

**MINUTES OF THE  
MARICOPA ASSOCIATION OF GOVERNMENTS  
REGIONAL GOVERNANCE TASK FORCE MEETING**

August 2, 2001  
MAG Office, Saguaro Room  
Phoenix, Arizona

MEMBERS ATTENDING

Mayor Skip Rimsza, Phoenix, Chairman	* Mayor Keno Hawker, Mesa
* Mayor Ron Drake, Avondale	Tom Martinsen, Paradise Valley
Mayor Roy Delgado, El Mirage	Mayor Wendy Feldman-Kerr, Queen Creek
Ed Beasley, Glendale	* Jan Dolan, Scottsdale
Stephen Cleveland, Goodyear	Bill Pupo, Surprise
* Mayor J. Woodfin Thomas, Litchfield Park	

\*Not present.

1. Call to Order

The meeting of the Regional Governance Task Force was called to order by Acting Chair Wendy Feldman-Kerr at 11:40 a.m.

James M. Bourey stated that a revised meeting schedule for the Task Force and the Advisory Committee was at each place.

2. Roles and Responsibilities of MAG

John Parr stated that the current roles and responsibilities of MAG would be examined, in addition to possible responsibilities in land use planning and in public facility planning in areas where MAG does not currently have a responsibility. Mr. Parr stated that his role is not to be an objective outsider, but a facilitator and mediator to help the Task Force agree on a set of recommendations for possible recommendations to the State Legislature, changes to the MAG By-Laws, or suggestions to municipalities in the region on ways to do business and gain the support of civic leaders.

Mr. Pupo asked if work with the intergovernmental liaisons would serve as another input process. Mr. Parr noted that discussion with the intergovernmental liaisons would be a valuable way to get input and also help them to work with their mayors to ensure communication.

Mr. Bourey gave a presentation on the roles and responsibilities of MAG. Copies of the presentation were handed out. The presentation showed the federal, state, and regional responsibilities designated to MAG. Mr. Bourey stated that Regional Land Use Planning was discussed extensively by the Advisory Committee. He noted that MAG is currently in the process of reviewing local general plans. Tom Martinsen asked the value of this review. Mr. Bourey replied that MAG reviews the general plans and comments on inconsistencies or deficiencies of the general plans with adopted MAG plans, such as the regional open space plan or water or wastewater plans. Mr. Bourey noted that this is a

voluntary review, and MAG has no enforcement authority. Stephen Cleveland asked if agency responses to the comments were being tracked to see if jurisdictions were following up on the comments. Mr. Bourey replied that comments from MAG are transmitted with a letter that requests a response from the agency. Mr. Bourey stated that a summary could be provided if directed.

Mr. Bourey displayed a the state of the art modeling tools used by MAG for socioeconomic projections, travel demand, air quality emissions, and urban airshed. He stated that Eric Anderson, MAG Transportation Manager, would provide an update on the Regional Transportation Plan and the integration of land use in drafting the Plan. Mr. Anderson stated that as part of the development of the RTP, two tasks were considered: How the region has developed to date and how the region is projected to develop. Mr. Anderson stated that Phoenix was basically developed after WWII, when the automobile became widely used. This led to the development of activity centers. Mr. Anderson stated that the region is developing into a multi-center urban form. The identification of these regional centers will be taken into the RTP development. Mr. Anderson stated that member agency planning staff provided input on this. Mr. Anderson stated that future multi-centers will also be identified. Mr. Anderson explained that the multi-center urban form is very efficient because the centers are disbursed, thus spreading out traffic. He noted that input from economic development directors is also being sought to gain their perspective on where these centers may be. Mr. Anderson stated that this would be the basis to strengthen and connect these centers. He noted that a workshop is planned for mid-September to look at activity centers. Mr. Anderson if all factors are considered, the RTP will be well grounded for the future. Mr. Parr asked if different modes would be considered. Mr. Anderson confirmed that they would.

Mr. Cleveland stated that after the process with the planners is completed, input from the business community is needed to see if they agree. He indicated that he supported bringing in economic development directors. Mr. Bourey stated that a forum that includes representation from the business and economic development communities is being planned. He stated that the Advisory Committee discussion focused on land use developments being allowed in leap frog fashion, such as Anthem, without regional infrastructure in place to accommodate the development. He noted that the Anthem developers provided an interchange, but made no improvements that would help traffic flow on I-17. Mr. Bourey noted that development of a mechanism and a regional role on this process could ensure that there is adequate infrastructure regionally is needed. He stated that the Advisory Committee expressed that they wanted to communicate this to the Task Force.

Mr. Cleveland stated that there is possible risk involved in the wording used for MAG having a greater role in land use planning in the unincorporated county area. He suggested that using “unincorporated county area” language suggests that only the unincorporated areas are the issue. Mr. Cleveland stated that this needs to be modified because MAG has a role to ensure that land planning connects to regional infrastructure. He noted that although this seems to be directed at one party, it needs to be directed at all member agencies.

Mr. Parr asked how MAG could help member agencies do a better job of land use planning. Mr. Cleveland commented that a transportation system that allows connectivity is needed. He stated that many people do not live near employment centers and have to commute. Mr. Bourey stated that Growing Smarter looked at jobs/housing balance and will be considered in the RTP, as well. People will continue to commute until the types of amenities are developed that allow people to want to live where the employment is located. Businesses no longer drive housing habits. Mr. Cleveland stated

that people decide where they want to live and then go find a job. Chairman Rimsza joined the meeting.

Mr. Parr asked how MAG could assist in the current land use process that may or may not entail additional responsibility for MAG. Mayor Feldman-Kerr stated that MAG is not looked upon as having clout in these issues. A buy-in is needed. She noted that the major problems in her community are from the unincorporated areas. What other cities do also has impact.

Chairman Rimsza stated that the best way is for all to agree on future annexed land. All will know future zoning plans. Chairman Rimsza noted that the problem could be dividing up the pie. The city that will be annexing the land would be active in its development. Mayor Feldman-Kerr commented on intergovernmental agreements, similar to the one between Gilbert and Queen Creek. She noted that her community has no say in Pinal County. Chairman Rimsza asked about other regions taking the entire County and pushing through legislation. Mr. Martinsen commented that this has been done in California by state agencies. Mr. Bourey stated that some states have more aggressive laws and more control than in Arizona. Mr. Cleveland stated that in Oregon, there is an urban growth boundary and jurisdictions have a say within three miles of the boundary. The city has as much influence as the County within this three mile area and the County abides by the city's decision.

Mr. Martinsen commented that an appropriate role for MAG could be as an arbiter in case of a dispute. He cautioned that going to the State could be an invitation to the State to say they will take on that role.

Mayor Feldman-Kerr stated that this could anger developers and the County. Mr. Parr asked what enables cities to work more cooperatively with each other and not as cooperatively with the County. Mayor Feldman-Kerr replied that houses mean money to the county, they receive property taxes, so it's easier for them to say yes to development. Chairman Rimsza stated that there are many areas in which cities are cooperatively working together every day. But when you look at the county, there are not as many strands that connect cities to them. Mayor Feldman-Kerr stated that within cities everyone is working on one area. But the county has so many areas of representation that sometimes they're not even working together well. Cities have more concentrated efforts.

Mr. Parr asked if any analysis had been done that showed that development paying for itself is a benefit? Chairman Rimsza stated that the County gets property tax but they don't provide services. Mr. Cleveland stated that about 18 cents of every dollar is generated by houses, per dollar of service cost. Industrial tends to run about 80 cents on the dollar. You need both to develop an ultimate community. Mr. Cleveland commented that discussion needs to point out that it needs to be a job of MAG to develop an inclusive environment that encompasses civic and governmental interests. MAG needs to find a ways to improve practices. Goes back to public involvement issues. Mr. Cleveland stated that the traditional way was to talk to landowners and then design. He commented on Mr. Anderson's idea of going to economic development directors and asking them if it makes sense. Mr. Cleveland suggested taking it to the next level, the business community, and then to people.

Ed Beasley stated his agreement with the discussion regarding unincorporated areas. He expressed that he was unsure that the same responsibility would apply to incorporated areas. Mr. Beasley stated that the region still has problems getting from one road to another. He stated that the connectivity of homes to development areas needs consideration. Mr. Anderson stated that arterial connectivity will

be an element of the RTP. He indicated that connectivity within cities is a tricky issue. Mr. Beasley stated that there is connectivity between arterials, but city roads are not examined. He noted that there are problems getting on and off freeways because they are not coordinated with roads where people live. He stated that Bell Road is an example of this.

Chairman Rimsza asked if the lack of coordination on Bell Road was a lack of coordination or a lack of resources? Everyone has wanted to improve that road for a long time and have it connected. But there has been a struggle to find the resources while balancing other challenges. Mr. Beasley stated there are opportunities that exist where some pots of money can be identified. If you only worry about the freeway going to the subdivision and not how the roads will reach homes in the subdivision, you are creating a bottleneck. Growth is not being adequately anticipated. Resources are always an issue, but it's how you dedicate those resources that MAG should be looking at. Chairman Rimsza expressed that it's not a bad governance issue, just trying to manage the resources available. He noted that it works out eventually. Mr. Beasley stated that he did not disagree, but that it is a prioritization issue. He commented that not enough is being done as to quality of life for residents. We're directly responsible for the incorporated areas.

Mr. Parr asked where that should occur. Mr. Beasley stated that in regard to economic development, discussion takes place when malls and commerce centers are being developed, but not when neighborhoods are being developed. He stated that discussion is needed on what the plan identifies and how to connect within the plan.

Mr. Smith stated that the Advisory Committee discussed at length that developments of regional impact have been allowed when infrastructure is insufficient. Mr. Bourey stated that the Advisory Committee wants to ensure that large developments have adequate regional infrastructure.

Chairman Rimsza stated that the questions is when do you need to have that infrastructure in place? Is it when the development opens its doors? When it gets to full employment? There has to be a reasonable ramp up and that's the Catch-22. When do you have to get to that level? It is unreasonable not to have some investment on the day of the opening, but maybe you don't need to be at full capacity. For example, the Mayo clinic was built before the Outer Loop and 56th Street were completed. Growth was matched pretty comfortably to the business investment. All of it is not needed right away.

Mr. Beasley stated that a plan is needed. Cities could get together and decide what needs to be done before a certain threshold is reached.

Mr. Bourey stated that Florida struggled with the concurrency issue. A capital improvement program needs to have the infrastructure in place when the impact occurs.

Mr. Pupo stated that Washington and Oregon both had debates. He indicated that an arterial master plan is needed. Mr. Pupo stated that Bell Road narrows from 3 to 2 lanes because the property owner adjacent hasn't developed yet. Then in another area, Bell goes from 3 lanes to 2 to back to 3.

Mr. Bourey stated that if the general plans that exist today were completed, the development would accommodate 13 million people. The present infrastructure and transportation couldn't handle that.

He stated that our plans have arterial plans, but they are not tied to individual land use. Mr. Parr asked if this could be accomplished without legislation.

Mr. Cleveland stated that under Anthem, if it had been inside of a city, would not have happened under a shared scenario because the infrastructure is not there to get residents to the employment center. Development should take place only to the extent that you grow out to a certain hub, so that if you have a five-year growth scenario from that hub, you first grow your infrastructure to that capacity. If you don't allow other functions to leapfrog, then the development can't leapfrog out. Mr. Cleveland indicated his preference not to have to ask the legislature to do anything. He stated that it takes true leadership to do this, which MAG could accomplish. Mr. Parr asked if the county would be sitting at that table? Mr. Cleveland stated that the County would be needed.

Chairman Rimsza stated that a problem is that those deals don't hold when there's a specific project. In Cape Cod, for example the state came up with a plan they all agreed to until the city of Barnham had the opportunity to get retail in and the agreement went out the window.

Mr. Parr stated that one way to work on an Intergovernmental Agreement is revenue-sharing. Chairman Rimsza stated that the only way to accomplish this is to put financial pressure on the developers to provide a certain infrastructure. Anthem could have been built, but the developers would have been required to have two lanes of freeway all the way up to Anthem Way. If there had been a financial component, that would have stopped Anthem. Chairman Rimsza stated that some smaller developments don't get built because most developers can't fund their own water/sewer projects.

Mayor Feldman-Kerr commented on designing and pushing a public facilities ordinance. She indicated that the ordinance could be statewide. Chairman Rimsza stated that MAG could design an ordinance, but the state would need to implement it and then it gets watered down. Mr. Cleveland commented on getting all, including the County, to adopt a facilities ordinance.

Mr. Pupo stated that it's easier to have developers look for you rather than for you to have to look for developers. This region is blessed to have their present economy. Mr. Pupo commented that a developer might have to pay for freeway improvements to their location, but latecomers get a free ride on what they've built.

Mr. Beasley stated that partnering and looking at resources could be examined to alleviate traffic congestion. City administrations are confronted every day with a local resident who can't get a job near their home. Cities are responsible for getting people to their homes and jobs. Legislation is not needed.

Mayor Feldman-Kerr stated that she was hearing three things 1) The need for coordination; 2) The need for a facilities-type ordinance; and 3) Extend the infrastructure so it is inviting to developers to build where appropriate. She indicated that a these issues may need to be addressed. Mayor Feldman-Kerr suggested staff prepare a proposal for their review.

Mr. Parr stated that it would be helpful to him to know what the advisory committee should talk to the Task Force about. He commented that if the ultimate goal is to increase the credibility of MAG, we

need to know what the advisory committee wants us to get at. Mayor Feldman-Kerr stated that this could be developed at the next meeting, which is the joint meeting.

3. Geographic Extent of the Region

This agenda item was not considered.

There being no further business, the meeting adjourned at 12:45 p.m.

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Chairman

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Secretary