview results for the public and private sectors. Participants place the highest priority on proposals that would enhance consumer information and upgrade technology and communications systems to distribute the information.

9. PRIVATE SECTOR OUTREACH

9.1. Introduction

In an effort to understand the issues and needs of the private sector, to identify partnership opportunities, and to receive feedback on the Integrated Travel and Tourism Information System vision, individual and group interviews were conducted. The private sector interviews were conducted during the period of June through July 2003 through telephone interviews and group meetings. Individual telephone interviews were conducted in Montana and Idaho, and two discussion group meetings were conducted in Utah and Arizona. Interviews for Nevada were conducted as part of the Las Vegas outreach meeting summarized in the prior section. A complete list of agencies interviewed is included in Table 16.

Table 16: Private Sector Outreach

Organizations
Montana Gold West Country Russell Country Butte Chamber of Commerce Great Falls Chamber of Commerce Helena Convention & Visitors Bureau
Idaho Lava Hot Springs Foundation Pocatello Chamber of Commerce - Convention & Visitors Bureau Rexburg Chamber of Commerce Sun Valley Company Yellowstone Bear World
Arizona Arizona Automobile Association Wickenburg Chamber of Commerce Madden Media/Publishing Metropolitan Tucson Convention and Visitors Bureau Sedona Chamber of Commerce Sierra Vista Convention and Visitors Bureau
Misc. In-Vehicle Telemetric Telcordia Qualcomm

The following section provides identified needs, focused areas where the CANAMEX project may assist the private sector, a private versus public sector comparison of needs, and a summary of the relevance to the vision.

9.2. Opportunity to Improve Information

The needs noted in the private sector discussions were:

- Expanding Access to Visitor Information
- Developing and Maintaining the Tourism Economy and Infrastructure
- Providing Transportation Information and Options
- Up-Grading and Integrating Technology and Communications

9.2.1. Expanding Access to Visitor Information

The two major issues discussed by private sector stakeholders in this category were: 1) the need to provide a resource so that visitors would have an access point to search and retrieve information and 2) that the information be provided in multi-language formats. Specifically, the private sector stakeholders highlighted that a “gateway” should be created that provides marketing, consumer education and awareness components, and is maintained by an entity associated with those responsibilities. Also, the gateway and associated entity should provide local, regional and state information on events and tourist attractions.

9.2.2. Developing and Maintaining the Tourism Economy and Infrastructure

Based on the private sector interviews, there is a need to better understand their current visitor as well as to try and anticipate the changes in tourism patterns, activities and needs to provide for a stronger pro-active tourism infrastructure and program.

9.2.3. Providing Transportation Information and Options

This information need category was centered on the need to provide roadway signage to inform visitors of tourism facilities and attractions away from the interstate and to secondary roadways. The “trailblazing” or way finding signs could be used for providing information about special activities such as ornithology. The 'trail' signs could provide a bird picture to inform visitors of bird sanctuaries and migration areas.

In addition to special signing needs the stakeholders discussed the need to maintain the Corridor's roadways. This need is based on both providing a good transportation infrastructure and to ensure the safety of all vehicle types, passenger, recreational vehicle, commercial vehicle, bike, that use the roads.

A final need for the category was the need to ensure that the appropriate bypasses and tourism information signage were in-place for construction of the new roadways around Hoover Dam. The stakeholders noted that given the importance of the Dam and Lake Mead and the need to ensure that individuals can transit the construction area and by-pass system, that all construction

signage and bypasses be in place before construction starts, i.e., establish the interim bypass in Wickenburg so that detour traffic will not negatively impact the tourism economy in Wickenburg and the Old Town section of the community.

9.2.4. Up-Grading and Integrating Technology and Communications

Private sector tourism and recreation organizations, like other segments of the business community, are leading the move toward establishing and employing advanced communications systems as both a service to their customer and as a means to access consumer information. Information needs within this category centered on four areas:

- The need to establish a wireless CANAMEX portal so that travelers, visitors and tourism can access information in real-time from their location.
- The need to provide current and potential visitors with trip planning systems with access to all of the Corridor's tourism and recreation information.
- The need to create the necessary institutional and technical systems to ensure the quality and timeliness of the information provided in both static and real-time systems.
- The need to investigating the potential of employing technologies and communications applications currently employed by the commercial vehicle/trucking industry to provide and exchange information.

In addition to the information needs noted, the private sector noted the continuing move from 'hard-copy' commerce to an increasing emphasis on E-business (electronic) and the overriding issues of the public and private tourism sectors to keep pace. The move to electronic information and the infrastructure to access and/or distribute information was noted in the following manner:

- Overall, the tourism industry is increasingly driven by E-business. Tourism and tourism promotion organizations are increasing their reliance on providing information in an electronic format and integrating technology applications to access information on visitors and tourists.
- Destination resorts are increasing their capacity to provide visitors and tourism with the means (fiber, wireless, small area networks) to send and receive information from the resort. Destination facilities are increasingly following or responding to the needs of the business community in providing the necessary infrastructure so that the individuals may go on-line to access, send or receive information anywhere (room, conference room, golf course, etc.) on the resort facility.
- Smart cards or other similar 'facility identity/payment' cards are increasingly providing the means to collect consumer information.
- The final element noted was the use of email to inform visitors of activities, events and specials the facility is promoting. Permission based marketing, where current and potential visitors give the facility permission to send marketing and promotional materials, provides the means for facilities to have general marketing and awareness programs as well as to target specific market segments in a manner that 'informs' the visitor of activities, events or specials that the visitor requested.

Several private sector organizations in both Montana and Idaho noted the benefits of marketing their area within a broader region that could transcend state lines. They were aware that this is often a difficult concept to sell to local boards and public sector tourism organizations which are driven by bed tax receipts and “heads in beds” numbers.

9.2.5. A Role for CANAMEX

During the interview process the private sector stakeholders were asked "how can CANAMEX help you in support of your business plans and otherwise enhance your business?" Private sector stakeholders requested CANAMEX assist by:

- Providing an information gateway or portal that allows for tourism agencies, visitors and tourists to exchange information; establishes a CANAMEX 'brand' ; and, that operates as a 'seamless' gateway for tourism information.
- Establishing the necessary structure and systems that enhance a coordinated and cooperative Corridor perspective and vision. The need is for the localities, regions and states to understand that CANAMEX represents the means to create and link all of the Corridor region's tourism and recreation resources in a manner that will enhance all of the tourism regions and markets on within the Corridor.
- Assisting the states and the tourism agencies in creating the necessary partnerships or institutional relationships to provide traveler information through highway advisory radio, 551 traveler information telephone systems, advanced traveler information systems and other information sharing systems currently deployed or planned by the Departments of Transportation within each Corridor state.

9.3. Telematics Outreach

In an effort to identify the future of in-vehicle technology and the potential technology and communications applications that the CANAMEX Corridor may leverage a meeting was held with in-vehicle service and information providers. The April 2003 meeting was held in Salt Lake City. Organizations represented at the meeting included Telcordia, QUALCOMM, MSU, Utah DOT, Idaho DOT, Montana DOT, and Arizona DOT. At the conclusion of the meeting, it was determined by the participants that there is a strong and growing need to enhance the wireless coverage in the region by determine existing cell phone coverage and gaps throughout the Corridor and implementing the necessary institutional relationships and technology/communications applications to provide the 'last-mile' cellular infrastructure deployment.

9.4. Public and Private Sector Comparison

The following section provides an overview of the common areas and areas of disagreement between the public and private sector stakeholders. A summary of these findings is shown in Table 17. The preferences of issues and opportunities are indicated by an “x” and the areas where no “x” is indicated represents a lack of need based on each sector.

Table 17: Comparison of Public and Private Sector Needs

Issues and Opportunities	Sector	
	Private	Public
1. Providing adequate personal safety information.		
Facility Use Advisories		X
Facility Use Personal Safety		X
Travel Advisories		X
Congestion		X
Incidents		X
Construction		X
Parking		X
Multi-Modal Options	X	X
2. Expanding access to visitor information.		
Multi-Language	X	X
Facility Specific/Facility Use		X
Interpretative Materials		X
Regionalized Information	X	X
Pre-Trip Information Delivery	X	X
En-Route Information Delivery	X	X
Congestion and Parking		X
3. Developing and maintaining the tourism economy & tourism infrastructure.		
Consumer/Visitor Research	X	X
Tourism Infrastructure Development		X
Changing Activity Patterns	X	X
Changing Visitation Patterns	X	X
Transportation Infrastructure Maintenance	X	X
Tourism Program Development		X
4. Providing transportation information and options.		
Directional Signage	X	X
Multi-Modal Options	X	X
Transportation Infrastructure Maintenance	X	X
Travel Advisories	X	X
Parking		X
5. Access and use of public lands.		
Use Rules and Regulations		X
Off-Highway Vehicle Regulations		X
Access		X
Stewardship		X
6. Managing visitor expectations.		
Facility Multi-Use		X
Multi-Language	X	X
Upgrading and integrating technology & communications.		
Real Time Information	X	X

9.4.1. Shared Needs

The private and private sector stakeholders agree that there is a need to expand the *access to visitor information* for current and potential tourists. When information is provided both sectors agree that this information should be in a multi-language format, and regionalized for trip

planning (pre-trip), en-route traveler/tourism services, traveler advisories and emergency services as well as an expanded array of information resources at the destination.

The links between the two sectors is also strongly reflected in the Developing and Maintaining the Tourism Economy and Infrastructure' category where the impact of changing visitor and activity patterns are driving the need to enhance the collection and analysis of consumer (visitor) information.

With the exception of specific traveler advisory information elements (parking) the private and public sectors also agree on the need to improve and/or enhance directional signage, providing multi-modal information, providing traveler advisories and on the need to maintain the transportation infrastructure.

For the category Providing Transportation Information and Options, both the sectors expressed interest in looking at potential technology applications to provide directional information. Both sectors noted that with the variety and growth of in-vehicle and portable communications devices that there may be opportunities to provide tourists and travelers with facility location and direction information instead of placing additional signage along the roadway.

One final area where the sectors agreed was in the Upgrading and Integrating Technology and Communications category. All of the interviewees were aware of current commercial wireless systems, as well as the potential for personal digital assistance, portable communications systems and other technology applications, but as with the public sector, few were prepared to or had the resources to respond to these innovations.

9.4.2. Non-shared Needs

The areas where the two sectors did not express the same information needs include the facilities and their permitted uses owned or managed by the different stakeholders interviewed. A number of the personal safety information need elements in the Personal Safety category reflect the specific needs of the U.S. Forest Service, Bureau of Land Management, and Native American tribes to provide information to both enhance safety and to address the impact of increasing visitation and changes in visitation patterns and activities. In the same manner, the Access and Use of Public Lands category reflects the needs of the federal lands agencies to enhance the information currently provided to visitors - and, with the strong impact the federal lands play in state tourism on the CANAMEX Corridor, the state tourism agencies are also very interested in the information the federal land agencies provide.

9.5. Summary

Based on the outreach to the private sector and their feedback on the CANAMEX Smart Tourist Initiative vision of an Integrated Travel and Tourism System the following priorities may be ascertained for each module. Based on these priorities there is, highest support from the private sector for the Tourism Network, Visitor Gateway/ Clearinghouse, and Tourist Information Center, and moderate support for the Multi-modal Center. It is not surprising that there is lowest support for the Traffic Management Center in that the private sector may not perceive that as a role for them.

Table 18: Implementation Priorization

Integrated Travel and Tourism Information System Module Prioritizing		
	Private	Public
Tourism Network	High	Low
Visitor Gateway/Clearinghouse	High	High
Tourist Information Center	High	High
Smart Devices	Low	Moderate
Financial Settlement Center	Low	Low
Traffic Management Center	Low	Moderate
Multi-Modal Center	Moderate	High

10. NEXT STEPS

The purpose of this Technical Memorandum is to *identify and describe* the elements of the Smart Tourist Corridor. This task was accomplished by documenting public and private sector stakeholder needs and defining a vision for an Integrated Travel and Tourism Information System.

While the ITTIS presented here is a regional system, the operations and technology platforms still need to be defined. These will be described to some degree in Technical Memorandum 2 (Operations Needs) and Technical Memorandum 3 (ITS Recommendations). While these reports will aid in the momentum of the CANAMEX Corridor vision and institutional relationships, the most beneficial actions to solidify momentum is deployment; technical reports do not build a program. To maintain interest in this project it is essential to identify, develop and deploy an “early-winner” project that can accelerate the cooperation between state departments of transportation and tourism organizations within the Corridor.

While this report has provided a rationale process for prioritizing needs and early winner projects based on stakeholder interests to be considered an early-winner it must meet the following objectives:

- articulate needs identified by the public and private sector.
- address shared and existing information gaps.
- establish the Corridor as perhaps the largest integrated promotion and marketing region in the US.
- maximize opportunities to increase “heads in beds” and local spending through enroute promotions, push marketing, multi-jurisdictional travel loops etc.
- use technology to build customer profiles while delivering a very targeted marketing message.
- address the needs of federal and state land management agencies to increase customer satisfaction by providing real time information in multiple formats during the pre-during and post trip process.

Based on the findings of this Technical Memorandum, the Tourism Network, Visitor Gateway/Clearinghouse, and Tourist Information Center are the prime candidates for “early-winner” designation, and should be considered for further definition and refinement. As these concepts are the “glue” that can join and integrate the stakeholders and their information systems, it is not surprising that both public and private sector organizations selected these as their highest needs. These potential early-winner project candidates may want to be considered by the CANAMEX Coalition DOT’s in addition to existing or planned Traffic Management Centers and other public transportation initiatives in each state.

11. APPENDIX A: ATIS CATEGORIES

CANAMEX CORRIDOR COALITION**SMART TOURISM CORRIDOR ADVANCED TRAVELER INFORMATION MATRIX**

Variable	Delivery System							Source		
	Highway			Dynamic						
	Advisory		Message		Cable		Static		Public	Private
	Internet	511	Radio	Sign	Television	Signaling	DOT	Sector	Sector	
Legend	X		<i>Real Time information provided through given communications system</i>							
	X		<i>Static information provided through given communications system</i>							
	L		<i>Real Time information provided by a link to another information resource.</i>							
	L		<i>Static information provided by a link to another information resource.</i>							

Advisories

Weather	X	X	X	X	X			X		
Forecast	X	X	X		X			X		
Current	X	X	X	X	X			X		

Construction	X	X	X	X	X			X		
Long Term Construction	X	X	X	X	X			X		
Seasonal	X	X	X	X	X	X				
Temporary	X	X	X	X	X					
Incidents	X	X	X	X	X			X		
Roadway Conditions	X	X	X	X	X			X		
Forecast	X	X	X		X			X		
Current	X	X	X	X	X			X		
Traffic Conditions	X	X	X	X	X			X		
Peak	X		X		X			X		
Current	X	X	X	X	X					
Congestion	X	X	X	X	X			X		
Planned Event	X	X	X	X	X			X		
Spontaneous	X	X	X	X	X			X		

Emergency Services

Police	X	X			X	X			X	
Emergency	X	X	X		X	X			X	

Local	X								X	
Fire	X	X			X	X			X	
Medical Emergency	X	X			X	X			X	
Medical - Other	X	X			X					X
Hospital	X				X	X				
Poison Control	X				X					X
Towing	X	X			X					X

Roadway

Visitor Centers	X	X	X		X	X			X	
Rest Areas	X	X	X		X	X			X	

Accommodations

Hotels	L				X	X				X
Conference Rooms	L									X
Pools	L									X
Continental Breakfast	L									X

Suites	L									X
Fitness Room	L									X
Television	L									X
Shuttles	L									X
Motels	L				X	X				X
Conference Rooms	L									X
Pools	L									X
Continental Breakfast	L									X
Suites	L									X
Fitness Room	L									X
Television	L									X
Shuttles	L									X
Bed & Breakfast	L				X	X				X
Bridal Suits	L									
Conferences	L									
Reunions	L									
Retreats	L									
Local Attractions	L									

Spa / Jacuzzi / hot tub / sauna	L									
Fireplace	L									
Recreational Vehicles (RVs)	L				X	X				X
RV Parks	L				X	X				
RV Rent / Lease	L				X	X				
RV Repair and Service	L				X	X				
Recreation Camping	L				X	X			X	X
Full Service Hookups	L									
Spot availability	L									
Rates	L									

Accommodations

L

Resorts	L				X	X				
Hunting Resorts	L				X					X
Guided	L				X					
Seasons	L				X					
Fishing Resorts	L				X					X
Guided	L				X					

Seasons	L				X					
Recreation Resorts	L				X					X
Golf	L				X					X
Hiking	L				X					X
Horse	L				X					X
Hot Springs	L				X					X
Mountain Biking	L				X					X
Nature	L				X					X
Restaurant	L				X					X
Ski	L				X					X

Health Care

Ambulance Services	L								X	
Offices of Physicians	L									
Offices of Dentists	L								X	
Office of Other Health Care Practitioners	L								X	
Outpatient Care Centers	L								X	
Health and Human services										

Hospital	L				X				X	
Veterinary Hospital	L				X					

Cultural

Cultural Attractions	L				X	X				X
Historical Sites	L				X	X				X
Museum	L				X				X	X
Ghost Town	L				X				X	X

Arts & Entertainment

Amusement	L				X					
Amusement Park	L				X	X				X
Theme Parks	L				X	X				X
Arcades	L				X	X				X
Miniature Golf	L				X	X				X
Cart Racing	L				X	X				X
Water Slide Park	L				X	X				X
Bowling	L				X					X

Botanical Gardens	L				X	X				X
Casinos	L				X	X				X
Fairgrounds	L				X	X			X	
Library	L				X	X				X
Movie Theaters	L				X	X				X
Imax	L				X	X				X
Museums	L				X	X				X
Art	L				X	X			X	X
Historical	L				X	X			X	X
Nature Parks	L				X	X				X
Planetarium	L				X					X
Performing Arts	L				X					X
Theater	L				X					X
Dinner Theater	L				X					X
Musical Productions	L				X					X
Dance Companies	L				X					X
Spectator Sports	L				X					X
Professional	L				X					X

Collegiate	L				X					X
Zoos	L				X	X				X

Manufacturing

Wineries	L				X	X				X
Breweries	L				X	X				X
Distilleries	L				X	X				X

Recreation

Camping						X			X	X
Bureau of Land Management	L				X	X			X	
Forest Service	L				X	X			X	
Campground Availability	L								X	
Congressionally Designated Areas	L					X			X	
National Historic Landmarks	L					X			X	
National Volcanic Monuments	L					X			X	
National Historic Scenic Areas	L					X			X	
National Recreation Areas	L					X			X	

Scenic Recreation Areas	L					X			X	
National Scenic Areas	L					X			X	
National Preserves	L					X			X	
National Monuments	L					X			X	
Heritage Expeditions	L					X			X	
Educational Tours	L					X			X	
National Scenic & Historic Trails	L					X			X	
Nature Watch	L					X			X	
Passport In Time	L					X			X	
Archaeology	L					X			X	
Historic Preservation	L					X			X	
Scenic Byways	L					X			X	
Hiking	L					X			X	
State Parks	L				X				X	
Accommodations	L				X				X	
Rentals	L				X				X	
Campground Availability	L								X	
Events	L				X				X	

Fees	L					X			X	
Annual	L				X	X			X	
Single Use	L				X	X			X	
Handicap Accessible	L					X			X	
Links (To other State Parks)	L								X	
Maps	L					X			X	
Recreation Vehicles	L					X			X	
Off Highway Vehicles	L					X			X	
Boating	L					X			X	
Snowmobile	L					X			X	
National Parks	L				X				X	
Auto Touring	L							X	X	
Automobile	L							X	X	
Shuttle Bus	L							X	X	
Tour Bus	L									
Biking	L									
Boating	L									
Campground Availability	L								X	

Climbing	L									
Educational Programs	L									
Fees	L									
Annual	L									
Single Use	L									
Fishing	L									
Hiking	L									
Day Hiking	L									
Overnight Backpacking	L									
Heritage Area	L									
Historic Park / Site	L									
Horseback Riding	L									
Hunting	L									
Monuments/ Memorial	L									
Swimming	L									
Wilderness Area	L									
Wildlife Viewing	L									
Winter Sports	L									

Snow Skiing	L									
Snowmobile	L									
Private Campgrounds	L				X					X
Boating						X				
Marinas	L				X				X	X
Public Boat Launches	L				X					X
Private Boat Launches	L				X					X
Campground Availability	L								X	
Golf Courses	L				X	X				X
Hiking	L					X				
Mountain Biking	L					X				
Swimming	L					X				
Skiing Facilities	L					X				
Downhill	L				X					X
Cross Country	L				X					X
Snowboarding	L				X					X

Retail Trade

Antique & Used Merchandise Stores	L				X					
Art Dealers	L				X					X
Artisan & Craft Stores	L				X					X
Automotive										
Motor Vehicle & Parts Dealers	L				X					X
Recreation Vehicle Dealers	L				X					X
Motorcycle & Boat Dealers	L				X					X
Tire Dealers	L				X					X
Gasoline Stations	L				X					X
Book Stores	L				X					X
Clothing Stores										
Children's	L				X					X
Men's	L				X					X
Specialty	L				X					X
Women's	L				X					X
Leather	L				X					X
Footwear	L				X					X

Cultural & Historical Specialty	L				X					X
Food Stores										
Bakeries	L				X					X
Food & Beverage Stores	L				X					X
Specialty Food Stores	L				X					X
Furnishings										
Furniture & Home Furnishings	L				X					X
Electronics & Appliance Stores	L				X					X
General Merchandise Stores	L				X					X
Gift, Novelty & Souvenir Stores	L				X					X
Health Care Stores										
Health & Personal Care Stores	L				X					X
Jewelry	L				X					X
Pet & Pet Supply Stores	L				X					X
Photography Stores	L				X					X
Pottery & Craft Stores	L				X					X
Sporting & Hobby										
Sporting Goods	L				X					X

Hobby	L				X					X
Hunting Equipment	L				X					X
Hiking Equipment	L				X					X
Fishing Equipment	L				X					X
Biking/Mountain Biking Equipment	L				X					X
Skiing, Cross-Country & Snowboarding	L				X					X
Toy & Game Stores	L				X					X

Real Estate & Leasing

Lessees of Residential Dwellings	L				X					X
Offices of Real Estate Agents & Brokers	L				X					X

Religious

Churches	L				X					X
Synagogues	L				X					X
Mosques	L				X					X

Rental & Leasing Services

Aircraft Leasing	L				X					X
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Passenger Car Rental & Leasing	L				X					X
RV Rental & Leasing	L				X					X
Watercraft Rental & Leasing	L				X					X
ATV Rental										

Transportation

Airports	X			X	X	X			X	X
Highway Intersections	X	X		X	X	X		X		
Highway Exits	X	X		X	X	X		X		
Interurban & Rural Bus Transportation	X	X			X				X	
Taxi & Limousine Service	L				X					X
Scenic & Sightseeing Land Transportation	L				X					X
Scenic & Sightseeing Water Transportation	L				X					X
Scenic & Sightseeing Air Transportation	L				X					X
Water Transportation	L				X					X

Misc. Services

Hunting Guides	L				X					X
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Fishing Guides	L				X					X
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Notes

Real Time Roadway Conditions: Provide travelers with information on on-going conditions on the roadway, e.g. rough road, congestion due to interchanges, heavy "local" traffic, roadway configuration, etc.

Real Time Congestion Planned Events: Events, e.g. concerts, sporting events, festivals, etc that will produce congestion for a specific period of time.

Real Time Congestion Spontaneous: Congestion due to weather, construction, incident, commuting, etc..

12. APPENDIX B: PUBLIC SECTOR INTERVIEW INSTRUMENT

Introduction of Interviewer(s) and Project Overview

What is the mission of your organization?

What is your marketing or strategic plan for meeting your mission?

What is the geographic area that defines your regional market?

Who are some of your key public and private partners?

Who are your customers and what are their issues?

Are the general issues different at a statewide, regional or local level? Can you give an example?

How do you provide visitor information to your customers?

What is the content of information that you provide your visitors?

What gaps currently exist in your approaches to meeting visitor needs?

What are the major attractions your organization is promoting?

What are your three top priority needs?

What are two of your major transportation challenges?

What information systems do you utilize in meeting the needs of the visitors?

How is information collected and managed for those systems? Is there a person that we may contact to learn more details about those systems?

From what you learned from the CANAMEX project what do you believe would be the east-west boundaries and attractions to market? (i.e. market shed)

13. APPENDIX C: PUBLIC SECTOR STAKEHOLDER MINUTES BY STATE

13.1. Idaho

	Idaho Byways Program Nov. 4, 2002
Mission	Assist in the development of historical, scenic and backcountry byway programs in Idaho
Marketing / Strategic Plan	Eleven of the state's 23 byway have corridor management plans. There is no single statewide byways marketing or strategic plan
Geographic Area	Statewide
Public and Private Partners	ID Dept of Parks and Recreation ID Department of Commerce (Tourism) U.S. Bureau of Land Management U.S. Forest Service U.S. Bureau of Reclamation
Customer issues	No market surveys or other information has been developed on consumer issues.
Statewide, Local, Regional General Issues	Grassroots - the byways program in ID at the local/regional level and this is based on support and active participation of local organizations (Economic Development, tourism, Chambers of Commerce) to promote the byways. For more rural communities with limited resources, this is difficult. Historically, the corridor management planning process has provided the means to develop the necessary local involvement and long-term support. Twelve of the 23 byways have active local promotion groups. Visitor Centers - Byways brochures are provided at Visitor Centers. The ID Dept. of Parks and Recreation currently operates the Centers; the Department is in discussion with the Dept of Commerce on continuing the operation of the Centers. Interpretation - there is a need to provide interpretive information for the individual byways; in the more remote byways, the visitor has no way of ascertaining what they are viewing or visiting. Funding/Revenue - ITD provide the Taking the Scenic Route brochure; the Idaho Recreation and Tourism Initiative group provides limited funding. There is a need to develop revenue a revenue generation program for the promotion of the byways. The Fort Henry/Lost Gold Trails byway, a potential revenue generation program through the marketing of byway merchandise. The Fort Henry/Lost Gold Trail is also promoting a bus tour of the byway.
Visitor Information	Byways information is provided through the ITD Taking the Scenic Route brochure, the Idaho state official map and through links to the ID Dept of Commerce tourism web site and the Dept.'s tourism promotion brochures. The tourism site provides a one-page information sheet for each byway. Variable message signs provide information for the Wildlife Canyon byway (primarily winter/weather and forest fire information)
Content of Information	Descriptive information in the brochures includes, location, length, roadway advisories (width, grade, surface), best time to visit, attractions adjacent to the byway, camping and services, contact person. All local/regional byway brochures are reviewed and approved by ITD.
Gaps in Visitor Needs	Interpretative information for the individual byway No signage for byways on non-arterial roads. A number of byways do not have local or regional groups to promote or provide information on byway.

	No market survey information has been developed, so information needs of consumers is not known.
Promoted Attractions	Attractions adjacent to the byway are provided in the ITD Taking the Scenic Route brochure
Three Top Needs	Interpretative information for the individual byway Local or regional groups to promote or provide information on byway.
Transportation Challenges	Truck, RV, bike interaction on byways. Truck, RV and bike usage and inability to improve byway roadways due to environmental/resource protection.
Information Systems	ID Dept. of Commerce brochures, web site; ITD and local marketing and promotion materials.
Information Management Information Contact Person	

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	<p style="text-align: center;">Idaho Division of Tourism Nov. 5, 2002</p> <p>Revised - Revisions based on telephone conversation with Mr. Carl Wilgus Nov. 8, 2002</p>
Mission	Increase visitation
Marketing / Strategic Plan	Marketing Plan
Geographic Area	There are 7 Tourism Regions in the state and Regions 5 and 6 would be the geographic region for I-15.
Public and Private Partners	<p>Sample listing:</p> <p>ID Lodging and Restaurant Association</p> <p>ID Campground Association</p> <p>ID Visitors and Guides Association</p> <p>Association of ID Chambers of Commerce</p> <p>Idaho Recreation and Tourism Initiative*</p> <p>*The Initiative provides the agency relationships for state and federal tourism and recreation agencies.</p>
Customer issues	Consumer issues are based on land use policy of federal agencies, Bureau of Land Management, National Forest Service. Two-thirds of ID is federal land.
Statewide, Local, Regional General Issues	Issues are centered around land use policy of federal lands, Bureau of Land Management and National Forest Service
Visitor Information	<p>Brochures, website, visitor centers. There are three gateway visitor centers with one on the I-15 corridor in southern ID. The operation and responsibility of the Visitor Centers passed from the ID Dept. of Parks and Recreation to the Dept. of Commerce recently; Visitor Center staffed hours are being reduced due to budget cuts.</p> <p>Individual communities operate visitor centers; some Centers managed by Chambers of Commerce are multi-agency with the Bureau of Land Management and National Forest Service</p>
Content of Information	Descriptions of facilities, location, services, fees/rates, etc. The Official State Travel Guide provides the information by region.
Gaps in Visitor Needs	<p>The Division employs a variety of information sources (ex: the Division shares location information with the state's Tax Commission for information on facilities that pay lodging tax).</p> <p>The Division feels that the pre-trip, en-route and destination information is well established with no major gaps.</p>
Promoted Attractions	Statewide
Three Top Needs	<p>General economic development</p> <p>Transportation infrastructure - roads, airports, etc.</p> <p>Access to federal lands</p>
Transportation Challenges	<p>Need for general up-grading of transportation infrastructure</p> <p>Need to develop and up-grade tourism/recreation facilities</p>
Information Systems	Call center, brochures, website, publications.
Information Management Information Contact Person	N/A

Notes:

The Division expressed interest in the concept and potential for 511. The Division operates a staffed (7:00 AM - 11:00 PM/7 days a week) call center.

Division of Tourism facility information is geolocated based on Region, Town, Zip Code, address and by agency (BLM, NFS, NPS, etc) coding.

The Division feels that pre-trip planning information is critical given the shorter planning timeframe of visitors.

The Division feels that en-route information is importation for specific segments of the visitor/visitor population, i.e., retired individuals with disposable income.

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	<p style="text-align: center;">Idaho Department of Parks and Recreation Nov. 4, 2002</p>
Mission	Stewardship for recreation
Marketing / Strategic Plan	Strategic Plan
Geographic Area	The I-15 corridor east to the Sun Valley/Twin Falls region. (Similar to Division of Tourism's Regions 5 and 6)
Public and Private Partners	ID Dept of Commerce ID Dept of Fish and Game National Forest Service Bureau of Land Management Idaho Recreation and Tourism Initiative The Initiative provides the agency relationships for state and federal tourism and recreation agencies.
Customer issues	Dept is just undertaking consumer surveys. No current information available.
Statewide, Local, Regional General Issues	Evaluating VIP Pass that provides entry into all state and federal recreation facilities. Generally, issues are facility specific.. The Dept. is developing a camping reservation system (out-sourced)
Visitor Information	Provided by website, brochures, publications
Content of Information	Descriptions of facilities, location, services, fees/rates for each facility. Specific advisory information on boating.
Gaps in Visitor Needs	Real time park/facility specific weather condition information. Real time closure and camping availability information. Special event parking availability information.
Promoted Attractions	Statewide
Three Top Needs	Need to create single source document on all Department facilities information. Utilize partner relationships.
Transportation Challenges	None expressed
Information Systems	Brochures, website, publications.
Information Management Information Contact Person	N/A

Meeting Attendees:

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	<p style="text-align: center;">Idaho National Forest Service Nov. 4, 2002</p>
Mission	Sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations
Marketing / Strategic Plan	No overall strategic plan. Each Forest has individual Forest Management Plan
Geographic Area	Idaho; northern Utah; western Wyoming; southwestern Montana
Public and Private Partners	Local Chambers of Commerce; tourism promotion ID Fish & Game ID Parks & Recreation ID Transportation Department Federal Highway Administration U.S. Bureau of Reclamation U.S. Bureau of Land Management Land Trusts (i.e., Nature Conservancy)
Customer issues	
Statewide, Local, Regional General Issues	Off-road motorized vehicles; NFS is changing rules on off-road vehicle usage (limiting the trails and areas)
Visitor Information	Maps, brochures, concessionaire contacts; Ranger District offices; website
Content of Information	Descriptions of facilities; services National camping reservation system
Gaps in Visitor Needs	None
Promoted Attractions	N/A
Three Top Needs	Maintenance of existing infrastructure Off-road vehicle (ATV, snowmobiles) usage and closing of areas, trails Specialists to work in and address environmental needs
Transportation Challenges	Off- road vehicle usage Infrastructure maintenance NFS trail signage and sign coordination with existing maps Limited interstate access; ex: campground located between Downey and Devil's Canyon Reservoir exists.
Information Systems	N/A
Information Management Information Contact Person	N/A

Notes:

Campgrounds are operated by concessionaires with the exception of two in the corridor region.

For local/ID resident visitors, they perception is that they understand the usages, services and other information necessary for recreation in the National Forests.

There is no information available of information issues or needs of pass-through travelers.

There are three smaller ski areas in the corridor region on NFS lands.

The most critical issues for the NFS right now are the closing of motorized vehicles usage on trails and in certain areas. The NFS has closed trails and areas and there is a need to ensure that this information gets out to visitors.

Meeting Attendees:

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	Idaho Recreation and Tourism Initiative Nov. 6, 2002
Mission	Coalition of state and federal agencies dedicated to providing ID citizens and visitors with expanded recreation opportunities
Marketing / Strategic Plan	State Comprehensive Outdoor Recreation and Tourism Plan (currently being up-dated)
Geographic Area	N/A
Public and Private Partners	ID Dept of Fish and Game ID Dept of Parks and Recreation ID Dept of Commerce ID Transportation Dept U.S. Forest Service U.S. Bureau of Land Management U.S. Bureau of Reclamation National Forest Service Additional agencies participate based on specific issue, need, project or activity
Customer issues	Issues taken up by the Initiative are based on the individual participating agencies.
Statewide, Local, Regional General Issues	Issues taken up by the Initiative are based on the individual participating agencies. Examples of current projects or activities: Planning for Lewis & Clark Bicentennial Combine State's Recreation and Tourism efforts and hold annual Governor's Conf. Sponsor statewide free fishing day Update ID campground directory Maintain current agency info on WWW homepage, 1-800 and other systems Manage SCORT Serve as staff resource to ITD on Scenic/Backcountry Byway program
Visitor Information	There are a number of examples of multi-agency coordination for visitor information: Idaho Public Lands Recreation Opportunities The map provides location and contact information for interstates, paved highways, local roads, scenic/historic/backcountry byways; Lewis and Clarke Trail, Nez Perce Trail, Oregon Trail, California Trail, Idaho Centennial Trail; National Forest, BLM, NPS, wilderness and National Recreation Areas, Indian Reservations, State Parks; points of interest, winter sports and Idaho, NFS, BLM and Bureau of Reclamation recreation sites. Information was contributed by ID Dept of Fish and Game, ID Dept. Parks and Recreation, ID Division of Tourism, BLM, Bureau of Reclamation, NPS, NFS RV Idaho Provide information on all public and private campgrounds in Idaho, i.e., private, state, NFS, BLM, Bureau of Reclamation, NPS, Idaho Power, etc. 511 seemed to provide the most appropriate and cross-cutting application
Content of Information	N/A
Gaps in Visitor Needs	N/A
Promoted Attractions	N/A
Three Top Needs	Agency based; IRTI is responsive to agency issues or needs and does not develop independent issues, needs; as reflected in current projects or activities.
Transportation Challenges	Agency based; IRTI is responsive to agency issues or needs and does not develop independent issues, needs; as reflected in current projects or activities

Information Systems	Website
Information Management Information Contact Person	N/A

Notes:

The next meeting of the IRTI is January 7, 2003 at the Department's location in Boise. To be included in the agenda for a CANAMEX presentation, notify Mr. Lavin in early December 2002.

It was noted that there is no Dept of Commerce (tourism) representation on the CANAMEX Corridor Coalition and the need to be inclusive in perspective; i.e., even though the funding was transportation based, all parties should participate.

There are a number of multi-state activities Idaho is current or has recently worked on:

Coordination of Visitor Center up-grade or building with Montana and Washington

Multi-state byway coordination

Joint Olympic Visitor Center

Notification of ID snowmobile regulations with Missoula and West Yellowstone

Bear Lake State Park - ID/UT coordination

Hell's Canyon - OR/ID

Fishing license recognition with neighboring states (recognize license within border regions)

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13.2. Utah

	<p style="text-align: center;">Utah Division of Parks and Recreation October 17, 2002</p> <p>The following comments were provided by the Division upon their review of the initial meeting summary:</p> <ul style="list-style-type: none"> - Cold Fort is actually Cove Fort and it is not part of the state park system it is operated by the LDS church. - Fremont Indian State Park is only spelled with one "e". - Change the no pre-trip information to "limited non-electronic pre-trip information available."
Mission	N/A
Marketing / Strategic Plan	<p>The Division does not have a strategic or marketing plan.</p> <p>The Division has an initiative to market the state's heritage parks. The state parks included in the heritage plan and on the I-15 corridor include: Antelope Island, Camp Floyd, the Territorial State House, Cold Fort, Freemont Indian and Iron Mission</p>
Geographic Area	Statewide
Public and Private Partners	<p>Bureau of Land Management</p> <p>Bureau of Land Reclamation</p> <p>County tourism promotion</p>
Customer issues	<p>Lack of marketing plan and skills.</p> <p>Marketing targeted at residents and visitors currently in Utah.</p> <p>Customer issues are generally park or park activity dependent.</p>
Statewide, Local, Regional General Issues	<p>Roadway signage</p> <p>Permitted activities at a given park and visitor anticipated experience, i.e., allowing off-road vehicles -v- quiet solitude</p> <p>Multi-language materials for visitors</p>
Visitor Information	<p>Delivery systems: brochure; general and camping reservation phone (moving to web-based); interpretive materials; highway advisory radio at one park (Freemont)</p>
Content of Information	N/A
Gaps in Visitor Needs	<p>No pre-trip information available</p> <p>Park promotion and marketing/packing parks with overall visitor experience</p>
Promoted Attractions	N/A
Three Top Needs	Improve transportation infrastructure
Transportation Challenges	Condition of I-15
Information Systems	N/A
Information Management Information Contact Person	

Notes:

N/A – The specific question was not asked and/or information was provided in another question and/or the individual did not have the necessary information to answer the question.

Lat/long information is available for state parks.

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	<p style="text-align: center;">Utah Division of Travel Development October 15, 2002</p> <p>Reviewed by Utah Division of Travel Development</p> <p>The initial draft of the meeting summary was provided to the Utah Division of Travel Development for their review. The highlighted areas are where the Division made changes in the original text.</p>
Mission	Economic Contribution from visitors; quality of life improvements for Utah citizens
Marketing / Strategic Plan	Position the Utah brand in marketing communications. In product development, develop and implement 'hub and spoke' destination marketing plan. Modification of 'regional destination' where specific geographic regions are used as centers for marketing; hub destination marketing is activity based with the 'region' defined by the consumer Potential CANAMEX link: Pilot deployment of hub and spoke concept with geolocation and searchable databases for customers to create their own travel itinerary for corridor; expandable to statewide coverage
Geographic Area	Statewide
Public and Private Partners	All major public sector tourism organizations; tourism trade associations
Customer issues	Centered on pre-trip planning information; en-route information requirements not known, question relevance.
Statewide, Local, Regional General Issues	CANAMEX linear corridor concept out-dated and not appropriate to Utah hub-spoke concept Pre-trip information is the key; en-route marketing does not reflect current consumer requirements Move from 'windshield' tourism to hub/spoke destination tourism Need to develop product/grow existing destinations Transfer visitor centers to local government. units - not economically effective method of informing traveling public
Visitor Information	
Content of Information	Information provided to state by tourism trade associations based on information template
Gaps in Visitor Needs	Internet provides means to communicate information to public. Unknown - need to link (and what to) link to traveler advisories to provide consumers with options or resources PDA - tested PDA's; need to wait until standardization of products before implementing any system; intrigued with GPS applications
Promoted Attractions	Employing hub and spoke marketing program
Three Top Needs	Product development - need to create more tourism 'product' based on existing resources Communications resources - need to create consumer awareness of Utah; top-of-the-mind; Centralization - need to centralize tourism information to create branding and consumer awareness NOTE: Investigate incorporation of U.S. Rt. 89 into CANAMEX Corridor activities.
Transportation Challenges	Trucks; too many, too intrusive; shift to rail shipping as national priority Getting people out of their cars; multi-modal opportunities

Information Systems	Currently employed: Internet, email, 511 (statewide) In-vehicle information systems with geolocation capacity is future target; in-vehicle system that incorporates geolocation of vehicle and searchable database of geolocated tourism/traveler information
Information Management Information Contact Person	

Notes:

The CANAMEX linear corridor concept is not consistent with the long-term strategy of hub and spoke destination currently being employed by Utah. The model Utah is moving towards is creating these destination areas is based on activity and not on geographically defined regions.

The concept discussed in the meeting was the geolocation of all tourism facilities to provide the means for consumers to create their own hubs and related destinations.

Utah's current tourism funding is provided to the individual geographic regions with limited funding going to the state tourism promotion. The centralized concept noted is to bring some of these resources into the state tourism promotion for consistent branding and consumer identification.

The communication's resources issue is centered on creating an awareness of where information resources are. The perspective is that it will not that one entity will control or provide all of the information, but that a 'portal' should exist that is easily identifiable and remembered by consumers; the portal would also provide the means for branding and brand consistency.

It was unknown what, if any, tourism/traveler information should be provided in conjunction with traveler advisories, i.e., if a roadway is closed, should traveler information (restaurants, lodging, automotive services) be linked with the advisory.

The key to future tourism/traveler information is through in-vehicle systems that provide the means for vehicle location, the geolocation of tourism/traveler facilities and the means to search and create an itinerary from the vehicle.

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	Utah National Park Service October 16, 2002
Mission	
Marketing / Strategic Plan	No visitor/tourism strategic plan (at NPS or Park level)
Geographic Area	Statewide
Public and Private Partners	Major Partners: Canyonlands National History Association Utah Travel Council Utah Dept. of Transportation Utah Destination Parks: Lake Powell, Zion, Bryce, Canyonland, Arches
Customer issues	NPS cannot advertise but can provide necessary information to visitors European visitors generally travel to southeast UT (outdoor/mountain biking experience) Asia visitors generally travel to Zion/Bryce (bus/travel tour experience) Visitor information requirements vary from Park to Park and activity Visitors are not accessing information on what is required from some Park activities, i.e., proper hiking equipment, water requirements, etc. Major Parks (destination Parks) are being required to provide information on attractions/activities within their region, information they do not necessarily have immediate access to. Major Parks (destination Parks) provide in-Park itinerary planning for visitors (this can be started through the NPS website for the Park and then discussed/finalized with the Park staff) Utah National Parks are not on the NPS reservation system, they operate independently. National Parks can link to non-profit/government websites but not to private sector sites
Statewide, Local, Regional General Issues	S/A Consumer Issues
Visitor Information	Information is provided via the NPS website, brochures and telephone contact In Moab, BLM, NPS and the local Chamber have a single visitor center. Monticello and Blanding are looking at joint visitor centers. No visitor center has kiosks.
Content of Information	
Gaps in Visitor Needs	Visitor expectations and the reality of the experience, i.e., visitors are not prepared with the equipment or provisions necessary for Park activities; seasonal and activity based information Destination Parks need more information on local/regional events, attractions, activities based on visitor inquiries.
Promoted Attractions	
Three Top Needs	Visitor expectations and the reality of the experience, i.e., visitors are not prepared with the equipment or provisions necessary for Park activities; seasonal and activity based information Destination Parks need more information on local/regional events, attractions, activities based on visitor inquiries.
Transportation Challenges	Seasonal congestion at selected destination Parks.
Information Systems	
Information Management Information Contact Person	

Notes:

Mobility

Zion NP has a mandatory bus transportation system

Bryce NP has a volunteer bus transportation system (discount on entry ticket if you use the system)

Canyonlands is looking to start a major transportation study

The Parks are currently using a number of ITS applications to provide information to visitors:

Zion

Entrance Dynamic Message Sign linked with parking camera to notify when lot is full

Highway Advisory Radio/Traveler Information System

Vendor/staff security gate system with transponder

Bryce

Highway Advisory Radio/Traveler Information System

Camera tunnel monitoring with link to traffic signal study

Bryan Chamberlain (Traveler Information Services Project Manager) is attending the meetings as a lead for future 511 discussions to expand the information currently available through the system. The Utah 511 system is route or community based for the traveler advisory information.

Meeting Attendees:

Phil Brueck, Acting State Coordinator

National Park Service

Assistant Superintendent

Southeast Utah National Park Service

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	<p style="text-align: center;">Utah Forestry Service - Intermountain Region October 21, 2002</p>
Mission	
Marketing / Strategic Plan	Individual units (forests) have interpretative plans; there is no overall general marketing/strategic plan
Geographic Area	Statewide/Intrastate Region
Public and Private Partner	<p>Private:</p> <p>Public Land Initiative (www.publiclands.org) – Ski Resorts Resorts (ex: Flaming Gorge) – Campground operators American Recreation Coalition – Sporting Goods Association Honda (Tread Lightly) – Coleman Ski Utah – Local/regional Chambers of Commerce</p> <p>Public</p> <p>UT Parks & Recreation Bureau of Land Management National Park Service Non-Profit Rocky Mountain Elk Foundation Recreation Equipment Inc. Tribe (example) Ute's – consultation</p>
Customer issues	<p>Providing multi-dimensional aspects of Forest Service lands, i.e., visitor expectation -v-permitted use Information to assist in developing consumer expectations based on multi-use permitted activities; Growth in visitorship. Change in visitors to urban population profile. Change due to wider range of visitors, i.e., gender, age, race, language, etc all of which impact demand for services and visitor expectations. Change in focus from conservation to recreation and need to balance visitor expectations, permitted recreation activities and resource conservation, i.e., stewardship and recreation. Increase in international visitor with different activity needs, expectations and service needs; includes different international activity profile, i.e., European - southeast UT mountain biking; Asian - large group bus tours. Watershed management and recreation activities.</p>
Statewide, Local, Regional General Issues	N/A
Visitor Information	<p>Interpretative information is provided by the web, kiosks, multi-agency visitor centers and highway advisory radio for selected forest units. Forest Service has an out-sourced national reservation system (reserveusa.com) Visitor information provided via internet, brochures/publications and forest unit district telephone; through partnership visitor centers.</p>
Content of Information	N/A
Gaps in Visitor Needs	<p>Communication delivery systems. Determining how to assist consumers/visitors on how to know where to look for information. Staff and technology for the collection, maintenance, up-dating and delivery of information. How to take current hardcopy information and provide information in electronic format; how to move among different information delivery systems in economically feasible</p>

	manner, i.e., data to voice; voice to data; searchable databases, etc.
Promoted Attractions	N/A
Three Top Needs	Provide real time information with supporting structure (staff/technology); one stop information resource; effectively using technology currently available. Adequate staffing and training for front line staff. Development of communications/information delivery system; multi-agency delivery points; multi-language information. Create and manage consumer/visitor expectations before visit.
Transportation Challenges	Mobility ex: Spring Mountain and Salt Lake District - no transportation system with too many vehicles; multi-modal transportation form major urban areas; for existing bus systems operated by ski areas, how to address ridership real and perceived needs and increase ridership. NOTE: Some of the ski areas employ technology to monitor parking and inform motorists about parking conditions. Summer and winter off highway vehicle use; how to manage off road vehicles to provide for full recreation opportunities and protect environment; enforcement. Road design and the current size and use of vehicles, i.e., RV's on two lane primary roads; SUV's. Trail head and facility parking
Information Systems	N/A
Information Management Information Contact Person	N/A

Notes:

All Forest Service facilities have lat/long.

The Forest Service suggested that the America's Public Lands committee formed for the Olympics would be an appropriate vehicle forum to continue the CANAMEX effort as it incorporates the major tourism/recreation agencies in Utah.

The Forest Service suggested that the Outside Las Vegas committee might be the appropriate group to work with in Nevada.

The Forest Service indicated that Wyoming was trying to establish a similar group (America's Public Lands) and that a meeting was coming up to discuss the formation of the group. The Wyoming contact is Jane Darnell (307-777-6087)

The Las Vegas region is looking at developing a multi-agency visitor information center for the southern Nevada region.

For the fee demonstration project conducted in the last couple of years for the Forest Service, a section of the report covered the area of visitor expectations. The contact person is Linda Fieldman in the DC Forest Service office.

The Forest Service has three national recreation areas: Spring Mountain (Nevada), Sawtooth (Idaho) and Flaming Gorge (UT) with Spring Mountain and Flaming Gorge within the I-15 corridor region. The national recreation areas have business plans.

In looking into the future, the Forest Service suggested that an MOU between the CANAMEX partners and the Forest Service at the national level would be appropriate. In the same regard, the Forest Service indicated that it Regions had a strong working relationship with the Western Governor's Association and the Association may be a vehicle the Coalition could work with.

Floyd Thompson at the Forest Service DC headquarters is the primary contact person for Forest Service private and public sector partnerships

Information to be provided by Forest Service:

Listing of Forest Service public - private partnerships

Contact information for America's Public Land committee

Contact information for Linda Fieldman for the fee demonstration project/visitor expectations information

Contact information for Floyd Thompson for public - private partnerships

Contact information for Outside Las Vegas committee

Meeting Attendees:

Daniel Jiron, Communications Director
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	<p style="text-align: center;">Utah Division of Indian Affairs October 15, 2002</p>
Mission	Support and promote Native American projects and activities Facilitate intra/interagency Native American relationships
Marketing / Strategic Plan	
Geographic Area	Statewide
Public and Private Partners	Function or program specific
Customer issues	
Statewide, Local, Regional General Issues	<p>There are questions concerning tourism and native lands, i.e., the tribes do not know what their 'tourism' would be in that there are no 'destination' attractions; they do not want to denigrate their traditions/history through 'wild-west shows'.</p> <p>With the exception of the Navajo Nation, there are no formal or informal tourism promotion programs among the five Utah tribes</p> <p>Tribal lands are not reflected on any tourism maps</p>
Visitor Information	
Content of Information	Information is currently provided through the www.dced.state.ut.us/indian site
Gaps in Visitor Needs	
Promoted Attractions	
Three Top Needs	Communications infrastructure (broadband) Training Infrastructure maintenance and service
Transportation Challenges	
Information Systems	
Information Management Information Contact Person	

Notes:

Untia River Technology is the model currently being deployed to improve the economic situation and employment for the tribal nations in Utah. The URT model is to work with local telecommunications firms to bring fiber optic to the reservation and develop back-office or technology out-sourcing contracts. In 2002, the Division of Indian Affairs requested funding from the Gates Foundation for funding to wire the Northwestern Band of Shoshoni, Skull Valley Goshutes, the Paiute Tribe (centered in Cedar City) and the smaller tribes throughout Utah. In support of the funding application, the Paiute Tribe set up a LLC for the replication of the URT model.

The Gates funding did not come through, but for CANAMEX, we might be able to develop a model. The Shoshoni, Goshutes and Paiute tribes are along the I-15 corridor and are related to the I-15 technology corridor Utah is promoting. What we might propose, based on the conversation today:

1. Seek funding to do the necessary planning for tribal tourism. The major problem is that the tribes do not know what they would be promoting.
2. Propose through the CANAMEX program the necessary funding to provide the communications infrastructure (fiber) and link this fiber into the I-15 backbone. The argument for fiber would be:
 - economic development via the URT model
 - public safety (communications with law enforcement, emergency medical, etc); we could also use this to implement some of the at-scene law enforcement/EMS applications
 - transportation - travel advisories and information

Meeting Attendees:

Forrest S Cuch, Executive Director
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	<p style="text-align: center;">Utah Bureau of Land Management October 21, 2002</p>
Mission	N/A
Marketing / Strategic Plan	N/A
Geographic Area	Statewide
Public and Private Partners	<p>National Park Service National Forest Service UT Parks & Recreation Communities (Paiute Trail (Richfield) example of strong working partnership) Regional travel councils Utah Travel Council Chambers of Commerce For the Olympics, BLM participated in the America's Public Lands committee. The committee is ongoing.</p>
Customer issues	
Statewide, Local, Regional General Issues	Provide information for visitors that are in addition to National Park destinations, i.e., tourism/recreation opportunities within the destination Park region.
Visitor Information	<p>The marketing plan that was discussed was the website www.recreation.gov that provides BLM, Forestry and National Park information on one site. BLM produces maps, brochures and publications on BLM lands. The "Beyond the National Parks" publication is currently being up-dated for Utah in cooperation with the Smithsonian and will detail 17 sites in Utah. The new publication will be called "Adventure". Through www.blm.gov activity and advisory information is provided for general and site specific BLM lands.</p>
Content of Information	N/A
Gaps in Visitor Needs	<p>It is felt that through the current BLM websites, field office and www.recreation.gov that the necessary information is provided. BLM has an interest in developing (in partnership) 'driving tapes' or similar systems that could be employed to provide information for the traveling public; this could include using MP3 technology to download information into PDA's or other devices. BLM has an interest in developing (in partnership) 'net access sites' where travelers could access and/or download information. UTDOT is investigating the deployment of information kiosks and BLM expressed interest in participating. The kiosks could be 'live' in accessing the web for information or 'static' DVD with information for a 100-mile region on the searchable disk.</p>
Promoted Attractions	N/A
Three Top Needs	<p>BLM has three priority areas: 1. Provide visitor information so that visitors have the correct advisory information for each site. 2. Ensuring the visitor has the necessary information for a safe visit. 3. Ensuring that the state office receives feedback from the field offices (as the front-line customer service). That the appropriate communications systems are employed to meet the mix of customers and the information needs of the customer mix.</p>
Transportation Challenges	N/A

Information Systems	The primary systems employed by BLM are the internet, brochures/publications, main office and field office telephone and the 11 field offices throughout the state.
Information Management Information Contact Person	

Notes:

The BLM has strong working relationships with local, regional and state agencies with the focus of BLM being the development of partnerships.

All BLM information is provided by lat/long.

The Utah BLM has the necessary staff and is very progressive in providing information. The challenge BLM faces is the scope of its operation, the customer mix and the variety of recreation/activities that are available at each BLM facility.

Meeting Attendees:

Glenn Foreman, Deputy, External Affairs

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13.3. Nevada

	State Byways Coordinator Nevada Tourism Commission
Mission	Develop and promote state, federal, historic and cultural byways
Marketing / Strategic Plan	Revising current strategic plan No marketing plan
Geographic Area	Pioneer and Las Vegas Territory
Public and Private Partners	NDOTCommunities NPS BLS NFS
Customer issues	Byway program in NV is based on local activities State is responsive to byways requests from localities; state is not proactive in development of byways; 'ground-up' byways development.
Statewide, Local, Regional General Issues	Timeliness of federal grant awards
Visitor Information	Byway profiles
Content of Information	Byways maps and byway corridor profiles
Gaps in Visitor Needs	Up-dating information/currency of information Need greater distribution of information Corridor/historical, cultural, geographic, interpretative materials
Promoted Attractions	
Three Top Needs	Up-dating information/currency of information Need greater distribution of information Corridor/historical, cultural, geographic, interpretative materials
Transportation Challenges	
Information Systems	
Information Management Information Contact Person	

Notes:

The NV byways program is locality based in that the state is responsive to the local communities in the development and implementation of byways. The state takes a reactive position in responding to the requests of the localities.

The Tourism Commission has a grants program to help local communities in development and implementation of byways.

The Tourism Commission has an aggressive RV program to promote RV travel in NV.

The Pioneer and Las Vegas Territory cover central/southern Nevada generally south of U.S. Rt. 50.

Meeting Attendees:

Larry Friedman

Rural Grants & Research Manager

Nevada Commission on Tourism

Capitol Complex

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	<p style="text-align: center;">Nevada Division of State Parks Nevada Department of Conservation and Natural Resources</p>
Mission	Stewardship and Recreation
Marketing / Strategic Plan	<p>There are three basic objectives for the Park's strategic plan:</p> <ol style="list-style-type: none"> 1. Manage, protect, operate and maintain existing and future units of Park system. 2. Acquire, plan for, and develop system of areas of scenic, recreational, scientific and historical importance. 3. Continue to manage and interpret natural, cultural and recreation resources.
Geographic Area	Pioneer and Las Vegas Territories
Public and Private Partners	<p>NV Commission on Tourism BLM NPS NFS County/City Governments</p>
Customer issues	<p>+/- 3 million state park visitors per year (statewide) - maintenance and up-grading of park facilities - no multi-language materials and increasing foreign visitation - no demographic visitor profiles - on-site interpretation (staff) need regional tourism/recreation information for Park staff to provide to visitors</p>
Statewide, Local, Regional General Issues	<p>State parks are not GIS located Need to provide general and unit specific Park visitor advisories/information Need more coordination between state and federal tourism/recreation agencies</p>
Visitor Information	<p>Brochures State website Local visitor centers Park unit staff</p>
Content of Information	Park profiles and usage
Gaps in Visitor Needs	Site specific Park visitor advisories
Promoted Attractions	
Three Top Needs	<p>Park development to full potential (facilities/camping infrastructure) (Statewide) \$32 M backlog in maintenance needs (Statewide) Staffing for services and interpretation (Statewide)</p>
Transportation Challenges	<p>Maintenance of infrastructure (NDOT is responsible for Park paved roads) Sharing remote/roadway weather information</p>
Information Systems	<p>Telephone mail internet</p>
Information Management Information Contact Person	State headquarters Administrative Assistant

Meeting Attendees:

Wayne Perock
Administrator

Division of State Parks
Nevada Department of Conservation and Natural Resources
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V 775-687-4370
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	Las Vegas Convention and Visitors Authority
Mission	Promote tourism and tourism development in Las Vegas and Clark County
Marketing / Strategic Plan	Please see Notes
Geographic Area	Geographic area based on international visitors/conventions; national visitors and conventions; Regional Southern California/Arizona visitors
Public and Private Partners	Partnerships based on specific tourism promotion program; i.e., international, national and regional.
Customer issues	Image - positioning Las Vegas within the different visitor profiles and convention market; incorporating regional resources, i.e., Lake Mead, Red Rock for different tourism market segments. 9-11; the issues surrounding the drop in tourism and tourism revenues due to international and national impact of Sept. 11 Availability - to serve the convention market, Las Vegas needs to increase lodging resources. Accessibility - need to increase airline availability; need to improve I-15 Las Vegas - Southern California link
Statewide, Local, Regional General Issues	
Visitor Information	
Content of Information	Content based on specific market segment; marketing programs incorporate all communications resources.
Gaps in Visitor Needs	None expressed
Promoted Attractions	Las Vegas
Three Top Needs	S/A as customer issues
Transportation Challenges	I-15 Las Vegas/southern California; Caltrans responsive to major traffic generating conventions and major events with adjustments in construction activity.
Information Systems	
Information Management	
Information Contact Person	

Notes:

Las Vegas Visitor Demographic Profile

Source: Las Vegas Visitor Profile Study, Fiscal Year 2002

	FY: 1998	FY 2002		
Gender				
Male	47%	52%		
Female	53%	48%		
Marital Status				
Married	70%	70%		
Single	18%	17%		
Separated/Divorced		7%	7%	
Widowed	5%	6%		
Employment				
Employed	64%	64%		

Unemployed	2%	2%
Student	2%	
Retired	27%	27%
Homemaker	6%	5%

Education

High School or less	40%	27%
Some college	23%	36%
College graduate	37%	34%
Trade/vocational school	3%	3%

Age

21 - 29	12%	14%
30 - 39	17%	19%
40 - 49	21%	20%
50 - 59	20%	20%
60 - 64	10%	11%
65 or older	20%	16%

Las Vegas Visitor Demographic Profile

Source: Las Vegas Visitor Profile Study, Fiscal Year 2002

FY: 1998 FY 2002

Ethnicity

White	84%	80%
African American		7% 10%
Asian/Asian American		3% 3%
Hispanic/Latino	6%	6%
Other	1%	1%

Household Income

Less than \$20,000	6%	5%
\$20,000 - \$39,999	19%	32%
\$40,000 - \$59,999	22%	21%
\$60,000 - \$79,999	16%	13%
\$80,000 OR MORE	23%	20%
Not Sure/No Answer	15%	9%

Visitor Origin

USA	87%	91%
Eastern states	10%	9%
Southern states	13%	12%
Midwestern states		16% 15%
Western states	48%	55%
California		32% 34%
Southern California		28% 29%
Northern California		4% 5%
Arizona	5%	7%
Other	12%	14%
No Zip Code	0%	1%
Foreign	13%	8%

Visitor information profiles available for Laughlin and Mesquite.

The following is from the LVCVA Marketing Las Vegas in the New Normalcy (Jan 2003 - August 2004)

Target Audience

84% of annual visitors are leisure travelers; 80% of these visitors are repeat visitors

Target Market Demographics:

Age Group: 25 - 54 years old; Secondary: 25 - 34 years old

50/50 male/female

Household Income: \$40,000+

2+ Domestic vacations per year

LVCVA employs psychographic considerations in marketing; "Las Vegas experience designed for those who like to live BIG; let out their inner child; escape and let loose. Mindset, attitudes and desires that fit this profile are:

Early adopters Enjoy taking risks

Socially oriented- extroverts Energetic

Carefree Humorous

Feel somewhat empowered and positive about live Flirtatious

Externally oriented; youthful looking Workaholics/Career

Feel financially secure Trendy, style-conscious

Positive attitude about Las Vegas High interest in Las Vegas

High likelihood of visiting Las Vegas¹

Target: Trade Show Producers

Meeting Planners

Association Meeting Planners

Travel Agents

Travel Wholesalers

Near Time

leisure person-trips expected to be up 2.0% in 2002;

travelers continue to search for value-oriented travel options and take shorter trips;

shorter booking windows for travel planning;

26 million households will by leisure travel online in 2002, up 49% from original forecast²;

business travel will continue to lag with 22% of firms will take fewer trips; 44% will take more trips - many by automobile;

international travel not anticipated reaching 2000 level until 2004; European travel anticipated to increase in 2003 while Asia is anticipated to have a slower recovery.

Future

there are 7,600 lodging rooms planned or under construction; a \$3.4 M investment which will bring total citywide inventory to 134,300

Venetian 1,000 room expansion (2003)

Mandalay Bay 1,125 all-suite expansion (2003)

Bellagio 925 rooms (2004)

Le Reve 2,701 rooms (new - 2005)

2.3 million sq ft in convention and meeting space to be added for a total of 9.5 M sq

McCarran International Airport to added 10 new gates by Fall 2004

First leg of Las Vegas monorail expected to open in 2004

LVCVA Approach

Branding Las Vegas; brand defined as a set of perceptions, expectations and emotions customers attach to a product

Brand position: "For people who like to completely let go every now and then, Vegas is the feeling of choice because of its contagious energy and whatever-you-want approach."

LVCVA marketing program:

¹ Simon, Sextant

² Forrester Research

Consumer Marketing
Trade Marketing
International Marketing
Australia
Canada
Germany
Japan
Korea
Mexico
UK- Ireland -France – Scandinavia

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	Las Vegas Paiute Tribe
Mission	Provide and enhance the health and welfare of the Las Vegas Paiute Tribe ³
Marketing / Strategic Plan	The Tribe owns and operates three Pete Dye golf courses 20- 25 minutes north of Las Vegas on U.S. Rt. 95. The golf courses are high-end/high-quality facilities and the Tribe is developing the area as a resort centered on the three courses. The Tribe operates two smoke shops in Las Vegas
Geographic Area	Pioneer/Las Vegas Territory
Public and Private Partners	Las Vegas Golf Partners
Customer issues	None noted. The Tribe has conducted golf based consumer research and tracking and this information is proprietary to the Tribe.
Statewide, Local, Regional General Issues	
Visitor Information	The Tribe markets their golf facility through golf publications, packages, etc. The Tribe operates two websites, one for their golf facility and one for their smoke shops.
Content of Information	Golf and golf related
Gaps in Visitor Needs	None noted
Promoted Attractions	Golf facility
Three Top Needs	Funding Advertising Funding
Transportation Challenges	None noted.
Information Systems	
Information Management	
Information Contact Person	

Note:

The Tribe representative expressed interest in CANAMEX and potential involvement.

Meeting Attendees:

David Colvin, Esq.

Tribal Attorney

Las Vegas Paiute Tribe

One Paiute Drive

Las Vegas NV 89106

V 702-386-3926

E dcolvin@lvpaiute.com

³ The Las Vegas Paiute Tribe is a small (less than 100 families) in Las Vegas. The Tribe is not economically associated with other Paiute Tribes in Nevada or other states.

	Nevada Tourism Commission
Mission	Promote and increase tourism
Marketing / Strategic Plan	Marketing plan highlighting adventure/outdoor recreation and gaming
Geographic Area	Las Vegas - Lake Mead - Red Rock regions
Public and Private Partners	All appropriate agencies. NV does not have a statewide state and federal tourism/recreation committee or group. NV operates on an 'as-needed' or project basis; the NV model is more of a 'network' where agencies come together on an 'as-needed basis.
Customer issues	Need general and specific market consumer research
Statewide, Local, Regional General Issues	Growth in international travel/multi-lingual materials 35 of the 50 M visitors to NV go to Las Vegas; 40% of international traveler visit southern NV while 15% visit northern NV
Visitor Information	Hard copy Internet '800' 24/7 call center Trade shows
Content of Information	Promotional Event/attraction/activity profiles
Gaps in Visitor Needs	Multi-language materials for international visitors Market specific targeted information materials Enhance RV program interpretative and traveler services information Need in-state en-route information (attractions/traveler services) for international visitors Need to develop consistency in visitor center information
Promoted Attractions	
Three Top Needs	General and targeted consumer research Multi-language materials for international visitors Market specific targeted information materials Enhance RV program interpretative and traveler services information
Transportation Challenges	I-15 from Las Vegas to Los Angeles traffic volume/congestion
Information Systems	
Information Management	
Information Contact Person	

Notes:

Non-gaming tourism economy has surpassed gaming

Las Vegas is the fourth largest US destination for visitors from Japan, Great Britain and Germany

Visitor centers in NV are developed at the local request by NDOT and turned over to local organizations; the Tourism Commission does not have an oversight or responsibility for visitor centers, they are an activity of local government, chambers of commerce or convention and visitor authorities.

A private sector firm HotSpots is looking into developing a tourism kiosk system in NV.

Meeting Attendees:

Bruce Bommarito

Executive Director

Nevada Commission on Tourism

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13.4. Arizona

	Ak – Chin Indian Community March 7, 2003
Mission	
Marketing / Strategic Plan	Currently being developed
Geographic Area	Statewide
Public and Private Partners	Participate in tribal, inter-tribal associations based on need and activity.
Customer issues	Currently developing tribal strategic plan for reservation and casino operations
Statewide, Local, Regional General Issues	
Visitor Information	Casino based
Content of Information	Casino based
Gaps in Visitor Needs	Currently developing tribal strategic plan; starting from scratch; brand new process for tribe
Promoted Attractions	Casino
Three Top Needs	Unknown
Transportation Challenges	County maintenance
Information Systems	
Information Management Information Contact Person	

Notes:

The Ak-Chin Indian Community has recently started a full range of planning activities to guide the community. Due to this recently established planning process, there is no current information to provide.

Meeting Attendees:

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	Arizona Scenic Byways March 7, 2003
Mission	
Marketing / Strategic Plan	Corridor Management Plans
Geographic Area	
Public and Private Partners	AZ Office of Tourism ACERT Project specific local partnerships
Customer issues	
Statewide, Local, Regional General Issues	
Visitor Information	CANAMEX corridor to be highlighted on state scenic byways website map CANAMEX description CANAMEX website link We just need to give Mr. Garcia the information and links to incorporate the CANAMEX information Scenic byways website map information trip planner description of corridor/historical/cultural sites traveler information/visitor centers link to ADOT traveler information website To ensure consistency with national scenic route and AZ requirements, ADOT is developing its own historical/cultural information for scenic routes inventory based on assessment of intrinsic qualities scenic: unique scenic qualities of route historical: historical route (not history of area but of route) parkway: limited access route Resource for information: AZ Highway Monthly data base Seek to provide byway travel advisories Traveler services/tourism information provided through link to AZOT site
Content of Information	
Gaps in Visitor Needs	
Promoted Attractions	
Three Top Needs	
Transportation Challenges	
Information Systems	
Information Management	
Information Contact Person	

Meeting Attendees:

Larz Garcia
 Enhancement & Scenic Roads Coordinator
 Environmental Planning Group
 Enhancement & Scenic Roads Section
 Arizona Dept of Transportation
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	Arizona Game & Fish March 6, 2003
Mission	Conserve enhance and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs and to provide wildlife resources and safe watercraft and off-highway recreation for the enjoyment, appreciation and use by present and future generations.
Marketing / Strategic Plan	Wildlife Off-Highway Vehicles Education – Law Enforcement Watercraft Safety
Geographic Area	Day trips off corridor
Public and Private Partner	ACERT Listing Partners based on project or activity
Customer issues	Game & Fish moving to 'human consumer' based focus from historical 'wildlife is the consumer focus' Issues are service based expectations with diverse users expectations with a variety of uses
Statewide, Local, Regional General Issues	Development, enhancement, expansion of wildlife heritage program and funding.
Visitor Information	Priorities watercraft safety heritage/endangered non-game species wildlife heritage funding communications of heritage program Develop alternative funding resources Prop 202 provides some funding for wildlife management Wildlife Foundation Consumer research conducted yearly Purchased two AM radio stations – Flagstaff and Springville (Game and Fish information radio/5 mile transmission radius). Flagstaff location to be on ADOT property Visitor Information delivery Game – public events, surveys, dealer posters, radio Fish – Billboards, radio, public events, promotions, surveys, dealer posters OVH – Radio, public events, training, trade shows, OHV parts and field contacts Heritage – Newsletter, bookmarkers, libraries, surveys, posters, brochure Watercraft – Classes, public events, radio, boat shows, surveys
Content of Information	Traditional
Gaps in Visitor Needs	Niche demographic information delivery residents nonresidents Public Safety day use/hikers off-highway vehicles
Promoted Attractions	
Three Top Needs	Development, enhancement, expansion of wildlife heritage program and funding

Transportation Challenges	Access through private land to federal/public land (southwestern AZ)
Information Systems	
Information Management	
Information Contact Person	

Meeting Attendees:

Joe Janisch

Information Branch Chief

Arizona Game and Fish Department

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	Arizona State Parks March 7, 2003
Mission	
Marketing / Strategic Plan	Overall plan for state 30 Parks/3 closed
Geographic Area	West and Southern Divisions
Public and Private Partners	AZ parks incorporate BLM, NFS and city lands as well as their own land
Customer issues	Extreme fee at Kartchner Cavers \$24.00 Need to take credit cards (currently developing system) Need to expand internet content
Statewide, Local, Regional General Issues	
Visitor Information	Tradition Brochures; local public relations; publications; Chamber of Commerce visitor centers; in-state 800 number; Park Pass system.
Content of Information	Traditional One park currently has reservation system (Kartchner Caverns/sp)
Gaps in Visitor Needs	Real time information: events availability weather lake/river levels - flow - quality seasonal - birding, animals, etc. pets More interpretation Credit card usage gift shop annual pass Event parking shuttle Seasonal parking Season notification heat/fire/snow/mud-slides Public Safety Advisories wind usage preparedness
Promoted Attractions	
Three Top Needs	Gaps
Transportation Challenges	N/A
Information Systems	
Information Management Information Contact Person	

Meeting Attendees:

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13.5. Montana

	<p style="text-align: center;">Montana Department of Transportation Byways August 7, 2002</p> <p>Telephone Interview</p>
Mission	
Marketing / Strategic Plan	Montana does not have a formal byways program. The Montana Dept. of Transportation maintains a listing of all scenic, historical, cultural and other designated byways in the state but there is no formal byways program, information or marketing program.
Geographic Area	
Public and Private Partners	
Customer issues	
Statewide, Local, Regional General Issues	<p>The Montana Dept. of Transportation would be interested in investigating the potential to provide byways information for both traveler information and traveler advisory purposes.</p> <p>Potential applications:</p> <p>Travel Montana</p> <p>Through the Travel Montana website, traveler information and travel advisories for the designated I-15 corridor byways could be developed and provided. For the website, the traveler information and advisories maybe static with notification to check the 511 or other sites for current information (winter weather, spring floods, forest fire).</p> <p>511</p> <p>Through a regionalized 511 system, traveler information and traveler advisories for the designated I-15 corridor byways could be developed and provided.</p> <p>VMS/HAR</p> <p>Where there are VMS and HAR facilities, traveler information and advisories could be provided for the corridor byways.</p> <p>Data Collection</p> <p>Working with individual byway managing agencies, a system to provide current or real-time travel advisories would need to be developed. Managing agencies include:</p> <p>Bureau of Land Management</p> <p>U.S. Forest Service</p> <p>National Park Service</p> <p>Montana Dept. of Transportation</p>
Visitor Information	
Content of Information	
Gaps in Visitor Needs	
Promoted Attractions	
Three Top Needs	
Transportation Challenges	
Information Systems	
Information Management	
Information Contact Person	

Notes:

I-15 Corridor Routes with Special Designations and/or Signing

Big Sheep Creek National Back Country Byway Bureau of Land Management
From Dell on Interstate 15 to Rt. 324 north of Clark Canyon Reservoir
Pioneer Mountains (Wise River to Polaris) U.S. Forest Service
The byway runs from Polaris on Rt 278 to Rt. 43 in Wise River
Kings Hill - 1991 U.S. Forest Service
Kings Hill starts at a rest stop on Rt. 87 and runs down Rt. 89 to the vicinity of White Sulphur Springs.
Lewis & Clark Highway - 1965 Montana Legislature
Maureen & Mike Mansfield Heritage Route - 1989 Montana Legislature
The route covers sections of I-15 between Butte and Great Falls
Pintler Scenic Route MT Highway Commission (5 Yr Pilot)
The route goes from Anaconda to Drummond and is the scenic alternative route for I-90.
Lewis & Clark National Historic Trail National Park Service
Nez Perce National Historic Trail U.S. Forest Service
The Trail enters MT west of Missoula, tracks along the MT/ID border, crosses into Idaho before heading west through Yellowstone National Park before re-entering MT. and traveling up through Canyon Creek to the Bear Paw MTs.

Meeting Attendees:

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	<p style="text-align: center;">National Park Service August 14, 2002</p> <p>Telephone Interview</p>
Mission	
Marketing / Strategic Plan	
Geographic Area	
Public and Private Partners	Montana Tourism and Recreation Initiative Local, regional and state public and private partners
Customer issues	Consumer research; regional information systems
Statewide, Local, Regional General Issues	
Visitor Information	
Content of Information	<p>The basic information technology employed by the seven National Parks in Montana is through the National Park Service website (http://www.nps.gov/). The website provides Park services, recreation, lodging and amenities information as well as the means to reserve camping facilities. A limited number of Parks (Glacier, Yellowstone, Grant Kohrs, etc) have developed websites for their Parks with these individual sites linked through the National Park Service site and employ the Park Service reservation system.</p> <p>All Parks have voicemail systems and it is a requirement that during normal working hours a caller will have the means to contact a Park staff person.</p> <p>All Parks participate an internal and external notification and information sharing system. Internal exchange is conducted by email with external notification and information sharing is conducted through radio - TV - print media press releases.</p> <p>Technology Applications</p> <p>Computer/Modem</p> <p>While varying in age and capacity, all Parks in Montana are equipped with computers and Internet access.</p> <p>Web</p> <p>All Park information, visitor and reservation services are provided through the National Park Service website (http://www.nps.gov/). The connectivity of the Montana Parks varies with the range spanning T1 to fiber optics to copper telephone lines. There is an effort underway to up-grade the communications platform by the Parks in Montana.</p> <p>The Parks in Montana operate within the National Park Service and, with the exception of linking to other sites, do not have third-party providers.</p> <p>The National Park Service reservation system links to the given Park's concessionaire for lodging reservations.</p> <p>There is no current capacity to translate data/voice - voice/data communications though the system.</p> <p>Traveler Information System</p> <p>The Traveler Information System (TIS) functions as a highway advisory radio system from a transportation perspective. The TIS provides Park visitors with information on the Park through pre-recorded messages playing in a loop over the radio site.</p> <p>The radio provides a signal of between two and five miles depending upon the platform and terrain.</p> <p>All TIS radio sites operate independently and are linked to the Park via hardwired telephone lines.</p> <p>The currently does not provide access to the TIS system for transportation or emergency advisories.</p>
Gaps in Visitor Needs	<p>511</p> <p>The Parks have very little information on 511 and current or potential Montana activities concerning the structure, content and deployment of a 511 system in Montana.</p>

	<p>The Parks felt that it would be extremely useful to provide Park information over the 511 system. Park activities, closures or capacity could be provided over the system to enhance visitor decision-making and experience as well as reduce congestion at Park entrances.</p> <p>Kiosks</p> <p>The Parks are not participating in the Department of Transportation - Travel Montana Visitor Center kiosk program.</p> <p>Data Collection</p> <p>The Parks do not collect data on individual Park visitors with the exception of vehicle or occupant counts. Individual Parks may have conducted visitor surveys but only on a specific project basis.</p>
Promoted Attractions	
Three Top Needs	
Transportation Challenges	Distances/Maintenance
Information Systems	
Information Management	
Information Contact Person	

Notes:**Montana Tourism and Recreation Initiative**

The Initiative operates under a memorandum of understanding between seventeen state and federal agencies involved in tourism and recreation in Montana. The purpose of the Initiative is to address issues and/or needs of the greater tourism community in the state.

Carol Crockett, Montana Department of Commerce is the contact person for the Initiative, Jim Curry represents the Montana Department of Transportation and Travel Montana coordinates the Initiative.

Gateway Communities

Gateway communities should be included in the Smart Tourism Corridor project in Montana give their placement in relation to National Parks. In addition, by incorporating gateway communities the sharing of resources and costs may be expanded.

Meeting Attendees:

Darlene Koontz

Acting State Coordinator

Superintendent, Grant Kohrs Ranch National Historic Site

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Deer Lodge MT 59722-0790

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	<p style="text-align: center;">Travel Montana August 14, 2002</p> <p>Telephone Interview</p>
Mission	Tourism promotion and development
Marketing / Strategic Plan	Yes
Geographic Area	Corridor - 50 miles on each side for a 100 m corridor
Public and Private Partners	Montana Tourism and Recreation Initiative Multiple local, regional and state public and private partners
Customer issues	Consumer research; regional information systems
Statewide, Local, Regional General Issues	<p>Travel Montana is currently deploying counter-top touch screen kiosks within eight gateway community visitor centers. The kiosks are available when the center is staffed. The system operates via two-way satellite communications with a direct link to the Travel Montana Internet site. The traveler has full access to the Travel Montana site with the ability to print screen shots.</p> <p>The gateway communities for the kiosks are: Eastern Border: Culbertson, Wibaux, Broadus Southern Border: Hardin, West Yellowstone, Dillon Western Border: St. Regis Northern Border: Shelby</p> <p>The kiosks provide an Internet link to the Montana Department of Transportation Internet site for travel advisories.</p> <p>Expansion Travel Montana is looking at up-grading their call center software Travel Montana is investigating potential XML applications to provide information. Travel Montana is investigating employing information transfer systems for PDA's and appropriate wireless/cellular devices for the transfer of information from the kiosk system.</p>
Visitor Information	Traditional (hardcopy and electronic) information; state organized into 6 regions which provide localized information through hardcopy and electronic media
Content of Information	Tradition; regionalized
Gaps in Visitor Needs	<p>Travel Montana would approach the use of intelligent transportation system information communication from a regional perspective so that the regional tourism marketing organizations would have the means to provide current information over the system.</p> <p>Kiosks There is no current plan to expand the kiosks system in the state. Given the structure of the kiosks system, there is the capacity for 'partner' organizations to implement kiosks for their region.</p> <p>Web Travel Montana provides an extensive Internet based information system with links to appropriate sites. The information in the system is up-dated by in-house staff.</p> <p>Highway Advisory Radio Travel Montana would be interested in investigating the potential for providing current regional tourism information via highway advisory radio. The message sets could note non-commercial events and activities, e.g., fairs, festivals, alternative routes (byways) and other non-proprietary tourism information.</p> <p>Variable Message Signs Travel Montana would be interested in investigating the potential for providing current regional tourism information via variable message signs. The message sets could note non-commercial events and activities, e.g., fairs, festivals, alternative routes (byways) and other non-proprietary tourism information.</p> <p>511 Travel Montana would be interested in investigating the potential for providing current</p>

	<p>regional information through a regionalized 511 system. Travel Montana would approach the 511 system through the regional tourism promotion organizations for content and messaging.</p> <p>Data Collection</p> <p>Travel Montana employs an in-house system for the collection and maintenance of tourism information in the state. The information is geolocated by place name, tourism region and by lat/long.</p> <p>Additional</p> <p>Travel Montana is interested in developing the necessary institutional relationships to be kept informed of intelligent transportation system applications that would enhance the information provided to visitors.</p> <p>Travel Montana is interested in investigating the necessary data collection and communications systems that would provide the means to inform travelers/visitors of all the tourism/recreation/cultural attractions available within a given locality or region.</p>
Promoted Attractions	
Three Top Needs	
Transportation Challenges	Distances/Maintenance
Information Systems	
Information Management	
Information Contact Person	

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	<p style="text-align: center;">Montana</p> <p style="text-align: center;">Travel Montana – Department of Commerce</p> <p style="text-align: center;">September 24, 2002</p>
Mission	Encourage economic development and growth, while maintaining sustainable development.
Marketing Strategic Plan	Serve MT first through way of life, culture, and national historic resources.
Geographic Area	MT
Public and Private Partners	MTRI, Innkeepers, state and local agencies.
Customer issues	There are two sets of customers, those managing business and the consumers.
Statewide, Local, Regional General Issues	There are issues at all levels. In MT it is between the eastern region and the western region. In the east they need to encourage any type of visitation and the west is to maintain sustainability from too much visitation. There is also the level between the major developers (Big Sky) and the local businesses.
Visitor Information	<p>Most travel and tourism information is provided through websites and computer kiosks. Travel MT was interested in the Portable Digital Assistant and Highway Advisory Radio concepts.</p> <p>Other methods of providing information included consumer adverts (radio, magazine), electronic marketing (web), publications, brochures, and riders.</p>
Content of Information	Most information provided is concerning attractions and accommodations.
Gaps in Visitor Needs	How to share information between organization and how to share survey tools. .
Promoted Attractions	Whole state, but especially eastern MT.
Three Top Needs	<ol style="list-style-type: none"> 1. Funding for interpretive information 2. Promotion of MT 3. Higher quality visitors (longer stay, less impact on resources)
Transportation Challenges	<ol style="list-style-type: none"> 1. Signage 2. Allowing visitor information centers in Rest Areas 3. Lack of air/rail service and connections
Information Systems	Kiosks and the web
Information Management	Both, centrally and distributed.
Information Contact Person	
East-west boundary	Nothing offered.

Meeting Attendees:

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	Montana US Fish and Wildlife September 24, 2002
Mission	The conservation and management of fish and wildlife.
Marketing / Strategic Plan	Seeking to educate and garner support for fish and wildlife management, especially in National Wildlife refugees.
Geographic Area	MT, UT, WY
Public and Private Partners	MTRI, Audubon Society, National Wildlife Foundation
Customer issues	Closed roads, access, and advanced information of closures
Statewide, Local, Regional General Issues	Must meet the conservation needs in the areas of hunting, fishing, wildlife observation and photography, environmental education, and interpretation.
Visitor Information	Websites, brochures, magazines. It was noted that the 100-year anniversary of bird watching is coming up.
Content of Information	Content information provided includes event information and what visitors can do.
Gaps in Visitor Needs	What are visitor's needs? How to attract non-traditional audiences that do not normally go to these areas? ADA.
Promoted Attractions	Refuge System
Three Top Needs	Attract non-traditional audiences Signage Information dissemination
Transportation Challenges	Signage
Information Systems	Web
Information Management Information Contact Person East-west boundary	Both centrally and distributed. Nothing offered.

Meeting Attendees:

Shannon Heath

Outdoor Recreation Planner

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	Montana Blackfeet Nation October 16, 2002
Mission	To support economic development, tourism and preserve cultural and historical point of interest.
Marketing / Strategic Plan	The tribal leaders have prepared a comprehensive plan that supports the above mission. The representatives offered no specifics.
Geographic Area	1.5 million acres extending from Canada to Glacier National Park.
Public and Private Partners	Tribal Business Committee, State of MT, County Commissioners, Oil and Gas companies.
Customer issues	Tourists want to experience the culture!!!!!! Oil and gas companies want tax shelters, resources for free and cheap labor.
Statewide, Local, Regional General Issues	Not applicable according to representatives.
Visitor Information	Websites, KFBB radio station, local television channel (57)
Content of Information	Content information is provided on their Blackfeetnation.com website and includes tribal structure, special events, and links to other sites.
Gaps in Visitor Needs	Not enough en route information to attract visitors. As such the tribe has constructed a gateway consisting of warrior statues at the reservation entrance and is investigating a visitor information center
Promoted Attractions	The attractions are distributed throughout their land and not at any one place, for instance dinosaur fossils, buffalo jumps, fishing, hiking and wildlife. The only single attractions may be the Going to the Sun Road, Looking Glass Highway (49) – Poor Mans Logan Pass and the Old North/Tavoy Trail. The Trail is a 10,000-year-old trail extending from Canada, Blackfoot to New Mexico, that the tribal members would use to gather and collect horses and bring them back to their lands.
Three Top Needs	Integrated transportation road system, services, and planning between communities, the reservation and institutions. Safety (crashes) and response. Multimode (rail/bus/auto) integration.
Transportation Challenges	Improvements to Hwy 49. Institutional cooperation.
Information Systems	The reservation has between 1-2 million annual visitors whom are mostly destined for Glacier NP. Information that they utilize is the web, radio and TV.
Information Management Information Contact Person	NA
East-west boundary	East – Sweet Grass (west of Whitlash) and to the west the Contential Divide at Summit, MT

Meeting Attendees:

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	<p style="text-align: center;">Montana Montana Historical Society September 24, 2002</p>
Mission	Preserve MT past and educate MT population.
Marketing / Strategic Plan	None see MTRI
Geographic Area	MT
Public and Private Partners	MTRI, State and local agencies
Customer issues	<p>The MHS customers include visitors who want to learn more, and researchers.</p> <p>A major issue is the closing of library facilities due do budget cuts.</p>
Statewide, Local, Regional General Issues	None offered
Visitor Information	Library websites that is L&C oriented, Virginia and Nevada City, and Reeder's Alley.
Content of Information	Content information provided includes event information, tour guides (not electronic), and education of public on historical places to visit.
Gaps in Visitor Needs	No travel funds, building too small, and no virtual tours.
Promoted Attractions	Virginia City
Three Top Needs	<p>Better facility (no museum)</p> <p>Better education and research facilities</p> <p>Better marketing</p>
Transportation Challenges	Signage and routing to Virginia City
Information Systems	Web only
Information Management Information Contact Person	Both, centrally and distributed.
East-west boundary	Nothing offered

Meeting Attendees:

Ellen Baumler, Ph.D.

Interpretive Historian

Montana Historical Society

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	<p style="text-align: center;">Montana Lewis and Clark Bicentennial Commission September 25, 2002</p>
Mission	Leadership, communication, and coordination with bicentennial organizations and activities in MT and nationally.
Marketing / Strategic Plan	A strategic/master plan has been created and is contained on a website. In general, it is to identify stakeholder at a local, regional, state and national level. There are 14 region commissions that need coordination assistance.
Geographic Area	The trail is 19 trail states nationally and 2000 miles in MT. The Commission has identified 7 corridors over 2000 MT miles and these corridors are designated by the L&C attractions.
Public and Private Partners	Public – MTRI representative organizations and private (US West/Qwest/NW Energy). L&C have developed a corporate legacy campaign with corporate sponsors.
Customer issues	Need to inform residents of MT about L&C activities.
Statewide, Local, Regional General Issues	Travelers are more likely to want information at a state level on general attractions, at a regional level on routing information and at a local level on the specific details of the attractions. Travel MT is providing the national audience with general information and L&C are providing specific content on MT and local attractions for the L&C activities.
Visitor Information	Information is currently provided by press kits, PR, marketing and conferences.
Content of Information	There are 3 L&C visitor types – 1) A through trip traveler, who is enroute to somewhere and wants to see what he/she can; 2) The specific traveler, who wants to see only specific attractions like geology; and 3) The L&C expert who wants to see specific L&C attractions only. L&C Commission is trying to highlight what is new in the 7 regions to meet all 3-traveler profiles.
Gaps in Visitor Needs	They are unsure how visitors will follow the trail and the piece meal information they will need.
Promoted Attractions	Pompey's Pillar – Billings L&C International Foundation – Great Falls Travelers Rest Historical Preservation Association - Lolo "Explore the Big Sky" by MT Historical Society - Helena National Heritage Signature Event June 2005 in Ft Benton
Three Top Needs	Fund raising – license plates, foundation, grants Grants Programs Commission Public – Private Partnerships – web, conferences, committee meetings
Transportation Challenges	Potential capacity issues at fishing or other perception issues of over utilization Underutilization of some roads (Rt 2) Cellular communication coverage
Information Systems	Travel MT/ WTI kiosks and marketing MDT information
Information Management Information Contact Person	NA
East-west boundary	East – Ft Benton, West- Cut Bank

Meeting Attendees:

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14. APPENDIX D: PRIVATE SECTOR MINUTES

CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

The purpose of the private sector interviews were to determine the tourism sector's issues and needs from the perspective of technology and communications applications and systems that would enhance the growth of tourism in the CANAMEX Corridor. To solicit the tourism issues and needs information interview questions were developed and facilitated discussions were held with private sector tourism owners and/or operators. The individual tourism owners and/or operators were selected by the individual state tourism directors or administrators.

The private sector interviews were conducted via conference calls with the interviewee. Participating in the conference calls were Carol Sanger, Executive Director, CANAMEX Corridor Project, John Taylor, Deputy Director of the Western Transportation Institute (WTI) and Principal Investigator for the CANAMEX Smart Tourism Initiative and Gregory Cross, Senior Research Associate with the WTI.

The interviews questions developed by WTI were designed to facilitate and guide the discussion of the current uses of and potential for technology and communications tourism applications and ascertain where the CANAMAX Smart Tourism Initiative might provide assistance. The following questions outline the information solicited:

1. Please describe how you use information systems and technology in your business.
2. What role do you think these systems will have for your organization or your business or industry in the future?
3. Help us understand how you are going to get to that future.
4. What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?
5. What opportunities do you see to enhance the provider/consumer information exchange as a result of the technology concepts described?

The private sector interview summaries are organized around the questions and provide the contact information for the interviewee and organization at the end of the individual summaries. For the summaries, where the interviewee did not answer a given question, the question is omitted from their summary.

All of the interviews were conducted during the end of May and the first two weeks of June, 2003

CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Mark Lowe

Executive Director

Lava Hot Springs Foundation

Description: Lava Hot Springs and the Portneuf River was deeded to the State of Idaho in 1902 to provide a health and recreation facility. The state built a natatorium in 1918 and now oversees operation of the swimming pools and hot baths through the Lava Hot Springs Foundation. Mark Lowe is the Director of the Lava Hot Springs Foundation.

Please describe how you use information systems and technology in your business.

Mr. Lowe indicated that the Foundation currently employs a website, 800 number and mailings; in presenting these systems, Mr. Lowe also noted that these systems are 'passive' and represent 'standard technology'.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Off of the interstate corridor (20 miles from Soda Springs, ID), Mr. Lowe noted that the a gateway or information portal that 1) provided information for the entire corridor region and 2) incorporated the ability to employ advanced telecommunications and in-vehicle systems would be an excellent opportunity.

Mr. Lowe stated that the for the gateway concept, that information provided should be regional and not individualized by state.

Mr. Lowe believes that the Corridor Coalition needs to define the Corridor's boundary (width) to be inclusive.

Mr. Lowe also indicated that it would be helpful to know what his counterparts in the other CANAMEX states are doing.

Mark Lowe, Executive Director
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CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Jack Sibbach
Director of Sales, Marketing & Public Relations
Sun Valley Company

Description: Sun Valley Resorts is a full service, multi-season facility providing entertainment, all-season recreation, accommodations, retail and a variety of other tourism services.

Please describe how you use information systems and technology in your business.

Help us understand how you are going to get to that future.

Mr. Sibbach noted that Sun Valley employs a sophisticated high tech marketing effort with their current website receiving approximately 5,500 hits a daily and the company planning on enhancing their permission based email information and marketing program. The program will provide information, promotions and discounts to individuals that sign-up for the service.

The Resort also provides smart cards that the customer uses for identification, room access and for purchases made at the Resort. The card provides convenience to the consumer and allows the Resort to have a 'real-time' understanding of what guest services. Another major initiative the company is undertaken according to Mr. Sibbach is the development of a small area wireless network so that the Resort's guest can have complete voice and data wireless through out the facility (including ski area and golf course).

Mr. Sibbach noted that the implementation of the wireless project was based on the company's tracking of business and industry needs; business and corporate meetings account for approximately 65% of the business activity at the Resort.

For Sun Valley, the critical issue is transportation access - both roadway and air transportation.

Jack Sibbach, Director of Sales, Marketing & Public Relations
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CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Jennifer Bingham
Director
Helena Chamber of Commerce

Description: The Helena Area Chamber of Commerce is an alliance of individuals, businesses, and organizations dedicated to the growth, economic development, and enhanced quality of life of the Helena area by working through an organized membership of Public Affairs, Economic Development, Member Services, Tourism, and Marketing councils.

Please describe how you use information systems and technology in your business.

Ms. Bingham stated that the Chamber currently employ a website and email in their marketing program. She also indicated that the site was going to be enhanced with information on trips by activity or interest, a maps and lodging page, campgrounds, event and a conference tour page to recruit business.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

During the discussion of potential concepts (i.e., information gateway) and the current developments in in-vehicle information systems, Ms. Bingham indicated strong support and need for the application of sophisticated technology and communications systems to provide travelers and tourists with information.

Ms. Bingham also noted that the development of public/private partnerships are supported by the private sector and that both sectors need to work in that direction.

As a final element, Ms. Bingham also noted that for the development of a 'corridor perspective' and the resulting activities, the Coalition should conduct an image awareness study as a precursor to the implementation of a corridor identity and branding program.

What opportunities do you see to enhance the provider/consumer information exchange as a result of the technology concepts described?

Jennifer commented that they have a website and use email to do their marketing campaign. There are hot links to other sites. It's all promotion. They plan to improve the website with more hotlinks re: tourist information: history/arts/trips, a maps and lodging page, campgrounds, events, conference tour page to recruit business, etc.

Jennifer Bingham, Director
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Helena MT 59601
406-447-1530
<http://www.helenachamber.com/>

CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Sara Bannon
Tourism Director
Gold West Country

Description: For tourism marketing and information, TravelMontana has subdivided the state into six 'countries'; the Gold West Country serves the southwestern region of the state and the I-15 corridor.

What opportunities do you see to enhance the provider/consumer information exchange as a result of the technology concepts described?

Please describe how you use information systems and technology in your business.

Gold West Country (GWC) has an Internet website covering 9 counties; a series of travel guides for the region (hardcopy) and conducts telemarketing programs. Ms. Bannon also indicated that the Regional Tourism Office has plans to develop a kiosk system and provide video through their Internet site.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Ms. Bannon commented that improvements in wireless coverage would be extremely helpful and would provide the means for increased use of personal and in-vehicle information systems.

In addition to the need to improve the wireless coverage, Ms. Bannon noted that directional and informational signage is a big issue for on and off-interstate businesses and tourism facilities. Within the signage issue through, Ms. Bannon indicated that there might be technology and/or communications applications (ex: 511) that may be appropriate to assist visitors and tourists with facility location and directional information.

Ms. Bannon also noted that for a corridor perspective, the Coalition should conduct an image and awareness study to determine the appropriate activities to undertake.

Sara Bannon, Tourism Director
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CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Courtney Ferguson
Yellowstone Bear World

Please describe how you use information systems and technology in your business.

Bear World currently employs the traditional (hardcopy, website, etc) marketing and consumer information systems.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Mr. Ferguson noted that technology and communications applications to enhance tourism have great potential; emphasizing the need to provide an enhanced (travel and tourism) 511 system and that in-vehicle systems are the future.

Mr. Ferguson indicated that the Coalition must incorporate the corridor 'region' and for facilities like his, a regional perspective was required in providing traveler and tourism information.

Courtney Ferguson
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CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Connie Kenny
Executive Vice President
Butte Chamber of Commerce

Please describe how you use information systems and technology in your business.

Ms. Kenny noted that their Visitor Center (operating 12 hrs. per day/7 days a week) receives a large number of visitors. In addition to the Visitor Center information, the Chamber has an Internet website through which they respond to email requests for information. The Chamber is planning an up-grade to their site.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Ms. Kenny indicated support for employing advanced technology and communications applications to expand the delivery of information and marketing materials to current and potential visitors.

Connie Kenny, Executive Vice President
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406.723.3177
butteinfo@butteinfo.org
<http://www.butteinfo.org/index.htm>

CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Gayle Fisher
Tourism Director
Russell Country

Description: For tourism marketing and information, TravelMontana has subdivided the state into six 'countries'; the Russell West Country serves the north-central region of the state and the I-15 corridor.

Please describe how you use information systems and technology in your business.

Russell Country has a website through the TravelMontana site where they promote the region. The system provides the means to search by community and tourism services.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Ms. Fisher was supportive of the application of technology and communications applications to enhance the information provided to the region's current and potential visitors and that the concept of a CANAMEX tourism corridor is appropriate and would benefit local and regional tourism activities.

CANAMEX PRIVATE SECTOR TOURISM OUTREACH

Information Interview Summary

Interviewee: Janet Medina
Vice President - Communications
Great Falls Chamber of Commerce

Please describe how you use information systems and technology in your business.

Ms. Medina noted that the Chamber provides an Internet website, direct mail, emails, brochures and public relations bulletins on tourism attractions and events and that they develop and provide tourist packages in cooperation with the regional convention and visitors bureau.

What does the Smart Tourist Corridor need to do in order to become a platform that can help you achieve your business goals?

Ms. Medina stated that the electronic exchange of information between tourism service providers and consumers is the vital link and that technology and communications applications to both provide a richer information content and expand the consumer's exposed to the information are important needs.

In addition, Ms. Medina indicated that any deployment of technology and/or communications applications must be accompanied by an information/education program to inform consumers of the new information resource and how to use the resource. The information and education need applies to both consumers and front-line tourism personnel.

Janet Medina, Vice President - Communications
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2003 Governor's Conference on Tourism
CANAMEX Tourism Meeting

On July 9, 2003 a CANAMEX Smart Tourism Initiative private sector facilitated discussion was held at the Doubletree Paradise Valley Resort in Scottsdale Arizona. The purpose of the discussion was to determine the tourism sector's issues and needs from the perspective of technology and communications applications and systems that would enhance the growth of tourism in the CANAMEX Corridor.

Participating in the discussion were:

Margie Emmermann, *Arizona Office of Tourism*
Jim McDowell, *American Automobile Association*
Julie Brooks, *Wickenburg Chamber of Commerce*
Jeff Herr, *Madden Media/Madden Publishing*
Rudy Chabolla, *Metro Tuscon Convention & Visitors Bureau*
Char Beltran, *Sedona Chamber of Commerce*
Jose Solarez, *Gila River Indian Community*
Ronald S. Charles, *Colorado River Indian Tribes*
Kay Daggett, *Sierra Vista Visitor and Convention Bureau*
Carol Sanger and Jackie Hurley, *CANAMEX Project Office*
Pat Wright and Scott Lee, *Western Transportation Institute*

Summary of the Discussion:

Mr. McDowell stated that tourist information is key to his customers. Within the five CANAMEX state region, approximately 900 thousand travelers would like access to maps, trip-text, trip books, travel and information via Hertz rental car and to a website.

Mr. McDowell noted that the American Automobile Association collects information from ADOT and over the Internet, and then disseminates the information through the web.

Mr. Chaboya stated his customers would like information on events and tourist attractions. He added his group manages a visitors center and distributes information via a 1-800 number, a website, magazines and newspapers.

Mr. Wright gave an overview of the 511 system. He explained how the system works and that one can connect to 511 from other organizations.

Mr. Solarez suggested the information should be available in Spanish and in English. He added there are approximately 23 million visitors throughout the region who originate from Arizona ports of entry. He emphasized the large number of people from November to January visiting Arizona's malls with Mexican license plates.

Mr. Herr commented on the internationalization of websites and the importance of offering translation services for the diverse number of visitors to every website. Mr. Herr added the idea of using promotions in order to identify contacts. He commented on a plan to advertise online a free weekend or shopping adventure. By registering online, we could decipher the scope of people we are catering to. We could establish a wireless portal on CANAMEX.

Ms. Beltran suggested a virtual tour guide on a CD such as the one Arizona Public Service recently developed.

Ms. Sanger mentioned that people are anticipating the multi-state plan; however, they are unclear on its focus. She stated that tourism information must be developed to help the private sector.

Ms. Brooks stated that taking care of the roadways within the corridor should be a priority over projects such as the renovation of restrooms. She also noted that the interim bypass in Wickenburg should be completed before the Hoover Dam bypass, otherwise the traffic will congest old town Wickenburg.

Mr. Wright probed the group for ideas on different types of media, which could be used to share information. Ms. Brooks mentioned that Wickenburg advertises on Phoenix and local radios.

Mr. McDowell stated the need for technology and expanded cellular coverage in order to help travelers who may break down on the highways or for other situations that arise during travel.

Mr. Wright added that maps are becoming available to be downloaded on cell phones.

Mr. Herr suggested using the web in order to “build trips” online. AZOT and the Private Sector could put in together. Mr. Herr added that someone needs to be in charge of maintaining a website and we would need to make sure that every area along the corridor is equally represented.

In response to a question regarding the target audience, Ms. Sanger stated the highest value tourist comes from outside of the CANAMEX region. The region benefits from tourists flying into Las Vegas who then spent a few other days exploring. Association with other regional draws can only increase Arizona’s attractiveness to tourists from outside the region.

Ms. Daggett suggested the use of static signs to attract tourist on the main highways toward cities just outside of CANAMEX. They would need to use symbols such as a bird for birding activity in order to make them easy to read for people on highways.

Mr. Solarez described CANAMEX as a magnet that could be used to attract people to the entire region.

Mr. McDowell questioned how to deliver the information while maintaining quality data and real time information. Various media such as in-car navigation systems, using an ADOT message board to advertise “tourism information ahead,” or provided publications at gas stations were suggested in order to distribute information.

Ms. Sanger noted the emerging use of Smart Cards to build a profile of customers for market research purposes. Smart Cards, for example, build from those who travel to the region for business purposes and grow by attracting them to return with their families for other activities relevant to their interests.

Mr. Solarez suggested pulling technology from the trucking industry, which has used various information-sharing programs for many years. A great deal of technology has already been produced; we need to adapt it for our needs.

In response to Ms. Sanger's question on how AZOT is promoting tourism in Arizona, Ms. Emmermann stated that the industry is becoming increasingly E-driven. It is moving away from published documents and other hard copies, and relying on technology to collect and send out information.

Ms. Emmermann stated that a Smart Tourist Corridor would focus on tourism attributes of the region and provide a link to tourism within the corridor. We need to package the common tourism attractions in the region and use each state or area as a link to another. For example we can let those interested in birding know about all places for birding throughout the region. Ms. Emmerman also suggested the tourism directors of each state need to have their websites linked. There needs to be a public-private partnership to know if there is indeed an audience for the type of travel we are offering.

The group concurred that it is important to know who we are marketing to, and that tourists today want information tailored for their interests whether it is rodeos, ghosts towns, shopping or hiking adventures. Ms. Sanger posited that perhaps to make this initiative effective, state lines should be erased.

Meeting was adjourned at 5:00pm

15. APPENDIX E: FOCUS GROUP MINUTES

CANAMEX Smart Tourism Corridor Meeting Minutes, July 9, 2003

2003 Governor's Conference on Tourism

CANAMEX Tourism Meeting

July 9, 2003

3:00- 5:00 PM

Doubletree Paradise Valley Resort

Attendees:

Margie Emmermann, *AZ Office of Tourism*

Jim McDowell, *AAA*

Julie Brooks, *Wickenburg Chamber*

Jeff Herr, *Madden Media/Madden Publishing*

Rudy Chabolla, *MTCVB*

Char Beltran, *Sedona Chamber*

Jose Solarez, *Gila River Indian Community*

Ronald S. Charles, *Colorado River Indian Tribes*

Kay Daggett, *SVCVM*

Pat Wright, and Scott Lee, *WTI*

Carol Sanger, and Jackie Hurley, *CANAMEX Project Office*

Minutes

Ms. Sanger opened the meeting at 3:00 pm by thanking everyone for coming and stating the purpose of the meeting as eliciting private sector feedback on the work on the Smart Tourist Corridor thus far.

Mr. Wright introduced Mr. Lee who gave a background presentation on the CANAMEX Corridor. He stated the objective of CANAMEX is to stimulate economic development through enhanced trade and tourism. Mr. Lee presented the Smart Tourist Corridor and Telecommunication initiatives. The Smart Tourist Corridor, using shared information access, would coordinate travel and tourism, local information, regional information, travel modes and public safety. He also presented the notion of information exchange as the focus of today's meeting. Mr. Wright then asked the attendees to identify their customers and their specific needs.

Mr. McDowell from AAA stated that tourist information is key to his customers. Within the five-states region, approximately 900 thousand travelers would like access to maps, trip-text, trip books, travel and information via Hertz rental car and to a website.

Ms. Brooks commented on the ADOT morning faxes with leads on roadway conditions. She added that the people would like good maps of Arizona.

Mr. McDowell said AAA collects information from ADOT and over the Internet, and then disseminates the information through the web.

Mr. Chaboya stated his customers would like information on events and tourist attractions. He added his group manages a visitors center and distributes information via a 1-800 number, a website, magazines and newspapers.

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CANAMEX Corridor Coalition
Smart Tourism Corridor Initiative
Las Vegas CANAMEX Corridor Coalition Tourism Focus Group

Background

On February 12, 2003, the Western Transportation Institute conducted a Smart Tourism Corridor Initiative focus group session. The purpose of the session was to review and rank order the tourism issues and needs that were developed during the state and federal Smart Tourism Corridor Public Sector Outreach interviews.

The first component is the tourism challenge ranking. The ranking was developed based on the individual 'votes' of the focus group participants. The second component was for the participants to rank the deployment opportunities or components.

Tourism Challenge Ranking

The following tourism challenges were developed from the interviews conducted with state and federal tourism and recreation officials for the CANAMEX states.

<u>Tourism Challenge Ranking</u>	<u>Votes</u>
1. Consumer/Visitor Information	8
2. Technology/Communications	8
3. Safety	6
4. Attracting New Users	5
5. Public Lands	4
6. Organizational	4
7. Enhancing Economic Development	3
8. Managing Visitor Expectations	2
9. Providing Multi-Modal Access	0

Tourism Challenge Components

The following provides the detailed elements of the tourism challenges based on the state and federal tourism and recreation interviews. Italicized items denote elements developed during the focus group sessions.

Consumer/Visitor Information

- Availability of accurate, comprehensive and real-time information is limited.
- Environmental education

Consumer and visitor information included the following elements in the state and federal interviews:

- Multi-language: - Pre-trip, trip and destination information.
- General, site-specific and activity specific information.
- Public safety and activity specific safety information.
- Public Safety: - Activity specific
- Location specific
- Facility Usage: - Mixed facility usage (e.g. OHV)/managing visitor expectations
- Off-highway vehicles
- Environmental education
- Real-Time: - Site specific weather
- Lodging/camping availability
- Parking
- Congestion

Technology/Communications

- Real-time communications/information needed
- Advances in communications must be integrated with legacy systems

In addition to the two components noted in the focus group, the following elements were developed during the state and federal interviews:

- Communications: - Real-time information collection and distribution system
- Information integration – the ability to employ electronic information across a number of delivery systems (i.e., 511 telephone, website, small area radio network, PDA's, etc)
 - Site specific communications capacity needs (not all locations have full communications capacity)
 - Ability to provide interpretative information
- Technology: - Ability to collect information
- Ability to share information
- Ability to access regional tourism/recreation information
- Ability to collect and provide real-time facility and safety information

Safety

- Current weather/forecast weather is needed to make informed decisions, as are travel advisories and roadway conditions
- *Visitor safety*

Additional elements developed during the interviews are:

Attracting New Users

- Broader marketing (in-state and out-of-state) will attract new users to tourism venues

Public Lands

- Stewardship and protecting resources
- May sometimes be in conflict with public access
- Changing regulations are difficult to determine until on-site

Organizational

- *Organizational structure of CANAMEX:*
 - o *Department of Transportation focus not tourism focus*
 - o *Opportunity for more interaction between Departments of Transportation and tourism organizations*
- *CANAMEX Corridor Coalition to be expanded to include tourism representatives*
- *Western States Tourism Council*
- *Compatibility/sharing of information between states*

Enhancing Economic Development

- Availability of all inclusive private sector ‘packages’ will be attractive to potential tourists
- Public-private sector collaboration is essential to making enhanced tourism a reality in the corridor.

Managing Visitor Expectations

- Multi-use
- Multi-language information often not available to foreign guests
- *International compatibility of tourism services; e.g. INS, VISA information*

Providing Multi-Modal Access

- On-demand transit information is especially important in rural areas
- Availability of fixed route transit schedules (e.g. in Parks) should increase transit ridership

Phase Deployment

The following profile was developed during the Focus Group session and ranks the potential phasing of institutional and technical deployments for the Smart Tourism Corridor Initiative

<u>Deployment Phasing</u>	<u>Votes</u>
1. Gateway Clearing House	12
2. Tourism Network	12
3. Tourist Information Center	10
4. Traffic Management Center	5
5. Financial Settlement Center	1
6. Multi-Modal Center	0

Attachments:

1. Focus Group Attendees
2. Issues Rankings