

Regional Council



Maricopa Association of
Governments

Annual Accomplishments June 2003





Mayor Wendy Feldman-Kerr,
Chair, MAG Regional Council

Letter from the Chair

To the Citizens of the Region:

Since July of this year, it has been my honor to serve as the Chair of the Maricopa Association of Governments. At that time, we had the task of beginning a national search for a new director and coming together as a Regional Council. I can report that we have culminated a national search, hired a new Executive Director and are on our way to increasing the communication among our member agencies to address the challenges facing this region.

MAG was formed in 1967 and has been in the process of change from its beginning. Today, we have many programs, but the core functions designated by the federal government continue to be transportation and air quality planning. Being good public stewards of these two responsibilities is critical to the continued growth and quality of life for this region.

Transportation and air quality are linked in policy and in our technical work. In FY 2004, we will culminate one of our largest planning responsibilities in the history of our organization. We expect, in September 2003, that the Transportation Policy Committee will make its recommendation for a 20-year transportation plan that will go to the voters for the extension of the one-half cent sales tax for transportation. The extension of the tax is projected to raise approximately \$8.3 billion.

To develop the plan for the extension of the one-half cent sales tax for transportation, MAG embarked on a new process. In July, the Regional Council appointed the members of the Transportation Policy Committee. This committee consists of elected officials, business representatives and the Arizona Department of Transportation. Creating this process required MAG to be willing to open its process, which had been limited to member agencies. Having more voices involved in the process is working. Transportation is larger than MAG and requires an innovative structure and trust among all of the stakeholders to make the process work.

Plans are important, but equally important is the policy process at MAG that is charged with stewardship of the plan. We are living in a dynamic region with incredible growth. This growth ensures that any planning document is not static and will require an organization that values straightforward communication and a true partnership among all of the member agencies to address the unforeseen challenges that lie ahead. How we interact as elected officials and through our professional staff is the fabric that will hold us together.

To increase our communication, this year we implemented the Regional Town Hall. This is a good start in reaching out to the greater community to be involved in our policy making process. We are also reaching out to all of the elected officials in our various cities and agencies to increase their understanding of and participation in MAG. With term limits now a way of life in many communities, it is essential that we grow the next set of leaders who have an understanding of the greater regional community.

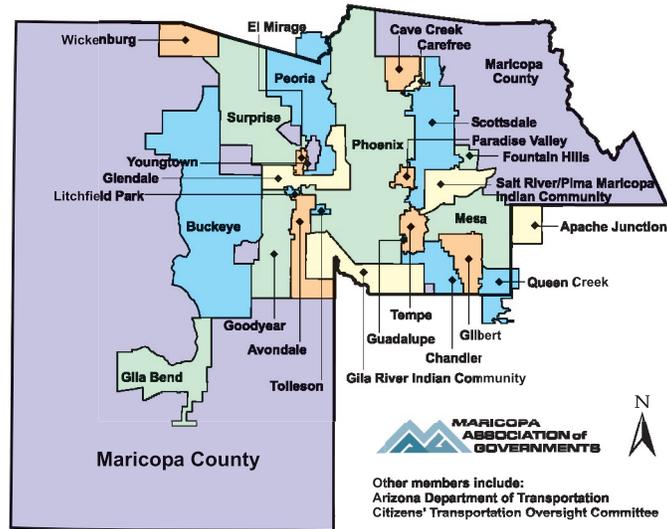
This has been a new beginning for MAG. Working together, we will create a better region.

Sincerely,

A handwritten signature in cursive script that reads "Wendy Feldman-Kerr".

Wendy Feldman-Kerr
Chair MAG Regional Council
Mayor of Queen Creek

Table of Contents



MAG Regional Council i

A Look in the Mirror 1

Regional Transportation Plan 3

Dialogues in Data 7

Increasing the Competitiveness
of Our Region's Economy 9

Conducting a Regional Conversation 12

Improving Lives 14

Building on Accomplishments 18

MAG Regional Council

City of Apache Junction

1001 N. Idaho Road
Apache Junction, Arizona 85219
Phone: (480) 982-8002
Representative: *Mayor Douglas Coleman*

City of Avondale

525 North Central
Avondale, Arizona 85323
Phone: (623) 932-2400
Representative: *Mayor Ron Drake*

Town of Buckeye

100 North Apache, Ste. A
Buckeye, Arizona 85326
Phone: (623) 386-7830
Representative: *Mayor Dusty Hull*

Town of Carefree

Box 740
Carefree, Arizona 85377
Phone: (480) 488-1471
Representative: *Mayor Edward C. Morgan*

Town of Cave Creek

37622 North Cave Creek Road
Cave Creek, Arizona 85331
Phone: (480) 488-1400
Representative: *Vice Mayor Ralph Mozilo*

City of Chandler

P. O. Box 4008 Mail Stop 603
Chandler, Arizona 85224-4008
Phone: (480) 782-2210
Representative: *Mayor Boyd Dunn*

City of El Mirage

Box 26
El Mirage, Arizona 85335
Phone: (623) 972-8116
Representative: *Mayor Robert Robles*

Town of Fountain Hills

Box 17958
Fountain Hills, Arizona 85268
Phone: (480) 837-2003
Representative: *Mayor Jon Beydler*

Town of Gila Bend

P. O. Box A
Gila Bend, Arizona 85337
Phone: (928) 683-2255
Representative: *Mayor Chuck Turner*

Gila River Indian Community

P.O. Box 97
Sacaton, Arizona 85247
Phone: (520) 562-6000
Representative: *Governor Richard P. Narcia*

Town of Gilbert

1025 South Gilbert Road
Gilbert, Arizona 85234
Phone: (480) 503-6862
Representative: *Mayor Steve Berman*

City of Glendale

5850 West Glendale Avenue
Glendale, Arizona 85301
Phone: (623) 930-2260
Representative: *Mayor Elaine Scruggs*

City of Goodyear

P.O. Box 5100
Goodyear, Arizona 85338
Phone: (623) 932-3910
Representative: *Mayor Jim Cavanaugh*

Town of Guadalupe

9050 South Avenida del Yaqui
Guadalupe, Arizona 85283
Phone: (480) 730-3080
Representative: *Mayor Margarita Cota*

City of Litchfield Park

214 West Wigwam Boulevard
Litchfield Park, Arizona 85340
Phone: (623) 935-5033
Representative: *Mayor J. Woodfin Thomas*

Maricopa County

301 West Jefferson Street
Phoenix, Arizona 85003
Phone: (602) 506-3415
Representative: *Supervisor Max W. Wilson*

City of Mesa

Box 1466
Mesa, Arizona 85211
Phone: (480) 644-2309
Representative: *Mayor Keno Hawker*

Town of Paradise Valley

6401 East Lincoln Drive
Paradise Valley, Arizona 85253
85253-4399
Phone: (480) 348-3690
Representative: *Mayor Edward Lowry*

City of Peoria

8401 West Monroe Street
Peoria, Arizona 85345
Phone: (623) 412-7300
Representative: *Mayor John Keegan*

City of Phoenix

200 West Washington Street
Phoenix, Arizona 85003-1611
Phone: (602) 262-7958
Representative: *Mayor Skip Rimsza*

Town of Queen Creek

22350 South Ellsworth
Queen Creek, Arizona
85242-9311
Phone: (480) 987-9887
Representative: *Mayor Wendy Feldman-Kerr*

Salt River Pima-Maricopa Indian Community

10005 East Osborn Road
Scottsdale, Arizona 85256
Phone: (602) 850-7277
Representative: *President Joni Ramos*

City of Scottsdale

3939 Drinkwater Boulevard
Scottsdale, Arizona 85251
Phone: (480) 312-2422
Representative: *Mayor Mary Manross*

City of Surprise

12425 West Bell Road,
Ste. D-100
Surprise, Arizona 85374
Phone: (623) 583-1080
Representative: *Mayor Joan Shafer*

City of Tempe

Box 5002
Tempe, Arizona 85281
Phone: (480) 350-8403
Representative: *Mayor Neil Giuliano*

City of Tolleson

9555 West Van Buren Street
Tolleson, Arizona 85353
Phone: (623) 936-7111
Representative: *Mayor Adolfo Gamez*

Town of Wickenburg

155 North Tegner, Ste. A
Wickenburg, Arizona 85390
Phone: (928) 684-5451
Representative: *Mayor Lon McDermott*

Town of Youngtown

12030 Clubhouse Square
Youngtown, Arizona 85363
Phone: (623) 933-8286
Representative: *Mayor Daphne Green*

Arizona Department of Transportation

206 South 17th Avenue
Phoenix, Arizona 85007
Phone: (602) 712-7011
Representatives: *Dallas Gant and Joe Lane*

Citizens Transportation Oversight Committee

206 South 17th Avenue,
MD 118A
Phoenix, Arizona 85007
Phone: (602) 712-8100
Representative: *F. Rockne Arnett*

A Look in the Mirror



Our region is one of the most dynamic in the nation, growing approximately 100,000 residents each year. This continued growth demonstrates that managing change is an important part of our governance process. Recent transportation elections proved that having a true partnership with the business community is essential to having a successful outcome.



Taking this philosophy to heart, the Maricopa Association of Governments reexamined how we conduct our business.

Two governance committees were established with more than twenty meetings held. Issues explored included the organization's roles and responsibilities, appropriate membership, voting procedures, and the geographic extent of



the region. An Advisory Committee made up of state legislators and corporate and civic leaders worked with the Task Force to provide input and perspective throughout the process.

The self-examination led to a number of changes at MAG, including reaching out to the general public to develop regional policy through a Regional Town Hall. Perhaps the most meaningful change was the creation of a new Transportation Policy Committee, a public/private partnership made up of a diverse group of government, business and community representatives.

The 23-member committee includes private sector leaders, local governments, and freight and transit representatives.

The committee is charged with the development of a new Regional Transportation Plan that will guide transportation investments for the region for the next 20-30 years. The Plan takes on special significance, because it will serve as the foundation of a proposed ballot measure to extend the half-cent sales tax for



transportation. The current tax expires in 2005. The new Plan will determine how to spend more than \$8.3 billion in the next 20 years—the projected revenue coming from the extension of the tax.

Regional Transportation Plan



“The greatness of a region is measured by more than the size of its population, the growth of its economy or the magnificence of its amenities. A great region solves problems and moves forward.”

The MAG region is one of the fastest growing urban areas in the country, and projections indicate that this growth will continue over the next few decades. The regional transportation system serves as the backbone for the economy and is an essential component of the quality of life for our citizens. Our challenge is to maintain adequate mobility within the region for the movement of people and goods.



To deal with this challenge, MAG is developing a new Regional Transportation Plan to guide future



investments in our transportation infrastructure. The multi-billion dollar plan is based on a three-tiered principle:

1. Maintaining the transportation assets that we have.
2. Improving existing systems through key investments in technology and improvements to increase capacity.
3. Making strategic investments to expand the transportation system and provide mobility options.

With the completion of the Regional Freeway System in 2007, we will have a core highway network that provides

improved access throughout the region. Although continued improvements to the highway system will be necessary (including the identification of new



highway corridors), other transportation options will be required to maintain mobility within the core metropolitan region. More transit investments, including high capacity





modes such as bus rapid transit and light rail transit, will be needed in some corridors to restore or maintain the economic vibrancy of higher density areas.



Over the past two years, MAG member agencies, together with Valley Metro and the Arizona Department of Transportation, have completed an unprecedented

number of planning studies to support the development of the Regional Transportation Plan. These studies include comprehensive looks at subregions of the metropolitan area to identify transportation needs, corridor-specific analysis to identify appropriate transportation improvements along certain networks, and mode-specific studies to examine the potential for expansion of bus and high capacity transit options for the region.

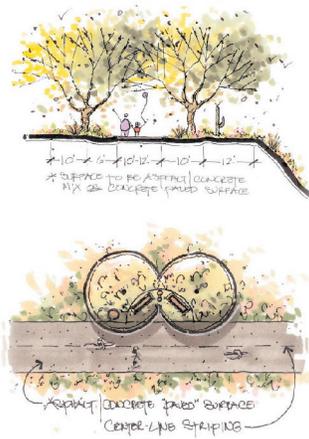
MAG members participated in the MAG High Capacity Transit Study that looked at high demand corridors that would support transit modes such as light rail and bus rapid transit. The study also closely examined how the existing heavy rail network in the region

could be used to provide commuter rail service. Valley Metro, in cooperation with MAG, completed the Regional Transit Study, which developed a plan for transit services regionwide. A key to the success of transit will be the development of complementary facilities that are needed to provide transit users with improved performance. This includes the construction of high occupancy vehicle lanes throughout the freeway system to increase transit travel speeds, and a system of park-and-ride lots for commuters. Twelve park-and-ride lots



are now programmed for construction in Phoenix, Gilbert, Glendale, Goodyear, Mesa, Scottsdale and Tempe,

Non-motorized forms of transportation are also important for mobility and our quality of life. Through the MAG Pedestrian Design Program, Glendale, Goodyear, Phoenix, Mesa and Surprise are building pedestrian-friendly projects to encourage and enhance the walking environment. The West Valley Multi-Modal Transportation Corridor Plan created a master plan for a 42-mile trail from Avondale to New River. This trail system will link the communities of Avondale, Phoenix, Glendale, and Peoria. Enhancement funds were also provided to Phoenix, Chandler, Gilbert, Glendale and Guadalupe for pedestrian and bicycle projects.



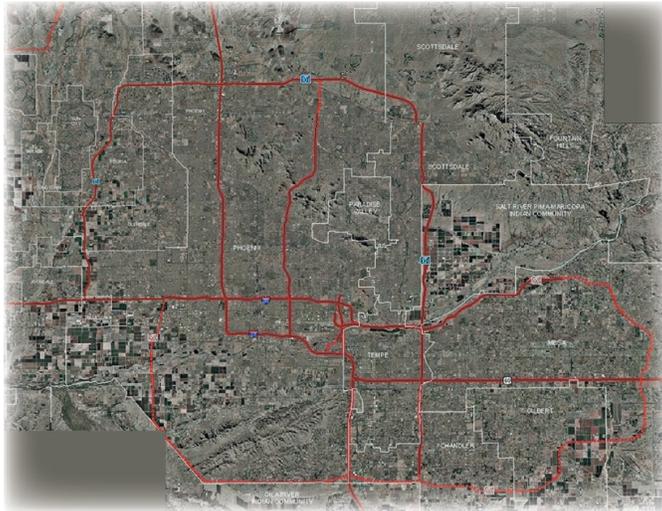
The draft Regional Transportation Plan is expected to be completed in the fall of 2003. The plan is based on a performance-based process that links the goals and objectives of the

plan to specific measures of performance. This process results in a mix of investments that meet the plan objectives, resulting in improved regional mobility. The performance measures also provide the ability to monitor performance to determine if the stated objectives of the plan are being met, or if adjustments are needed to improve the overall effectiveness of our regional transportation system.

MAG Regional Transportation Plan Process

Task Name	2003												2004				
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May
Public Involvement Throughout Process	[Active]																
Polling Conducted/ Legislative Strategy Set	[Active]																
Identification of Goals/ Objectives/Performance Measures	[Active]																
Regional Town Hall on Transportation	[Active]																
Draft Alternatives	[Active]																
Intensive Public Outreach/ Input on Draft Alternatives	[Active]																
Draft Plan	[Active]																
Approval to Conduct Conformity	[Active]																
Results of Conformity/ Final Draft/Adoption of Final Plan	[Active]																
Communicate Plan Elements	[Active]																
Election	[Active]																

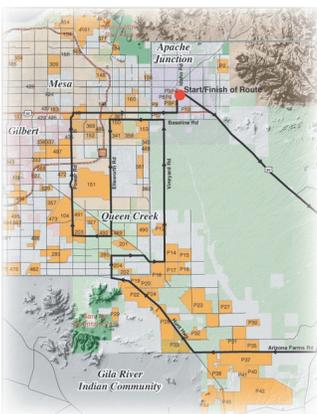
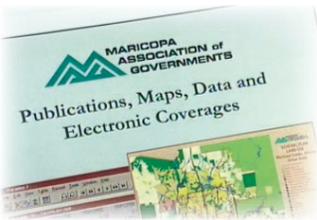
Dialogues in Data



In carrying out its many planning responsibilities for the region, MAG collects and analyzes a wide variety of data, including information on the region's geographic boundaries, physical features, land use, demographics, employment, residential housing completions, development areas, open spaces and more. MAG also tracks and analyzes census data and uses the information to develop population and socioeconomic projections.



The diverse geographic, statistical and socioeconomic data housed at MAG provide a valuable resource for MAG member agencies as well as other regional partners. For example, in 2002, MAG worked with the Tempe Elementary School District to understand the demographic and enrollment implications of the district. MAG conducted an enrollment analysis that provided a five-year enrollment forecast for grades K-8 and looked at household demographic trends for preschool and school age children. MAG also created a database application that will help the district predict future enrollment trends.



In another partnership created to assist non-profit organizations, MAG teamed up with the Valley of the Sun United Way. This multi-year project will help identify the kinds of data that are most useful

to non-profits and make that information available on the MAG Web site and in hard-copy formats. The project will benefit non-profit organizations by compiling data, maps and information in one central location, while providing a useful resource for MAG member agencies and the public.

MAG is also preparing demographic projections for the Central Arizona Water Conservation District, which represents the Central Arizona Project (CAP). These projections include housing units, population, and land use data for the Maricopa County portion of the district's three-county service area. MAG also agreed to provide technical assistance and direction for demographic projections developed by CAP for the Pinal County and Pima County portions of the district's service area. This partnership

provides MAG with useful development data in the Maricopa County and Pinal County areas, and gives the district credible short term and long term housing and demographic projections.

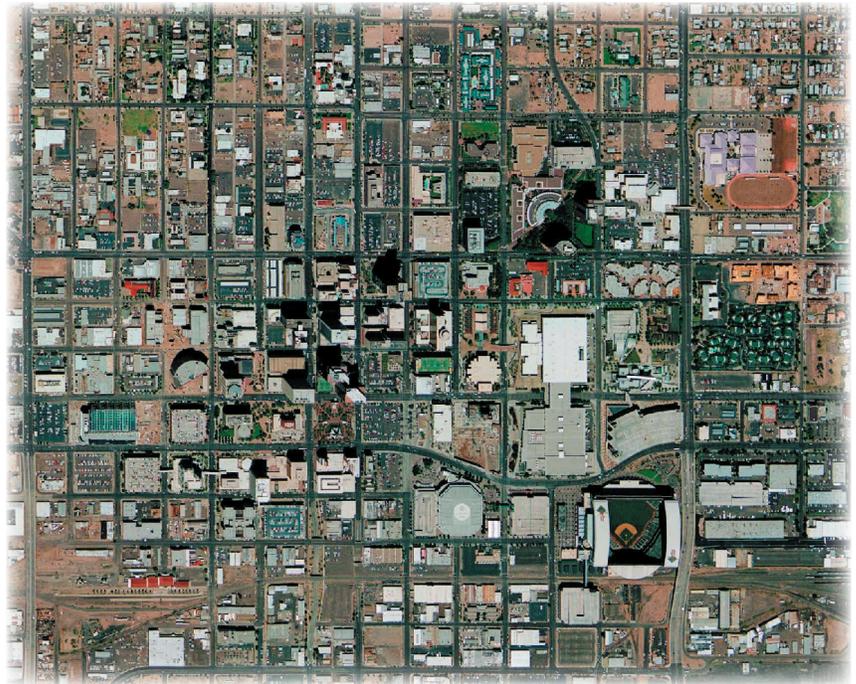
As part of the Regional Transportation Plan, MAG is working with agencies in Maricopa and Pinal Counties to develop long-term traffic projections in the portions of Pinal County that are near the Maricopa County border. The group provided information needed for these "placeholder projections," then reviewed the projections to make sure they were reasonable. The agencies included Apache Junction, Mesa, Queen Creek, Superior, Florence, Coolidge, Casa Grande, Eloy, Pinal County, Central Arizona Association of Governments, Salt River Project, and the State Land Department.

Increasing the Competitiveness of Our Region's Economy



MAG worked as part of a much larger team in economic development strategic planning and information development. In 2002, the Planners Stakeholders Group agreed upon a mission statement for MAG Regional Development. In essence, the mission is to provide information and analyses on the region's physical development—including its economic development—and to facilitate joint planning that will result in a higher quality of life for the citizens of the region. In 2002, economic development was the focal point of this mission.

In 2002, MAG provided new information for both regional and local economic development strategic planning and implementation to its community members, to the Greater Phoenix Economic Council, to the Business Leadership Coalition, and to the region's universities and colleges. This broad economic development team now has an information system that does not exist in our competitor regions. This information (including existing MAG information not previously applied to economic development, as well as new



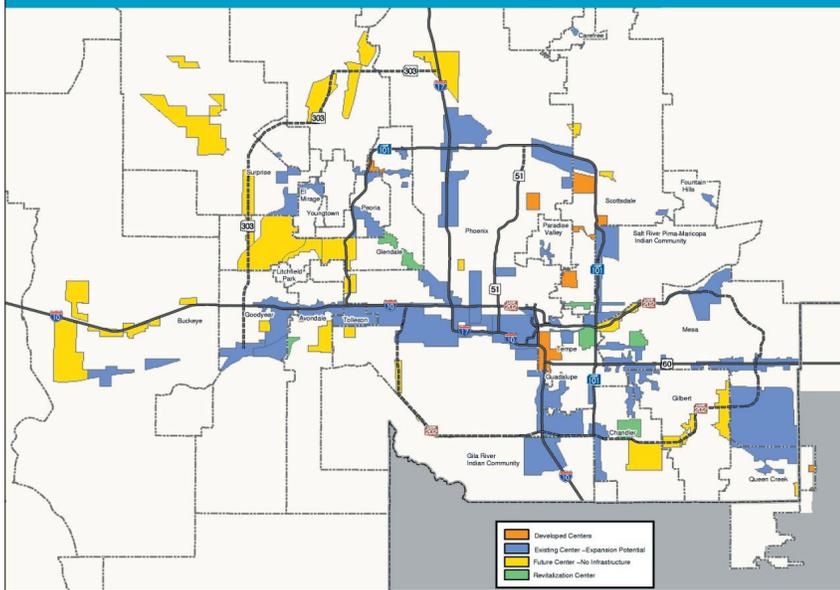
information needed for economic development strategic planning) is a foundation that will be improved and applied as the region's economic development strategy for high wage industries is implemented.

Though this took many forms, the most formalized relationship was created among the Greater Phoenix Economic Council and its economic development directors, the Salt River

Project, and MAG. These groups jointly funded informational analyses on economic trends, strengths, weaknesses, opportunities and constraints, possible target industry clusters, and economic development strategies. The analyses were used in the regional economic development strategy and are being used by several communities as both marketing and planning information.



Current and Future Job Centers



The most significant aspect of the foundation work accomplished this year is that it is consistent for both the region and its communities. Each community defined its “job centers”—the principal areas that will contain most future economic development.



MAG and its partners developed economic and business location databases for these 104 community job centers—and their “commute sheds” (areas that are within a half-hour peak hour drive time).

At the conclusion of 2002, regional economic developers were using the information to pinpoint specific high wage target industries for which we are presently competitive, while community economic

developers were using the information to assess what they needed to improve in order to compete for the target industries.

Both regional and community economic developers are on the same page, understanding the region’s needs and strategies, the types of industries each is presently



capable of attracting, as well as what needs to be improved so that the region and all of its communities can develop the high-wage, diversified economic base that will result in a higher quality of life for the region.

Conducting a Regional Conversation



Enhancing our regional communication continues to be a key focus at MAG. In 2003, MAG continued its proactive public involvement activities, ranging from formal stakeholder meetings and presentations to informal events like MAG at the Mall, Sunday on Central and the State Fair. Numerous opportunities were provided for input in the development of the Regional Transportation Plan, as residents were invited to provide information and comments throughout a variety of special events and venues.

Improving Lives



The Maricopa Association of Governments continues to work to improve the lives of our three million residents. From addressing human services needs to finding ways to reduce travel and improve air quality, MAG programs strive to make this region a better place to live.

ending
homelessness
is everyone's
responsibility



The MAG Continuum of Care Regional Committee on Homelessness recently completed the Regional Plan to End Homelessness, a comprehensive plan that identifies four key themes and 52 specific recommendations that address homelessness in the region. One of the key priorities of the Continuum of Care is to complete the annual funding application process through the U.S. Department of Housing and Urban Development. This funding stream brings millions of dollars into the region every year to provide valuable funds for homeless service providers. Since 1999, the Continuum has brought in

nearly \$40 million to the region to help address the issue of homelessness.

Also this year, the Continuum of Care has taken on implementation of a regionwide Homeless Management Information System in an attempt to get a better handle on the number of homeless in our communities. The system will also be utilized to conduct better tracking of homeless individuals through the social service delivery system and to enhance case management. It will eventually lead to the development of more effective policy for how to address the complex issue of homelessness in our community.

Since January 2000, the MAG Regional Domestic Violence Council has worked to develop a coordinated community

response to domestic violence in our region. The Council has been actively engaged with educating, training and informing members of the community on steps they can take toward eliminating this devastating crime in our communities.

This year, the Council has worked to expand the role of the employer community through a collaborative effort called Employers Against Domestic Violence (EADV). To date, more than 75 businesses are members of EADV and have committed to addressing domestic violence in the workplace.

The Health Care Work Group of the Council has also developed a Health Cares Kit that will be utilized to train health care personnel on how to identify victims and





document their injuries. Today, four major health systems are participating in the effort.



In 2002, MAG implemented an Elderly Mobility Initiative to develop and design a transportation system that addresses the needs and issues of seniors in the Maricopa region. The MAG Regional Action Plan on Aging and Mobility includes 25 recommendations for creating safe and enhanced mobility options for aging drivers. In addition, MAG sponsored the first national conference to address the changing transportation needs of an aging population.

Quieter neighborhoods and the elimination of millions of old tires from landfills will be the primary result of a plan to add a rubberized asphalt surface to the majority of the Valley's freeway system. Working with the Governor's Office and the Arizona Department of Transportation, MAG committed \$34 million from its federal transportation funds to pay for the resurfacing. Approximately 115 miles of Valley freeways will be covered with rubberized asphalt starting next year, resulting in a better quality of life for residents using or living near our freeways.

MAG has also taken steps to improve the environment. In January 1998 and 1999 the Regional Council identified videoconferencing as a



priority for reducing travel in the region. The goal of this system is to link MAG and its member agencies with video and audio conferencing. Each member agency was provided with its own videoconferencing system. Member agencies have used their equipment to attend meetings, interview potential job candidates, meet with out-of-town consultants, and attend national conferences and forums, resulting in time and money savings as well as decreased travel and congestion.

In another effort to improve air quality, the Regional Council



approved a prioritized list of PM-10 certified street sweeper projects for federal air quality funding, resulting in nearly \$1.5 million for ten new sweepers. Powered by the latest state-of-the-art technologies, these street sweepers reduce particulates that become airborne from vehicles traveling on paved roads. Residents seem to like the sleek look of the sweepers and often compliment the cities for using them. This region is one of two unique areas of the country which include PM-10 certified sweepers as a key measure in their air quality plans. These sweepers are also beneficial for meeting

federal air quality requirements.

In fact, before transportation projects can be constructed, they must “conform to” the air quality plans in a process known as a “conformity analysis.” In July 2002, the Regional Council approved the conformity finding for the 2003-2007 MAG Transportation Improvement Program and Long Range Transportation Plan 2002 Update. Conformity ensures that transportation plans do not contribute to air quality violations. The transportation plans have achieved conformity every year in spite



of explosive growth.

By including extra air quality measures in the transportation plans, the conformity emissions budgets have been met.

Another highlight of this year’s environmental accomplishments was the revision to the MAG 208 Water Quality Management Plan. A few years ago, the cities initiated a major overhaul of this plan to deal with explosive growth and 100,000 new residents each year. The plan, approved by the Regional Council in September 2002, addresses the wastewater treatment facilities needed within the region for the next twenty years. Twenty-one new plants, plus current plant expansions, will increase total capacity by 45 percent. Collectively, there are 97 wastewater plants in the new plan.



More than half are or will be publicly owned. A key aspect of the plan is that it ensures local control in wastewater treatment planning to prevent environmental problems and negative impacts on municipal systems. This plan is an important tool in working with the development community to achieve high quality growth. In addition, the MAG 208 Water Quality Management Plan is the key guiding document used by Maricopa County and the Arizona Department of Environmental Quality in granting permits for wastewater treatment plants in this region.

Building on Accomplishments



Improving dialogue with member agencies and community partners is a major focus for the Wendy Feldman-Kerr, Chair of the Regional Council. MAG is undertaking a number of actions to be more inclusive in its regional decision-making, outreach and education.

The Transportation Policy Committee was created to ensure that all voices were heard at the table by including a broad range of stakeholders as members. One of the first actions of the committee was to implement an intensive public involvement campaign to reach out to the broader community.

Another significant step taken by the Regional Council was the implementation of



a Regional Town Hall. The Regional Town Hall concept was approved by the Regional Council in May 2002. The First Annual MAG Regional Town Hall was held in March 2003, focusing on regional transportation issues. The Town Hall provided a significant opportunity for many who don't traditionally have a voice in the process to give feedback on the Regional Transportation Plan. Input from the Town Hall is being used by the MAG Transportation

Policy Committee as it discusses the extension of the half-cent sales tax for transportation. It is the desire for future Town Halls to continue to be a sounding board for regional needs with the outcomes going back to the Regional Council as it develops goals and policies.



Regional Council Members



CHAIR
Wendy Feldman-Kerr
Mayor of Queen Creek



VICE CHAIR
Joan Shafer
Mayor of Surprise



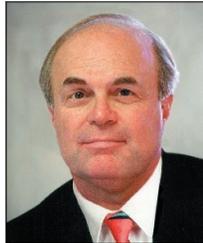
TREASURER
Keno Hawker
Mayor of Mesa



F. Rockne Arnett
CTOC Chair



Steve Berman
Mayor of Gilbert



Jon Beydler
Mayor of Fountain Hills



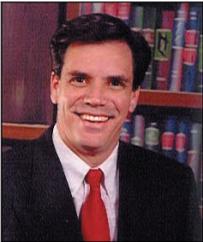
James Cavanaugh
Mayor of Goodyear



Douglas Coleman
Mayor of Apache Junction



Margarita Cota
Mayor of Guadalupe



Ron Drake
Mayor of Avondale



Boyd Dunn
Mayor of Chandler



Adolfo F. Gamez
Mayor of Tolleson



Dallas Gant
State Transportation Board



Neil G. Giuliano
Mayor of Tempe



Daphne Green
Mayor of Youngtown



Dusty Hull
Mayor of Buckeye



John Keegan
Mayor of Peoria



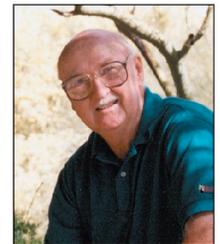
Joe Lane
State Transportation Board



Edward F. Lowry
Mayor of Paradise Valley



Mary Manross
Mayor of Scottsdale



Lon McDermott
Mayor of Wickenburg



Edward C. Morgan
Mayor of Carefree



Ralph Mozilo
Vice Mayor of Cave Creek



Governor Richard P. Narcia
Gila River Indian Community



President Joni Ramos
Salt River Pima-Maricopa I.C.



Skip Rimsza
Mayor of Phoenix



Robert Robles
Mayor of El Mirage



Elaine M. Scruggs
Mayor of Glendale



J. Woodfin Thomas
Mayor of Litchfield Park



Chuck L. Turner
Mayor of Gila Bend



Max W. Wilson
Maricopa County Supervisor