

MINUTES OF THE  
MAG MANAGEMENT COMMITTEE RETREAT  
December 15, 2000  
Phoenix Airport Marriott  
1101 N. 44th Street  
Phoenix, Arizona

MEMBERS ATTENDING

Lloyd Harrell, Chandler, Chairman	Tom Martinsen, Paradise Valley
Scott Schrader, Avondale	*Terry Ellis, Peoria
Joe Blanton, Buckeye	Jack Tevlin for Frank Fairbanks, Phoenix
Jon Pearson, Carefree	*Cynthia Seelhammer, Queen Creek
*Usama Abujbarah, Cave Creek	*David Easchief, Salt River Pima-Maricopa Indian Community
*Stuart Brackney, El Mirage	Jan Dolan, Scottsdale
Paul Nordin, Fountain Hills	Miryam Gutier for Bill Pupo, Surprise
Shane Dille, Gila Bend	Randy Gross for John Greco, Tempe
*Urban Giff, Gila River Indian Community	*Ralph Velez, Tolleson
Kent Cooper, Gilbert	*Fred Carpenter, Wickenburg
Martin Vanacour, Glendale	Lloyce Robinson, Youngtown
Stephen Cleveland, Goodyear	Dan Lance for Mary Peters, ADOT
Tom Morales, Guadalupe	Tom Buick for David Smith, Maricopa County
Horatio Skeete, Litchfield Park	Ken Driggs, RPTA
Mike Hutchinson, Mesa	

\*Those members neither present nor represented by proxy.

Regional Stewardship

The annual retreat of the MAG Management Committee was called to order by Chairman Lloyd Harrell, Chandler, at 9:03 a.m.

Chairman Harrell welcomed the new Town Manager for Guadalupe, Tom Morales. Mr. Morales is the former mayor of Avondale.

Chairman Harrell stated that the purpose of the meeting was to determine recommendations on a few major issues that the Management Committee could forward for discussion by the Regional Council at their retreat. He stated that Lance Decker would assist in facilitating the discussion.

Chairman Harrell requested that members state past initiatives that they felt exemplified regional success. Chairman Harrell noted the completion of the regional freeway system in 2007. Mike Hutchinson stated that the region was a leader in the field of implementing an enhanced 911 system. He acknowledged that the system was implemented in the 1970's with the assistance of Jack Tevlin, from the City of Phoenix, and Dennis Smith, MAG staff. Martin Vanacour mentioned wastewater treatment plants. Paul Nordin stated that significant strides have been made in air quality. He acknowledged the assistance of Lindy Bauer and the Air Quality staff for their efforts. Tom Buick noted the deployment of the AZTEC project. Stephen Cleveland commented on the efforts undertaken for the protection of Luke Air Force Base and the impacts of base

closures. He noted that significant negative impacts take place when a facility closes, as occurred when Williams Air Force Base closed. Mr. Cleveland also mentioned work on improving the region's share of transportation funding.

James M. Bourey stated that the presentations on demographics, growth and development, and transportation given by MAG staff would provide a view of conditions in the Valley forty years from now. He introduced Rita Walton, who gave a presentation on demographics. Ms. Walton displayed a graph that showed the population growth from 1940 to 2040. She stated that the current population for the region is approximately 3,000,000 and is projected to be approximately 6,300,00 in 2040. Two cities in the region currently have a population of 250,000 or greater. In 2040, this number of cities is projected to be nine.

Ms. Walton reviewed race and ethnic mix data. Currently, one in five people in the region is Hispanic, which is expected to be one in three in 2040. Ms. Walton commented on issues that could be created by language barriers. Ms. Walton displayed a pie chart comparing age groups in 2000 and 2040. By 2040, the percentage of seniors will increase and the percentage of children will decrease. She explained how age groups impact the need for schools, transportation, housing, police and fire and social and health services. Ms. Walton displayed a graph of the projected impacts of the aging shift on Social Security, In 1960, 5.1 workers paid social security taxes per beneficiary as opposed to a projected 2.1 in 2040.

Ms. Walton stated that by 2040, 825 new schools will be needed in new growth areas and older schools may require replacement. She noted the alternative uses may need to be found for schools in slow or no growth areas. Ms. Walton displayed a bar chart that showed the increasing disparity between low and high incomes. Ms. Walton stated that cities will be larger, people will be more ethnically and racially diverse, and older, which will present increased and different service demands on the region.

Jack Tomasik gave a presentation on the impacts of growth and development. He stated that the buildout population of member agencies' general plans is 13 million in approximately 100 years. This compares to New York with 20.2 million, Los Angeles with 16.7 million and Chicago with 8.9 million. Mr. Tomasik stated that the opportunity is present to shape growth. He displayed a map that showed the progression of development from 1912 to buildout. Mr. Tomasik pointed out the spread of development from Pinal County up through Casa Grande to the MAG region. Mr. Tomasik explained that the region could be impacted by fringe developments and impacts of sheer size. He showed two maps comparing the job/housing balance in 2000 and 2040. Mr. Tomasik explained the regional infrastructure costs of transportation, water treatment, wastewater treatment, and schools.

Mr. Tomasik stated that a survey of registered voters showed that they feel there is not enough permanently protected open space. He stated that buying the open space land is the only way to protect it from development. Mr. Tomasik asked the questions: Who is leading development? Who should be leading development? Who can lead development? Mr. Tomasik noted that fewer options for regional problem solving will be available over time. And those solutions will become more expensive.

Eric Anderson stated that it has been 40 years since the initial blueprint for the freeway system was drafted. The MAG Freeway Program will be complete in 2007. Mr. Anderson stated that currently, there are about 13 million trips on an average workday covering a total of 67 million miles, which is expected to increase by 140 percent by 2040. Mr. Anderson stated that projected daily vehicle miles of travel (VMT) in 2040 is 175 million, which is about the same as the Chicago/Northwest Indiana metro area has today. Today about 20

percent of the intersections and 17 percent of freeways are congested. By 2040 congestion is expected to triple and extend throughout the region. Mr. Anderson displayed maps comparing the roadway and freeway daily level of service for 2000 and 2040. He pointed out that the red arterials and roadways on the maps indicated level of service F, which means that they are gridlocked most of the day.

Mr. Anderson stated that mobility preservation is needed to maintain economic viability. He showed a 2040 map that included all of the transportation investments in the current MAG 20-year plan, which total \$23.5 billion. Mr. Anderson pointed out that the MAG plan includes about \$9.4 billion of funds from sources not currently on the books. Additional revenues from such sources as an extension of the sales tax and periodic increases in the gas tax have been assumed to complete all of the projects in the plan.

Mr. Anderson displayed a map that showed the impact of population growth and travel increase on projected travel times. Commute times are anticipated to more than double. Mr. Anderson stated that congestion impacts also show up in the average speeds. Average peak hour freeway speeds are projected to decline from 35 miles per hour to 16 miles per hour by 2040. Speed on arterials falls by 50 percent from 24 to 12 miles per hour.

Mr. Anderson stated that number of transit trips will increase modestly over the next 40 years. With continued investment in public transit after 2020, transits share may rise to 1.3 percent with the total number of transit trips in the region tripling.

Mr. Anderson stated that projections of aviation growth rates past 2020 yields passenger boardings at Sky Harbor approaching 60 million annually, which is about the same as LAX today. Freight traffic is expected to grow from about one-half million tons today to 9 million tons in 40 years.

Mr. Anderson expressed concern for transportation funding revenue. The current plan needs \$9.4 billion to complete the projects identified in the plan. Without substantial new revenue sources for transportation, this gap could become \$20 billion, or even higher, by 2040. Mr. Anderson explained the erosion of current funding sources, including the decline in gas tax and the possibility of eliminating or reducing Vehicle License Taxes.

Mr. Anderson stated that new technologies may present potential for new sources of funding. He gave as an example, Progressive Insurance Company's testing of a system using GPS to track vehicle usage so that insurance premiums reflect usage levels. There exists the possibility that there could be a user fee based on miles driven in the future to pay for transportation improvements. Mr. Anderson stated that congestion pricing may be a method to moderate travel. Automated guideways, smart vehicles, and real-time, adaptive traffic signal systems could improve mobility and safety.

Mr. Anderson commented on the transportation challenges ahead. He indicated that the challenge could be met by encouraging different travel behavior, increasing the efficiency of what we currently have in place, and make strategic investments in new transportation infrastructure.

Mr. Decker asked for discussion on conclusions reached from the presentations. Chairman Harrell commented on beginning dialogue with others who will influence the region, such as Pinal County. He stated that what happens in Pinal County will impact the MAG region. Mr. Hutchinson commented on Williams Gateway airspace and the impacts on Pinal County workers. Mr. Nordin stated that the same political forces

today will continue to affect the future. Randy Gross stated that cities need to plan for quality of life. Jon Pearson commented on the importance of water. Miryam Gutier stated that Surprise's goal is to provide opportunities for living, working and playing within their community. She stated that transportation is a number one priority. Tom Buick commented on level of service F on roadways. He stated that if the level slips beyond B or C the money invested could be ineffective and inefficient. Mr. Nordin commented on the *California Slumming* article included in the agenda packet. He commented that if affordable housing is not dealt with, this could be the region's epitaph.

Mr. Bourey reviewed action steps taken in other regions to address growth and its impacts. He stated that other regions have adopted regional development principles. As an example, Mr. Bourey explained that most of the jurisdictions in Colorado have entered into the Mile High Compact, which is an agreement guiding the development of communities' master plans. Mr. Bourey explained the concept of Regional Adequate Facilities, where adequate public facilities must be in place before a development project is completed.

Mr. Bourey stated that in a proposal considered by a Growing Smarter committee, local comprehensive plans, plan amendments and developments of regional impact, would be reviewed for consistency with regional plans, principles in Growing Smarter legislation, impacts on other jurisdictions, and adequacy of public facilities. Mr. Bourey displayed a flow chart of a possible regional plan review procedure.

Mr. Bourey stated that other regions have developed a regional collaboration of business, education, and governmental interests. He stated that options that have been discussed at MAG include expanding the MAG membership, holding a community-based annual regional policy congress, establishing a standing committee of regional planning partners, and collaboration on specific issues.

Mr. Decker asked what present challenges could benefit from cooperation and collaboration. Mr. Tevlin commented on continuation of building on previous success in transportation. Dan Lance stated that collaboration is needed to find alternative funding for transportation. Mr. Gross brought up affordable housing. Tom Morales suggested follow up and implementation of policies. Mr. Decker brought up the enhanced notification procedures. Ms. Gutier stated that a well developed workforce drives the economy. Mr. Nordin commented on developing effective mechanisms that transcend political terms of office. Tom Martinsen commented on moving from a municipal level of government to a more metro-type government. Scott Schrader commented on the lack of regional land use regulations. He suggested that MAG go to the people with the 2040 projections and build a consensus. Mr. Schrader stated that a certain level of service is required in Florida for each facility built. Horatio Skeete stated that authority is needed to implement school development impact fees. Mr. Pearson stated that a regional water supply plan is needed. Lloyce Robinson commented on recognizing that each city has its own flavor and something to offer. Shane Dille stated that an individuality maintained too strongly defeats the regional scope. If all realize the impact of their plan on others, growth could be managed. The community is the starting point. Mr. Buick commented on implementing an open space and trails system. Joe Blanton commented on preserving space, especially near Luke Air Force Base. Mr. Vanacour commented on economic development becoming more regional. Ken Driggs suggested implementing more on-line communications. Kent Cooper stated that not all of the players are at the table and a more collaborative process is needed, including the business community and political leaders at all levels. Mr. Cleveland commented on requirements for developers to pay infrastructure costs. Mr. Hutchinson commented on the study of fee issues for e-commerce. Chairman Harrell stated that discussion of regional revenue sharing is needed. Jan Dolan stated that the situation is not desperate enough to force all to come together.

## View From the Outside

Scott Schrader gave his first impressions of the region. He commented on the level of density and need for legislation with teeth. Regional approval to land use issues. Oversight of regional bill. We are in a retroactive mode. Ideas are needed with a more regional approach. Mr. Schrader commented on the lack of a regional approach to protect Luke Air Force Base. He mentioned the implementation of water conservation.

Mr. Schrader explained the Florida level of service concept. He said that when a project is built, the requirements for infrastructure must be met including roadway capacity, water treatment and supply, and open space.

Ms. Dolan stated that she noticed the pace of growth and the control of development groups. She also noticed that very few limits and conditions are imposed, especially residential development. Ms. Dolan commented on the Silicon Valley Joint Venture being formed to deal with problems between communities. They spearhead initiatives to deal with housing problems.

Ms. Dolan stated that the low density is not conducive to the success of public transportation. She expressed her hope that the region will find a solution for the Brown Cloud. The new diesel fuel will not be a popular solution. Ms. Dolan commented on the inability of cities to levy development fees, which she stated are needed. She expressed her hope that the beauty of the desert will be preserved before the crisis stage. Ms. Dolan explained previous challenges she met in northern California to accomplish transit transfers between agencies. Chairman Harrell thanked Ms. Dolan and Mr. Schrader for informing members of their first impressions. He asked if there were any questions.

Ms. Robinson stated that expanding the regional table is needed. She commented that the developers have a part in paying costs. Mr. Skeete expressed that caution be used when communicating the process to citizens. Ms. Dolan stated that an action plan will need to originate with the Management Committee. She commented on structuring a model after the Silicon Valley Venture to include the development community and school districts to the table. Mr. Buick commented on the importance of listening to fresh perspectives. He indicated that change is usually incremental, but a revolutionary change may be needed. Chairman Harrell noted that a proactive, not reactive approach, is needed. Mr. Driggs stated that one size does not fit all. He stated that public transportation may not be the primary mode of travel, but could be supplementary. Each community must decide.

Mr. Tevlin noted the contributions of the development community to elections. He stated that a more effective approach seems to occur when the interests of the development community are understood and the staff adjusts to those forces and informs the City Council. He expressed caution for enforcing standards on the development community. Mr. Cleveland noted his agreement with Mr. Tevlin. He commented that obligatory standards could transform to mandatory later.

Mr. Decker asked what could be accomplished cooperatively. Ms. Gutier stated that a regional plan is needed so that developers cannot "shop around," thereby avoiding adherence to as many requirements. Mr. Cooper stated that Gilbert has accomplished impact fees through collaboration. Mr. Morales commented on eliminating parochialism. He stated that because many general plans are being updated, an opportunity is now present for coordination. Mr. Bourey commented on expansion of discussion at the four Regional Transportation Plan forums in February and March.

Discussion centered on regional collaboration and coordination themes that will be presented to the Regional Council at their retreat. Mr. Decker asked members to record their top three thematic choices.

Mr. Pearson commented on the need to levy development fees for schools. Mr. Martinsen stated that discussion of all development fees is needed. Mr. Decker noted that four members had recorded school development fees on their lists. Mr. Decker noted that nine members had recorded the need for uniform development fee policies and methodologies for the region. Chairman Harrell noted the opportunity exists for review of general plans for the analysis of regional development impacts on the transportation system, because the RTP is in the process of being drafted. Mr. Decker noted that eleven members had selected a regional review of the impacts of general plans on the transportation system. Chairman Harrell noted the opportunity also exists for implementing detail standards. Mr. Cleveland commented on putting all elements, not just transportation, into a dialogue.

Mr. Vanacour stated that a review of regional revenue sharing is needed. Ms. Dolan commented that the review could include identifying, sharing, and changing the sources of local government revenue. Mr. Decker noted that six members had selected this theme.

Mr. Nordin stated that a process is needed for regional partnering, including working with the new Legislature. Ms. Robinson stated that members need to be visionary and recognize the opportunity to create a good quality of life product.

Mr. Bourey reviewed the three themes that members recommended for discussion by the Regional Council: 1) Review and input on the impacts of general plans, especially on open space and transportation; 2) Broaden participation of public and private stakeholders; 3) Regional revenue generation and sharing.

Mr. Morales commented on the need to maintain and preserve open space. Mr. Cleveland stated that this could be included in local standards. Mr. Schrader commented on encouraging local jurisdictions to establish level of service standards, rather than being overly regulatory.

Mr. Lance stated that alternative financing strategies for transportation needs are needed. He stated that examination of the Vision 21 recommendations would help determine the strategies that will work. Mr. Martinsen stated that a strategic plan for open space is needed.

### Refine MAG Action Plan

Mr. Decker asked for discussion of theme #1, Review and input on the impacts of general plans, especially on open space and transportation. Chairman Harrell commented on allowing the regional body to comment on plans before being submitted for implementation. Mr. Cleveland stated that an important component of general plans is the consequence of water availability. Chairman Harrell noted the outreach to Pinal County for involvement in the process.

Mr. Decker asked for comments on theme #2, broadening the participation of public and private stakeholders. Mr. Nordin stated that elected officials need to feel comfortable with the adjustment to the process. Mr. Cleveland suggested identifying and documenting the partnership for reference in the future. He commented on blending the lists of stakeholders. Mr. Bourey stated that organizations, including GPEC and Westmarc, have agreed to partner in the RTP forums. Mr. Schrader stated that ways of bringing private sector

representation to the table need to be defined. Mr. Cleveland noted that the Silicon Valley Joint Venture could be used as an example. Mr. Skeete brought up establishing this collaboration without having the appearance of influence.

Mr. Decker asked for comments on theme #3, Regional Revenue Generation and Sharing. Mr. Nordin stated that the Management Committee would need to drive this issue. Chairman Harrell stated that discussion could be at a sub-regional level. Mr. Decker asked for comments that this issue, which had been discussed two years ago, had not progressed. Chairman Harrell noted the difficulties in accomplishing this. He stated that developers drive the discussions. Mr. Gross commented on using an incremental approach to setting up joint agreements and establishing enterprise zones for building projects.

Chairman Harrell stated that all agreed on the three themes being recommended to the Regional Council: 1) Review and input on the impacts of general plans, especially on open space and transportation; 2) Broaden participation of public and private stakeholders; 3) Regional revenue generation and sharing. Mr. Bourey stated that a draft of the recommendations would be sent to members prior to forwarding it to the Regional Council. He noted the short time frame because of the holidays. Chairman Harrell thanked MAG staff and Mr. Decker for the meeting. He asked members to communicate the three themes to their mayors.

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Chairman

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Secretary