ARE WE THERE YET?
The Role of Transportation in Driving Arizona's Global Economy
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Dear Reader:

The majority of Arizonans (nearly 70%) are not satisfied with the state’s transportation system, according to a new WestGroup Research statewide survey of more than 400 residents. On a brighter note, the number of people who are highly dissatisfied with the state’s transportation system declined by 30% compared to a similar poll in 2008.

The most recent survey was conducted for Arizona Forward, a statewide business-based coalition established by the Maricopa County-based public interest organization, Valley Forward Association. Arizona Forward’s goal is to promote cooperative efforts to improve the livability, sustainability and economic vitality of cities and towns throughout the state.

Arizona’s No. 1 transportation issue is the need for expanded public transportation, according to the new poll. Nearly one-third (32%) of respondents cited “a lack of public transit” as the state's most important transportation-related issue.

In addition to the need for expanded mass transit, residents identified other statewide concerns: road maintenance and repair (11%), congestion (10%), gas prices (7%) and the need for more and wider highways (6%).

The single most important transportation improvement, according to a large portion of residents, is expanded bus service (32%). Fixing potholes and road maintenance ranked second (10%), with expanded light rail service third (8%). While building more roads and freeways ranked fourth (5%), it dropped significantly in importance compared to the 2008 survey, when residents rated it second at 15%.

There has been a paradigm shift in the last four years: Residents today are clearly interested in more transportation options and less concerned about building additional roadways. Not surprisingly, a majority of respondents admitted to having little knowledge about transportation planning and funding.

Arizona Forward has developed this transportation primer to provide you with unbiased facts, background information and viable alternatives to consider as the state moves forward with transportation planning. We hope the primer will serve as a catalyst for discussion to help find workable and affordable alternatives to meet our future transportation needs.


Please pay attention, be informed and get involved.

Kind regards,

Diane Brossart
Acting Director, Arizona Forward
THE ROLE OF TRANSPORTATION IN ARIZONA'S ECONOMIC FUTURE

Arizona's future economic development will be tied closely to the state's willingness to commit funding and resources to improving and expanding its statewide transportation system. Without a firm commitment to building and maintaining an efficient, integrated transportation network, the future could be one of congested freeways, inadequate rural highways, gridlocked city streets and under-funded and under-utilized public transit.

Who Benefits?

The American Public Transportation Association estimates that every $1 billion invested in public transportation creates and supports 46,000 jobs. But it is not just engineers, construction workers and the suppliers of equipment and materials that feel the positive economic impact of investing in our transportation infrastructure. Agriculture, construction, manufacturing, mining and tourism – which account for almost one in three jobs in Arizona – must have access to a seamless network of road, rail and air transportation to efficiently move both products and people.

There is also a direct cost of traffic congestion, which everyone is forced to share. Studies have shown that traffic congestion wastes millions of hours of valuable time and millions of gallons of gasoline – at an annual cost estimated at up to $2 billion in the Phoenix metropolitan area alone. And the numbers could get much worse. Arizona's population of about 6.5 million is expected to nearly double over the next 25 years with a corresponding increase in traffic volume.

The resulting traffic slowdowns can have a wide range of negative effects on people and the economy, including impacts on air quality (due to additional vehicle emissions), quality of life (due to personal time delays) and business activity (due to the additional costs and reduced service areas for workforce, supplier and customer markets).

At the most basic level, increasing congestion delays mean that some trips on the road system – whether by car, truck or bus – will entail longer travel times for riders and higher vehicle operating costs. Traffic congestion can impose additional costs to businesses associated with freight and service deliveries. For instance, delays in delivering time-sensitive freight can impose additional costs relating to inventory, logistics, reliability or just-in-time processing. Ultimately, these are passed onto businesses and consumers who ship or receive the products.

Over and above the effects of congestion on travel cost and additional business operating expenses, congestion can further impact business productivity. It can reduce the size of market areas for employees, customer delivery and consumers who can be served or accessed within a limited window of reasonable travel time.
The Arizona Department of Transportation (ADOT) describes challenges that might result from the state's burgeoning population this way:

“The transportation system must … provide for increases and changes in the state's population and accompanying increases in traffic volumes. Congestion will continue to increase … as the state's population is projected to increase to more than 11 million by 2035 – more than a 70% increase from today's 6.4 million Arizonans. Maricopa County will see the largest growth in population, adding 2.8 million people. Arizonans 65 and older will increase from 13 to 20% of the total population, adding another layer of transportation challenges, including safety needs and the desire for public transportation options to access services, recreation and healthcare.”

Competing in a Global Economy

Transportation plays a critical role in maintaining Arizona's ability to compete in an increasingly global economy. The National Association of Manufacturers reports that in 2010, exports to Mexico accounted for 110,000 jobs in Arizona – 85,000 of which were in high-tech industries. In fact, Mexico receives one-third of $17.5 billion in goods exported from Arizona. There are six international border crossings between Arizona and Mexico, with the largest being at Nogales, where 13,000 vehicles and 13,000 pedestrians cross the border each day. In addition, 287,000 trucks – and nearly half of the nation's produce – enter the United States at the Nogales crossing.

The great bulk of Arizona's exports – and imports – move by truck and train. ADOT reports that nearly 560 million tons of freight valued at $2.3 billion moves in, out, within and through Arizona each year. Interestingly, three-fourths of this freight moves through Arizona from and to other locations, as opposed to originating here or being shipped to the state as a final destination. Furthermore, 75% of freight moves by truck and most of the remainder by rail. The trucking and warehousing industries provide more than 88,000 Arizona jobs. Air freight, which handles a small fraction of Arizona's exports, is nevertheless becoming increasingly important, amplifying the need for a seamless, multimodal transportation system.

When economic multiplier effects from transportation and warehousing are factored, it is estimated that the sector supported 237,600 jobs in Arizona, providing earnings of $5.8 billion and contributing $27.7 billion in gross state product in 2006. Economic forecasts of transportation and warehousing activity in Arizona conducted that same year indicated by 2014 the industry will support 271,600 jobs, produce earnings of $12.5 billion and generate $31.7 billion in total economic activity (measured in 2006 dollars).

Exports rely on imports

Exports create jobs. But what's less apparent is that exports rely on imports. When U.S. firms build and produce products with companies in Mexico, they have to get key components across the border as quickly as possible. In a just-in-time business environment, both sides rely on an efficient process at the border in order to get numerous key components shipped rapidly back and forth.
Last year $70 billion worth of machinery, tools and equipment were traded bilaterally between the U.S. and Mexico to produce other goods sold as North American-made products. As globalization of the U.S. economy has grown, Arizona as a border state to Mexico and neighbor to Southern California (home of the largest North American container port) is in the middle of the globalization trend.

For example, tomatoes grown in Cochise County and lettuce from Yuma are harvested in January, shipped by truck directly to Phoenix, then loaded onto a British Airways flight to London. The produce is thus made available to the European market within 48 hours after it is harvested. This not only produces an international market for Arizona-grown produce, but provides British Airways with additional revenues to help sustain non-stop passenger service between London and Phoenix.

According to the Federal Aviation Administration, Arizona ranks second in the nation in terms of goods shipped by air, even though air freight accounts for only about 1% (by weight) of the total freight traffic. There are 12 commercial airports in Arizona, plus 71 reliever and general aviation airports that serve non-commercial traffic. The aviation industry contributes $38.5 billion annually to the state economy, supporting some 470,000 jobs statewide.

Without trucking, Arizona's businesses could not function for more than a day or two. Trucks deliver 90% of all freight moved within Arizona. Most Arizona communities have no other option except trucking for getting freight and services delivered to them. According to the Arizona Trucking Association, truck traffic is projected to increase 45% between now and 2020 as freight tonnage moved by truck grows.

**Transportation and Tourism**

Arizona hosts nearly 37 million overnight visitors each year, or more than 100,000 per day. Tourism's impact on the state's economy, of course, is enormous. It is an $18.3 billion industry that employs more than 157,000 people.

About 8.5 million of Arizona's annual overnight visitors arrive by air, emphasizing the need for providing not only convenient national and international flight schedules, but also a variety of options for traveling from airports to overnight accommodations. Light rail, buses, rental cars, shuttles and taxis all play a role in moving visitors to their destinations. With great distances to be traveled from our major airports to locations such as the Grand Canyon, Saguaro National Park and the Canyon de Chelly National Monument, it is imperative to maintain rural roads and highways while also planning for future expansions.

**Impact on Rural Arizona**

While much of Arizona's population growth in the coming decades will be in major urban areas, rural parts of the state will also be impacted. The Rural Transportation Advocacy Council (RTAC) points to a number of factors that need to be addressed to keep the entire state economically competitive.

- Arizona is the sixth largest state in land area, but also is one of the nation's most highly urbanized states, with nearly three-quarters of the population living in the two largest
metropolitan areas. This makes rural communities heavily reliant on the transportation infrastructure to link rural businesses to their distant, larger consumer markets and to receive goods from distant producers and distributors.

- While the majority of Arizona's population growth has occurred in urban areas, the rural infrastructure has been impacted by the increased need to transport goods to and from these areas. There has also been a significant increase in travel by urban residents to rural areas during weekends and vacation seasons.

- Transportation funding for rural areas is barely covering maintenance needs, leaving virtually no funding for system expansion, including the development of alternate routes and adding lanes to existing routes to mitigate growing congestion.

- A less efficient transportation system not only detracts from the quality of life and the cost of living in rural areas, but also impedes the ability to attract new businesses and maintain and expand existing businesses.

These issues and others – including underfunded rural transit systems – will have to be addressed if rural Arizona is to maintain its economic viability. In the words of the RTAC (which represents areas of the state outside the Phoenix and Tucson metropolitan areas):

“\textit{All of these impacts apply everywhere, but disproportionately impact rural areas due to economies of scale and the distances required to receive and deliver products. These emerging conditions can create a downward spiral as the lack of jobs drives away the local labor pool, which in turn makes it more challenging to retain existing businesses and to attract new employers.”}
TRANSPORTATION PLANNING

A variety of federal, state, regional and local agencies share responsibility for transportation planning in Arizona.

U.S. Department of Transportation

The United States Department of Transportation (USDOT or DOT) is a federal Cabinet department of the United States government concerned with transportation. It was established by an act of Congress on October 15, 1966, and began operation on April 1, 1967. It is administered by the United States Secretary of Transportation and divided into the following agencies:

- **Federal Aviation Administration** (FAA)
- **Federal Highway Administration** (FHWA)
- **Federal Motor Carrier Safety Administration** (FMCSA)
- **Federal Railroad Administration** (FRA)
- **Federal Transit Administration** (FTA)
- **Maritime Administration** (MARAD)
- **National Highway Traffic Safety Administration** (NHTSA)
- **Office of Inspector General** (OIG)
- **Office of the Secretary of Transportation** (OST)
- **Pipeline and Hazardous Materials Safety Administration** (PHMSA)
- **Research and Innovative Technology Administration** (RITA)
- **Saint Lawrence Seaway Development Corporation** (SLSDC)
- **Surface Transportation Board** (STB)

USDOT’s **mission** is to "serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future."

Arizona Department of Transportation

The Arizona Department of Transportation (ADOT) was established in 1974 and is responsible for planning, building, maintaining and operating state transportation facilities for the efficient movement of people and products by surface and air throughout Arizona. Within the state, multimodal transportation systems cross numerous jurisdictional boundaries.

**FUN FACTS:**
Former U.S. Secretary of Transportation Mary Peters had previously been a Director of ADOT. She was also a former Federal Highway Administrator.

The current Federal Highway Administrator, Victor Mendez, was also previously a Director of ADOT.

A major component of ADOT is the **Motor Vehicle Division** (MVD) which provides title, registration and driver license services to the general public throughout the state. The MVD includes 1,600 employees, an annual operating budget of $72 million and nearly seven million license plate registrations.

ADOT is funded by people who purchase fuel, drive or own private and commercial vehicles, or use transportation services. About 80% of the money ADOT collects returns to private contractors who build and maintain the state’s transportation system.
The Multimodal Planning Division (MPD) is the arm of ADOT involved in transportation planning. As its name suggests, the mandate for the MPD is to create plans for various modes of transport, including highways and public transit at both regional and statewide levels. The Aeronautics Division is now a part of the MPD and promotes aviation in the state, licenses aircraft dealers, assists in the development of public airport projects and manages Grand Canyon National Park Airport, which is owned by ADOT.

State law requires ADOT to create a long-range (25 years) statewide transportation plan that is updated and approved every five years. Additionally, the department must produce a State Transportation Improvement Plan (STIP) that is approved at the federal level.

**Metropolitan Planning Organizations**

In 1973, the Federal Transportation Act required that each urbanized area (population of 50,000 or more) establish a Metropolitan Planning Organization (MPO). The MPOs are charged with developing transportation plans and programs for urbanized areas of the state. The MPOs are required to have a proactive public involvement process and to represent all modes of transportation.

The five MPOs in Arizona are:

- Central Yavapai Metropolitan Planning Organization (CYMPO)
- Flagstaff Metropolitan Planning Organization (FMPO)
- Maricopa Association of Governments (MAG)
- Pima Association of Governments (PAG)
- Yuma Metropolitan Planning Organization (YMPO)

Three additional MPOs were designated by the 2010 Census statistics and will be formed by 2014. These areas include Casa Grande, Havasu and Sierra Vista. The impact on funding allocations has yet to be determined, however, there will likely be more money designated to the state to support the additional MPOs. But how it will be divided might result in less funds for specific regions.

Each MPO is responsible for developing and updating a Regional Transportation Plan. Each MPO also must develop a five-year transportation improvement plan (TIP) that serves as a regional guide for the preservation, management and expansion of public transportation services. This includes highways, arterial streets, transit, demand management and alternative mode improvements. MAG and PAG, as well as other smaller regions in the state that have air quality issues, are subject to federally designated regulations regarding congestion management, project selection and air quality standards.

**Council of Governments**

In rural areas, regional transportation is carried out by a Council of Governments (COG), which is similar to the metropolitan MPOs. The existing COGs in Arizona are:
- Central Arizona Governments (CAG)
- Northern Arizona Council of Governments (NACOG)
- SouthEastern Arizona Governments Organization (SEAGO)
- Western Arizona Council of Governments (WACOG)

**Intergovernmental Public Transportation Authority**

An intergovernmental public transportation authority (IPTA) may be organized in any county in Arizona with a population of 200,000 persons or less to plan, operate and maintain public transit services. Those include:

- Yuma County Intergovernmental Public Transportation Authority (YCIPTA)
- Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA), which serves Coconino and Yavapai counties.

Additionally, the state's largest metropolitan areas have designated agencies focused on planning, operating and maintaining public transportation in their respective regions:

- Phoenix-Regional Public Transportation Authority (RPTA)
- Pima Regional Transportation Authority (RTA)

**Municipalities Role in Transportation Planning**

Cities maintain arterial streets, including street improvement programs, street lights and speed bumps. The city’s Street Transportation Department (or a similar division) plans and provides for the safe, efficient and convenient movement of people and goods on city streets. This is accomplished by responding to transportation needs in relation to street capital improvement planning, street maintenance and pavement management, traffic engineering, traffic signal construction and maintenance, and traffic safety coordination.
TRANSPORTATION FUNDING

Counting all sources – including local bond issues and tax initiatives such as the half-cent sales tax – Arizona’s multimodal transportation revenues approach $3 billion a year.

Roads and Highways

Funding for highway construction and maintenance comes from two primary sources: the Federal Aid Highway Program and the Arizona Highway User Revenue Fund (HURF). Both are funded primarily by gasoline taxes – which, in Arizona, total 37.4 cents per gallon (19 cents in state taxes and 18.4 cents in federal taxes). Nationally, total gasoline taxes range from a low of 26.4 cents in Alaska to a high of 67.4 cents in New York. Only eight states have lower gasoline taxes than Arizona: Alaska, New Jersey, New Mexico, Mississippi, Missouri, Oklahoma, South Carolina and Wyoming.

Arizona's per-gallon gasoline tax has not changed since the early 1990s. Since then, the price of gasoline has more than tripled and the state’s population has increased by more than 80%. Spiraling gas prices and more fuel-efficient vehicles have combined to lower per capita fuel consumption. This has severely limited the state's ability to pay for basic road and highway construction and maintenance. When inflation and better gas mileage are factored in, the gas tax is actually less than half of what it was in 1960 at its peak.

The Federal Aid Highway Program brings about $700 million annually to Arizona, although that number varies from year to year. It is subject to congressional appropriations and federal transportation priorities. The federal highway money has also historically supported some 100 programs, leaving only a portion available for maintenance and construction. Some of those programs have been consolidated through a new transportation funding bill recently passed by Congress.

The state gasoline tax raises $454.7 million, which goes into HURF. A diesel fuel tax, registration fees and a portion of the vehicle license tax also go into the HURF. Of the total $1.2 billion of HURF collections overall, about 50.5% is allocated to ADOT with the remaining portion directed to the cities and counties in Arizona for the maintenance, operation and construction of roads and streets.

The Moving Ahead for Progress in the 21st Century Act (MAP-21) is the new transportation funding bill that will govern U.S. federal surface transportation spending for the next two years. The act – passed by Congress and signed into law in June 2012 – provides $105 billion through the end of the 2014 fiscal year and slightly decreases total transportation funding for Arizona from the previous transportation bill. Specific impacts to the region are still being evaluated.

There is also a half-cent sales tax in Maricopa, Pinal, Pima and Yavapai counties that helps fund transportation projects, including transit. How that money is allocated varies by region.

- Proposition 400 is an extension of a half-cent sales tax in Maricopa County that was voter approved in November 2004 and provides funding for transportation from 2006 through 2026. In FY 2012, $323 million was collected.
- Pima County's Regional Transportation Authority is providing approximately $12.5 million in funding for transit services from a regional half-cent sales tax, which was approved by voters in 2006.

- Pinal County’s half-cent sales tax was initiated in 1986 and then voters reinstated the 20-year excise tax again in 2006, which is projected to generate $951 million before it sunsets in 2046. These tax revenues provide funding for street, road and bridge construction, repair and roadside development.

- Yavapai’s County’s half-cent sales tax is apportioned as follows: 30% to the county general fund, 30% to capital improvements and 40% to regional roads. The total budgeted half-cent sales tax for FY 2012 is $11.7 million.

Mass Transit

Overall, transit is funded from a variety of sources including federal, state, regional, local, passenger fares and parking fees. More specifically, funding currently comes from the following sources:

- **Federal funds:** Each region receives federal formula funds through the Federal Transit Administration (FTA) allocations of various grants that support capital projects and preventative maintenance. Additionally, Federal discretionary (competitive) grants vary from year to year. A 20% match of local funds is generally required for all grant programs. The total amount allocated to Arizona by the FTA in 2011 was nearly $99 million. Nearly two-thirds of that total went to Maricopa and Pima counties.

<table>
<thead>
<tr>
<th>Federal Transit Administration 2011 Allocations to Arizona</th>
<th>Fiscal Year 2011 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>5316</td>
<td>$1,448,288</td>
</tr>
<tr>
<td>5317</td>
<td>$2,756,697</td>
</tr>
<tr>
<td>5311</td>
<td>$9,468,082</td>
</tr>
<tr>
<td>5311b3</td>
<td>$128,889</td>
</tr>
<tr>
<td>5310</td>
<td>$2,429,123</td>
</tr>
<tr>
<td>5309</td>
<td>$3,602,402</td>
</tr>
<tr>
<td>5311 Small Intensive</td>
<td>$518,425</td>
</tr>
<tr>
<td>5307</td>
<td>$69,666,522</td>
</tr>
<tr>
<td>5303</td>
<td>$1,868,531</td>
</tr>
<tr>
<td>5304</td>
<td>$378,150</td>
</tr>
<tr>
<td>ADOT STP Allocations (annual)</td>
<td>$6,500,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$98,765,109</strong></td>
</tr>
</tbody>
</table>

- **Regional sales taxes:** As referenced earlier, a half-cent sales tax has been approved by voters in Maricopa, Pinal, Pima and Yavapai counties for transportation and transit projects. Each county has a different formula for what percentage is allocated specifically for transit.

- **Local Funds:** Many Arizona municipalities have instituted transit-related taxes and/or allocate a portion of their general fund monies toward transportation and corresponding transit projects.
• **Passenger Fares:** In the 2011 fiscal year, passenger fares accounted for about $75 million, or about 21% of total transit operating costs ($352 million in FY 2011). In addition to operating costs, $42 million of capital expenditures was spent on buses and construction of facilities and infrastructure.

<table>
<thead>
<tr>
<th>Region</th>
<th>Passenger Fares</th>
<th>Total Operating Costs</th>
<th>Capital Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAG (RPTA/Valley Metro)</td>
<td>$62 million</td>
<td>$262.7 million</td>
<td>$15.5 million</td>
</tr>
<tr>
<td>PAG (City of Tucson/PAG)</td>
<td>$11.5 million</td>
<td>$71.8 million</td>
<td>$19.8 million</td>
</tr>
<tr>
<td>YMPO Region (YCAT)</td>
<td>$299,041</td>
<td>$2.4 million</td>
<td>$834,915</td>
</tr>
<tr>
<td>NAIPTA Region (Flagstaff)</td>
<td>$1.8 million</td>
<td>$5 million</td>
<td>$1.7 million</td>
</tr>
<tr>
<td>ADOT/Rural Transit</td>
<td>$1.18 million</td>
<td>$10.8 million</td>
<td>$4.5 million</td>
</tr>
</tbody>
</table>

*Arizona Transit Association, Fiscal Year 2011*

• **Parking Fees:**
  - Parking fees at Arizona State University (ASU) pay for the Flash and shuttle funding, as well as subsidize discounted student transit-passes.
    - Flash ASU campus service receives approximately $800,000 annually.
    - Transit service receives approximately $2 million annually for student-discounted transit passes.
    - ASU Intercampus Shuttles (ASU Main/Phoenix Downtown/Mesa Polytech/ASU West) receives approximately $3 million annually.
  - Parking fees at the University of Arizona are providing about $1.5 million for Cat Tran services.

**Airports**

The staff in the Aeronautics section of ADOT's multimodal division manages aviation funding. At the federal level, funding is determined by the FAA. Arizona's airports received $86.7 million in federal funds from the Airport Improvement Program (AIP) in 2011. The state provided an additional $20 million in matching grant funds and airports matched at 2.5%. The matching amount will go up to 5% for at least the next four years under current legislation.

Funding for aviation in Arizona comes from the following sources:

• **Grants:** The City of Phoenix Aviation Department Grants Program consists of FAA AIP Grants and ADOT’s Aeronautics Grants. Also, the Transportation Security Administration offers funding for security related projects. Eligible projects preserve and enhance airport capacity, safety and security, and help minimize current and projected noise impacts.
• **Passenger Facility Charges (PFC):** Allows for the collection of PFC fees up to $4.50 for every passenger at commercial public use airports. Phoenix Sky Harbor International Airport uses these fees to fund PFC-approved projects such as safety, security or capacity enhancement, noise reduction or increase of air carrier competition.

• **Customer Facility Charges (CFC):** All on-airport rental car companies that lease space at Sky Harbor International Airport and all off-airport rental car companies that obtain customers at the airport collect a daily customer facility charge of $6 per day, per vehicle from all airport customers. The CFC is collected by rental car companies on behalf of the airport and can only be used for specific purposes related to debt payment, transportation and operations, and maintenance of the Sky Harbor Rental Car Center.

• **Bonds:** A General Airport Revenue Bond (GARB) is a formal certificate of indebtedness by or on behalf of an airport to support the expansion and operations of the airport. Bonds are repaid through airport operating revenue or passenger facilities charges.

• **Airport Operating Revenue:** Revenue used for the capital and operating costs of the airport is generated through terminal rents, landing fees, parking, concession revenues and commercial property leases. Revenues also can support the local airport system or other facilities on or off the airport that are operated by the owner/operator and which are related to air transportation of passengers or property or for noise mitigation.

The maximum amount of airport development funds an airport may receive in any fiscal year shall not exceed 10% of the average revenue of the prior three fiscal years. Last fiscal year (FY 2012) ADOT apportioned $2.15 million for Phoenix Sky Harbor projects. This fiscal year (FY 2013) the allocated amount is approximately $2 million.
PLANNING FOR THE FUTURE

Roads and Highways

ADOT recently completed its Long Range Transportation Plan (LRTP), titled “What Moves You Arizona.” The plan, adopted by the State Transportation Board in November 2011, examined Arizona’s transportation needs over the next 25 years. The adoption of the plan means that ADOT will be shifting its priorities from construction to preservation. Historically, ADOT has spent nearly 75% of its funds on highway expansion. In the future, ADOT will spend only about 25% on expansion and new facilities.

The LRTP provides three planning scenarios, ranging in cost from a $26.2 billion “baseline” plan to a $250.1 billion “vision level” plan.

<table>
<thead>
<tr>
<th></th>
<th>BASELINE</th>
<th>FULL STATE NEEDS</th>
<th>VISION LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preservation</td>
<td>$8.9 billion*</td>
<td>$6.5 billion*</td>
<td>$17.1 billion**</td>
</tr>
<tr>
<td>Modernization</td>
<td>$7.6 billion</td>
<td>$9.1 billion</td>
<td>$127.7 billion</td>
</tr>
<tr>
<td>System Expansion</td>
<td>$7.1 billion</td>
<td>$27.7 billion</td>
<td></td>
</tr>
<tr>
<td>Non-Highway Modes</td>
<td>$2.6 billion</td>
<td>$29.6 billion</td>
<td>$56.8 billion</td>
</tr>
<tr>
<td>Operations</td>
<td>$0</td>
<td>$16 billion</td>
<td>(Included in $17.1 billion estimate in Preservation category)</td>
</tr>
<tr>
<td>Local Roads</td>
<td>$0</td>
<td>$0</td>
<td>$48.5 billion</td>
</tr>
<tr>
<td>TOTAL INVESTMENT</td>
<td>$26.2 billion</td>
<td>$88.9 billion</td>
<td>$250.1 billion</td>
</tr>
</tbody>
</table>

* In the full state needs plan, more money is allocated to system expansion. Part of this funding will go towards reconstructing and widening roads that otherwise will need preservation funds.

** For this scenario, this line item includes maintenance and operations, in addition to preservation.

The “baseline” plan is founded on projected revenues, assuming the continuation of current revenue streams. It would prioritize preservation of the current transportation system, mandate investment in system modernization, and limit spending on congestion mitigation and non-highway transportation modes, such as mass transit.

A second scenario – the “full state needs” plan – would bump up spending to $88.9 billion, addressing critical statewide needs ranging from new and expanded highways to expansion of passenger and freight rail, airports and urban mass transit. This level of investment over the next 25 years would “bring the state transportation system to acceptable performance standards,” according to ADOT.

The “vision level” plan would encompass a long-range land use and transportation scenario to support an “aggressive growth strategy,” ADOT says.

ADOT’s revenues are projected to be about $63 billion short of anticipated full state needs. However, the Long Range Transportation Plan will guide ADOT’s future investments through a 25-year strategy to utilize funding in the most effective, productive way.
Major new highway and freeway projects envisioned by the full state needs ADOT plan include:

<table>
<thead>
<tr>
<th>County</th>
<th>Project Details</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coconino</td>
<td>SR 89 Bypass I-40 to north of Townsend Winona Road</td>
<td>$55 million</td>
</tr>
<tr>
<td>Maricopa</td>
<td>Hassayampa Freeway, White Tanks Freeway to I-10</td>
<td>$860 million</td>
</tr>
<tr>
<td>Maricopa</td>
<td>Hassayampa Freeway, White Tanks Freeway to US 93</td>
<td>$1.64 billion</td>
</tr>
<tr>
<td>Maricopa</td>
<td>South Mountain Freeway, I-10 east to I-10 west</td>
<td>$1.9 billion</td>
</tr>
<tr>
<td>Maricopa</td>
<td>SR 303, SR 801 to I-17</td>
<td>$1.8 billion</td>
</tr>
<tr>
<td>Maricopa</td>
<td>SR 303, Hassayampa Freeway to SR 801</td>
<td>$691 million</td>
</tr>
<tr>
<td>Maricopa</td>
<td>SR 801, SR 303 to South Mountain Freeway and SR 303 to SR 85</td>
<td>$1.6 billion</td>
</tr>
<tr>
<td>Maricopa</td>
<td>White Tank Freeway, Hassayampa Freeway to US 60/SR 303</td>
<td>$931 million</td>
</tr>
<tr>
<td>Maricopa &amp; Pinal</td>
<td>SR 802, SR 202 to Pinal N-S Freeway</td>
<td>$513 million</td>
</tr>
<tr>
<td>Mohave</td>
<td>SR 95 Bypass, I-40 to SR 68</td>
<td>$888 million</td>
</tr>
<tr>
<td>Pima</td>
<td>SR 210 Extension, Palo Verde Road to I-10</td>
<td>$409 million</td>
</tr>
<tr>
<td>Pinal</td>
<td>Montgomery Freeway, Hassayampa Freeway to I-8</td>
<td>$284 million</td>
</tr>
<tr>
<td>Pinal</td>
<td>Pinal N-S Corridor, US 60 to I-10</td>
<td>$365 million</td>
</tr>
<tr>
<td>Pinal</td>
<td>SR 238, Hassayampa Freeway to SR 347</td>
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</tr>
<tr>
<td>Pinal</td>
<td>SR 303S, Hassayampa Freeway to I-8</td>
<td>$337 million</td>
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<tr>
<td>Yavapai</td>
<td>I-40 to US 89</td>
<td>$1.1 billion</td>
</tr>
<tr>
<td>Yavapai</td>
<td>Great Western Extension SR 89A to SR 89</td>
<td>$216 million</td>
</tr>
<tr>
<td>Yavapai</td>
<td>Fain Road Extension SR 169 to Fain Road</td>
<td>$193 million</td>
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<tr>
<td>Yavapai</td>
<td>Fain Road Extension II, I-17 to Fain Road</td>
<td>$150 million</td>
</tr>
<tr>
<td>Yuma</td>
<td>East Yuma Freeway, SR 195 to California State Line</td>
<td>$619 million</td>
</tr>
</tbody>
</table>

**Interstate Systems**

Interstate 11 (I-11) was recently designated by the U.S. Congress in the 2012 Surface Transportation Act. I-11 is envisioned as a 1,400-mile interstate connecting Canada, the United States and Mexico. The initial segment of I-11 would connect metro Phoenix to Las Vegas. I-11 would link the nation’s fastest growing metropolitan areas and more than 30 military installations, enhancing north-south travel, reducing congestion on parallel routes, improving the overall capability for movement of goods and reliability of freight. The new interstate also would accommodate rail, water and power transport. The corridor will strengthen international trade between the United States, Canada and Mexico by linking West Coast ports in all three countries.

**Major Freight Planning and Freight Policies**

The last several decades have seen consistent growth in the demand for freight transportation in the United States, driven by economic expansion and global trade. Transportation infrastructure growth has not kept pace and the nation is experiencing capacity issues related to freight transportation. Unfortunately, freight productivity improvements gained through investment in the Interstate Highway System are slow to be implemented because of reduced funding levels.
Maricopa/Phoenix Regional Freeway System

The Loop 202/South Mountain Freeway is a major component of the Phoenix Regional Freeway system. It would link I-10 south of Phoenix to I-10 west of the city. No final decision has been reached on the alignment of the freeway or on when it might be constructed. Those decisions await completion of a federally mandated Environmental Impact Study (EIS) of the corridor.

Complete Streets

“Complete Streets” are roadways that accommodate all modes of travel, particularly public transit users, bicyclists, pedestrians and motorists, to enable all travelers to use the roadway safely and efficiently. A balanced transportation system that includes complete streets can bolster economic growth and stability by providing accessible and efficient connections between residences, schools, parks, public transportation, offices and retail destinations. Complete streets create a sense of place, contributing to the overall capacity of a street, increases in property values, and the health of individuals and the environment.

The city of Scottsdale is the only Arizona municipality to formally adopt a complete streets policy as part of its 2008 Transportation Master Plan. In 2011, MAG published a complete streets guide that outlines a six-step planning process to encourage adoption of balanced streets within the region. It provides sample outcomes, examples of best practices and policy guidance to ensure that all new and retrofitted streets in the region serve as many transportation modes as practical and possible.

Planning for New Roads and Highways

Construction of new roads and highways will not, alone, meet Arizona's future transportation needs. It will also be important to focus on improving and expanding transit, commuter and freight rail, trip-reduction programs, facilities for bikers and pedestrians and city street systems. Valley Forward has long held that transportation, land-use and air-quality planning are inextricably linked and that all three will have to be addressed in an integrated plan. Future planning should include the following guiding principles, as adopted by its Transportation & Air Quality Committee members in 2002:

1. Planning must emphasize an interconnected multimodal transportation system that optimizes regional mobility, quality of life and preservation of the environment and neighborhoods.
2. Those responsible for planning decisions must be accountable to the public in as direct and meaningful a manner as possible.
3. All citizens and stakeholder entities (i.e., government agencies, corporations, etc.) must be given the opportunity to participate meaningfully in all stages of the planning process.
4. Planning decisions must encourage responsible growth.
5. Planning for new regionally significant projects (public or private) should consider the secondary and cumulative impacts on resources (natural, built and financial) of the entire region and should address short- and long-term impacts.

6. Transportation investments should be determined on performance-based criteria, while considering the mobility needs of all residents, current and future.

7. Decision makers should use and provide incentives for the innovative financing of transportation infrastructure, such as the use of public/private partnerships.

Mass Transit

The Federal Transit Administration’s 2010 National State-of-Good-Repair Study found that a 20-year investment of nearly $10 billion annually in preservation and modernization expenditures would bring all transit assets in the U.S. to good or better condition or to a state-of-good-repair. From that study, the 25-year state-of-good-repair transit needs were estimated at $5.3 billion for Arizona, of which $4.3 billion is for urban bus system preservation needs.

ADOT outlined the following transit expansion needs in its latest long-range transportation study:

- High capacity transit corridor service to link intra-urban activity centers such as Bus Rapid Transit (Express Bus);
- Expanded light rail service; and
- Additional regular bus service to fill gaps and to link to other services.

Based on these outlined needs, total urban transit expansion costs are estimated at $10.1 billion over the 25-year planning period.

The MAG Regional Transportation Plan 2010 Update has identified a transit need for the Phoenix metro area of $16.3 billion by 2031. Due to recent economic challenges, the sales tax revenues are lower than originally anticipated (40% less over the 20-year life of the tax), resulting in less funding available for transit.

The PAG 2040 Regional Transportation Plan has identified a transit need for the metro Tucson area of $11.8 billion by 2040. It is anticipated that there is a funding shortfall of $6.7 billion in the transit plan for that region.

Rural Transit

Public transportation in rural communities across Arizona is limited. There are a few rural communities that operate transit systems, but rural transit systems operating in Arizona can be described as scattered at best.

The lack of public transportation services affects other issues, such as employment, shopping, medical appointments and educational trips, making it a critical need for residents in rural communities.
Transportation is a perennial need for older adults for facilitating medical appointments, increasing socialization and reducing isolation. In 2035, Arizonans 65 and older will increase from 13 to 20% of the total population, adding another layer of transportation challenges, including safety needs and public transportation options to access services, recreation and healthcare.

Most rural transit systems in Arizona operate by demand-response, such as a dial-a-ride or deviated fix route to address the many miles and scattered directions that must be covered, as opposed to a “fixed” route system.

Only about 18% of existing transit demand is currently being met with transit services in rural Arizona. Existing rural transit services are projected to meet only 13% of the total ridership need in 2016 if no additional services are introduced.

The 25-year rural transit preservation and expansion needs are estimated at $623 million, of which more than 83% is allocated to normal replacement of vans and small buses.

**Passenger Rail**

Railroads are a critical part of Arizona’s multimodal and intermodal transportation systems and likewise an important part of the state’s economy. However, passenger rail in Arizona has been limited to infrequent Amtrak service that does not directly serve metro Phoenix, making it the largest city in the country without intercity passenger rail service.

There have been discussions about building an interregional commuter rail service between Phoenix and Tucson to provide long-distance commuters an alternative to driving I-10. ADOT developed a High Speed Passenger Rail Strategic Plan in 2008 and conducted a **Statewide Rail Framework** Study in 2010. An Alternatives Analysis/Environmental Impact Study for commuter rail service between Arizona’s largest urban centers is now underway; the cost of construction is estimated at $2 billion.

Additionally, regional commuter rail options are under study for both Phoenix and Tucson. Passenger rail continues to garner support at both the national and state levels, but projected passenger demands need to be at levels that will make the investment beneficial.

**Airports**

As an industry, because it costs so much to build any airport infrastructure, emphasis is almost always placed on maintaining existing facilities rather than replacing or building new. The times when this is not the case is when capacity issues come in to play and the current facilities can no longer meet the needs of airport users. Also, demonstrating the need for new facilities over maintaining current ones is usually a requirement tied to various funding mechanisms, so it is not entered into lightly. Overall, the airport industry is very effective in this area.

Each year ADOT’s Multimodal Planning Division Aeronautics Group contacts all public airports in the state to identify projects for consideration. ADOT will administer these guidelines in its evaluations and present them to the State Transportation Board (STB) for approval as a part of Aeronautics’ Five-
Year Airport Capital Improvement Program (ACIP). This document becomes a part of the ADOT Five-Year Transportation Facilities Construction Program.

Project Component ratings are established depending on the typical purpose and benefit of the project for the State Airport System and include: safety, security, capacity, planning, environmental or sustainability. The factors and order used to develop the project priority ratings were determined by Aeronautics in coordination with the aviation community and approved by the State Transportation Board.
ENVIRONMENTAL CHALLENGES

The spectrum of impacts from transportation is both broad and paradoxical. On the positive side, transportation systems improve the mobility, economy and quality of life of communities. On the negative side, they can cause effects to the environment that can be local, regional and even global.

Local impacts vary depending on the characteristics of each community or ecosystem in which the transportation facility is located. Developed urban areas are different than rural natural areas. Impacts also vary by types of transportation facilities. While most transportation networks are linear in nature and have similar “on the ground” impacts, vehicle-based systems produce high levels of air quality emissions, which may be offset by other modes, such as urban transit and rail freight.

Arizona’s urban centers face a continuing threat of losing federal funding for transportation as they struggle to meet air quality regulations. The state’s unique desert environment creates exceptional challenges in combating particulate pollution.

Environmental effects fall into three categories, as defined here by the Council on Environmental Quality’s regulations implementing the National Environmental Policy Act.

- Direct effects are caused by the action and occur at the same time and place.

- Indirect effects are caused by the action and are later in time or farther removed in distance but are still reasonably foreseeable. They may include growth inducing effects and those related to changes in the pattern of land use, population density or growth rate, as well as related impacts on air, water and other natural systems.

- Cumulative effects are incremental impacts on the environment resulting from individual actions added to other past, present and future actions. They can result from individually minor but collectively significant actions taking place over a period of time.

The nature, scale, complexity and interrelationships of transportation-related environmental impacts make it difficult, if not impossible, to quantify the costs to individual communities or to society as a whole. We have not developed reliable ways of estimating the monetary impact of such things as building a road through a bighorn sheep migration corridor, health issues resulting from air pollution, the loss of polar bears from climate change or effects on property values from a freeway or light rail line. Often, the best we can do is to describe the impact, estimate the magnitude and make assumptions about whether these are positive or negative.

Environmental Studies During Transportation Planning

ADOT’s Office of Environmental Services oversees the department’s environmental programs and ensures compliance with local, state and federal laws during the construction and operation of its facilities. The department works closely with governmental agencies having environmental mandates, including the Environmental Protection Agency and the Arizona Department of Environmental Quality.
• The Compliance Group provides information to help ensure that environmental regulatory requirements are met for all ADOT activities. This includes mitigation measures resulting from environmental investigations, terms and conditions of Section 404 permitting and many other regulatory acts.

• The Water Quality Group provides information on regulatory requirements on surface and groundwater for all ADOT activities. This includes requirements for the storm water and aquifer protection programs.

• The Policy and Standards Group develops critical environmental governance policy and guidance. This group is also instrumental in the creation, development and implementation of environmental management systems at ADOT.

• The Roadside Resources Group is responsible for managing land, wildlife and vegetation along roadway corridors throughout the state primarily for reasons of public safety, infrastructure maintenance and ecological management.

How is the Transportation Industry Addressing Environmental Concerns?

A number of public/private partnerships in Arizona have led to improved environmental impacts in the transportation arena. For example, Arizona is a pioneer in the use of rubberized asphalt to increase durability and reduce road noise on state highways while providing an opportunity to recycle scrap tires. Arizona’s airports are becoming greener with solar technology installations, energy efficiency measures and more sustainable building practices. Alternative fuels and hybrid cars have also had a positive effect. In addition, Arizona was one of only a handful of states to be awarded a $99.8 million grant from the U.S. Department of Energy to embark on the EV Project through ECOTality, which is deploying chargers in major cities and metropolitan areas across the country, including Phoenix and Tucson.
HOW DO WE PAY FOR IT?

The most critical challenge facing Arizona's future development and preservation of all modes of transportation – city streets, roads, highways, commuter rail, mass transit, bike lanes, pedestrian trails, etc. – is the drastic shortfall of funding to pay for it. According to ADOT, current funding sources will fall $63 billion short of what is needed over the next 25 years to bring the state's transportation up to an “acceptable” level.

Among ideas that have been considered in recent years are:

- **Increase the Gasoline Tax**: Raise the gasoline tax to make it more reflective of the actual cost of building new facilities and maintaining the existing system.

- **Percentage Tax (Transaction Privilege Tax - TPT)**: Levy a tax as a percent of the per-gallon price of gasoline, much as sales taxes are currently collected.

- **Gasoline Sales Tax**: Collect a sales tax on each gallon of gas, in addition to the existing gasoline tax.

- **Indexing the State Gasoline Tax**: Tie the gasoline tax to the cost of gasoline, the Consumer Price Index or the Construction Cost Index. Arizona's gasoline tax – which totals 19 cents per gallon – has not been raised in some 20 years. It also remains the same regardless of the price of gas. A number of states have already adopted this method of taxing gasoline, including Florida, Iowa, Kentucky, Maine, Nebraska, North Carolina and West Virginia.

- **Mileage-Based Fees**: Charge fees based on vehicle miles traveled. Several states have studied this system to various degrees, including Iowa, Minnesota, Nevada and Oregon.

- **Public-Private Partnerships**: Utilize public-private partnerships to build and operate toll roads. State law allows ADOT to enter into such agreements. About half the states already have either toll roads or toll bridges.

- **Tolls Based on Congestion**: Implement a variable toll based upon congestion levels. A federal pilot project enabled three states to toll existing interstates.

- **Tire Taxes**: Levy a tax on the purchase of new and replacement tires with different rates based on vehicle types. Currently, only the federal government levies a tire tax.

- **Cordon Pricing**: Charge a fee for entry into certain congested areas during specific times of day. This system is not currently used in the U.S., but has been employed successfully in some European countries.
- **Transportation Intensity Fees**: Institute a value-added tax based on the degree to which transportation adds value to commodities and goods that are transported on public roadways. It could also be applied to companies relying on transportation for vehicle access for freight, workers or consumers. California, Florida, Oregon and New York are among the states that use this type of revenue enhancement.

- **Innovative Finance**: Supplement traditional funding sources with bonds, loans and other non-traditional funding methods.

- **Development Fees**: Enhance development fees for residential or industrial developments that would construct or expand transportation facilities.
HOW DO WE DECIDE?

Arizona’s transportation planning, funding, jurisdictions and responsibilities are complex and varied.

People understandably care most about their own travel needs and don’t feel particularly generous about paying for freeways, trains or other options they aren’t likely to use. Drivers want more and better roads, train riders want more and better train service and bike riders want more dedicated bike lanes. But who decides and how?

Arguments are made that we spend too much on freeways and that more should be spent on building additional urban light rail and commuter rail from suburbs to downtown. This could help take cars off the roads, reducing tailpipe emissions and improving urban air quality. Others argue that rail is inappropriate, expensive social engineering and that people really want more and better roads.

Current and growing congestion problems are apparent in places like Interstate 10 between Phoenix and Tucson, where the state is currently adding more lanes to relieve congestion and improve efficiency and safety. The state also is studying the potential benefits, costs and environmental impacts of a commuter rail between Phoenix and Tucson. Would such a train be used by enough people to justify the cost? Would it reduce the need for future additional lanes on I-10? How would people get to their final destinations once they got off the train at either end? Some people believe that improving rail service between other major western metropolitan centers such as Phoenix, Las Vegas, Denver and others is needed. But will enough people use it to justify building it and where would we get the money to pay for and operate it?

People living in rural areas often say that too much money is spent in urban population centers and that they’re not getting their fair share of transportation improvements.

There’s also the argument that we should spend less money on transportation systems and more time on creating urban neighborhoods with better pedestrian access and bike paths to reduce the need for expensive transportation infrastructure.

One thing is for certain: transportation in the future will be different from transportation in the past. The use of fossil fuels will undoubtedly change and technology is already altering how we operate our cars. Planners tell us that in the near future an aging population will require improvements in the mobility of a majority of baby boomers no longer able to drive.

Local, county, regional, state, tribal and federal governments have a responsibility to decide and plan for the common good of their constituents. But the common good for one group can compete with the common good of another. Improving the quality of our lives, finding better ways of getting around, funding and making fair decisions will require active involvement by all of us.
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ABOUT ARIZONA FORWARD
A Vision for Collaboration, A Vision for Our Future

Environmental and Quality of Life Issues Facing Arizona

Now in its centennial year, our state is at a critical juncture related to its environment and quality of life. The livability and vitality of Arizona’s cities and towns will be impacted by upcoming pivotal decisions related to:

- A balanced multimodal transportation system,
- Land use planning and open space,
- Improving and maintaining healthy air quality,
- Arizona leadership in solar and renewable energy technology,
- Managing our precious water resources, and
- Protecting wilderness, parks, national monuments and other natural areas for Arizona’s tourism economy.

Wise decisions will require collaboration among public, business and civic leaders across the state. To move Arizona forward economically, environmentally and socially, Valley Forward believes we must find our commonalities, not fault our differences.

A Statewide Coalition to Move Arizona Forward

Valley Forward Association is a 43-year-old marquee nonprofit 501(c)(3) organization that brings together diverse interests to enhance the environment and quality of life in Maricopa County and the expanding metropolitan area.

Its issues of focus – land use and open space, transportation, air quality, water and energy – extend well beyond its initial geographic scope. Recognizing that Arizona communities are facing many common issues that must be addressed holistically and statewide, Valley Forward is taking its mission statewide through Arizona Forward. Our business-based public interest coalition is transitioning to an even more relevant, influential organization.

Arizona Forward will bring together business, community and civic leaders from throughout Arizona to convene thoughtful public dialogue and advocacy on statewide sustainability issues.

Initially, Arizona Forward is focusing on the Sun Corridor, the mega-region from Tucson to Phoenix that contains 80% of the state’s population, and then beyond to Prescott and Flagstaff.

The Arizona Forward Coalition

Arizona Forward will promote cooperative efforts to improve the livability and vitality of cities and towns throughout the state, advocating a balance between economic growth and environmental quality.
The coalition will support the excellent work of other local, regional and statewide organizations, foster relationships, build consensus and maximize resources toward a more sustainable future. It will not duplicate existing efforts already underway or undermine existing civic structures.

A diverse statewide membership mix will include large and small businesses and jurisdictions of government, including Arizona’s largest employers and smallest, industrial and manufacturing sectors, entrepreneurial enterprises, municipalities, tribes and other government agencies, educators, nonprofit organizations and inspired citizens.

The goals of Arizona Forward are to:

- **Establish cooperative relationships** with like-minded Arizona conservation organizations and facilitate collaboration on sustainability initiatives;
- Bring business and civic leaders together to **convene thoughtful public dialogue** on regional issues and to **improve the environmental health and sustainability of Arizona**;
- **Increase awareness of and interest in environmental issues statewide**, building on an agenda of land use and open space planning, transportation, air quality, water and energy in support of Arizona’s tourism industry and economic base;
- **Promote the Sun Corridor** as an economic development area incorporating sustainability and smart growth principles; and
- **Serve as a technical resource** on environmental issues through its diverse membership of large corporations, small businesses, municipal governments, state agencies, educational institutions and non-profit organizations.

**Benefits of Engaging and Supporting Arizona Forward**

The benefits to the state of Arizona will be profound. Our collective influence will make a difference to ensure smart growth and development, efficient transportation, improved air quality, responsible water management, energy alternatives and meaningful education throughout Arizona.

Arizona Forward will bring together environmental stewards who are vested in Arizona. As a committed, non-partisan public/private sector partnership, Arizona Forward’s voice will help to create a healthier environment and a more vibrant economy in our state.

In addition to a founding status of an important new statewide organization, members and sponsors of Arizona Forward will receive recognition at varying levels of commitment. Participation will demonstrate leadership on a statewide scale. More importantly, members will know they have increased awareness of critical growth issues facing our region and ensured a balance between economic prosperity and environmental quality by elevating a sustainability agenda across Arizona.
CHARTER MEMBERS

Access Geographic, LLC
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Arizona Conservation Partnership
Arizona Department of Transportation
Arizona Heritage Alliance
Arizona Investment Council
Arizona League of Conservation Voters
Arizona State Parks Foundation
Arizona State University, Global Institute of Sustainability
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