



## **AGENDA**

### **Commuter Rail Strategic Plan**

### **Commuter Rail Stakeholders Group #4**

**Date:** October 30, 2007

**Schedule:** 9:00-10:00-Open House  
10:00-10:20-Formal Presentation  
10:20-11:00-Expert Panel Q/A  
11:00-12:00- Open House

**Location:** Phoenix Convention Center  
100 North Third Street  
West Building/Main Level-- Rooms 106 A-C

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#### **Station 1: Vision**

- Populations growth
- Employment Growth
- Travel Demand

#### **Station 2: Stakeholder Involvement**

- SWOT Analysis
- Action Plan

#### **Station 3- Concept System Plan**

- Conceptual Corridor Description
- Conceptual Corridor Travel Conditions
- Corridor Community and Land Use Descriptions

#### **Station 4-Implementation Framework**

- Implementation Scenarios
- Implementation Scenario Conceptual Operating and Cost Characteristics
- Example Scenarios Evaluated Against MAG Commuter Rail Goals (Stakeholder input needed)

#### **Station 5: Funding Options**

- Local Funding Mechanisms
- Regional Resources
- Examples of Funding for Existing Systems

#### **Station 6: Governance**

- Existing Entities
- Examples of Governance from other transit systems

#### **Station 7: Railroad Coordination**

- Railroad Access Agreements (sale and capacity agreements)
- Next Steps



# Maricopa Association of Governments Commuter Rail Strategic Plan

Working Paper #1  
Summary of CRSG Workshops

*Final*  
October 2007



Table of Contents

**Introduction**..... 1  
**Overview of process** ..... 1  
**Commuter Rail Stakeholders Group Workshop #1**..... 3  
**Commuter Rail Stakeholders Group Workshop #2**..... 3  
**Commuter Rail Stakeholders Group Workshop #3**..... 10  
**Strategic Plan Development**-..... 30  
**APPENDIX A-Results of SWOT Analysis** ..... 31  
**APPENDIX B-Meeting Attendees** ..... 49

Figures

Figure 1: Planning Process ..... 1  
Figure 2: Subarea Definition ..... 2

Tables

Table 1: HIGH PRIORITY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ..... 5

## INTRODUCTION

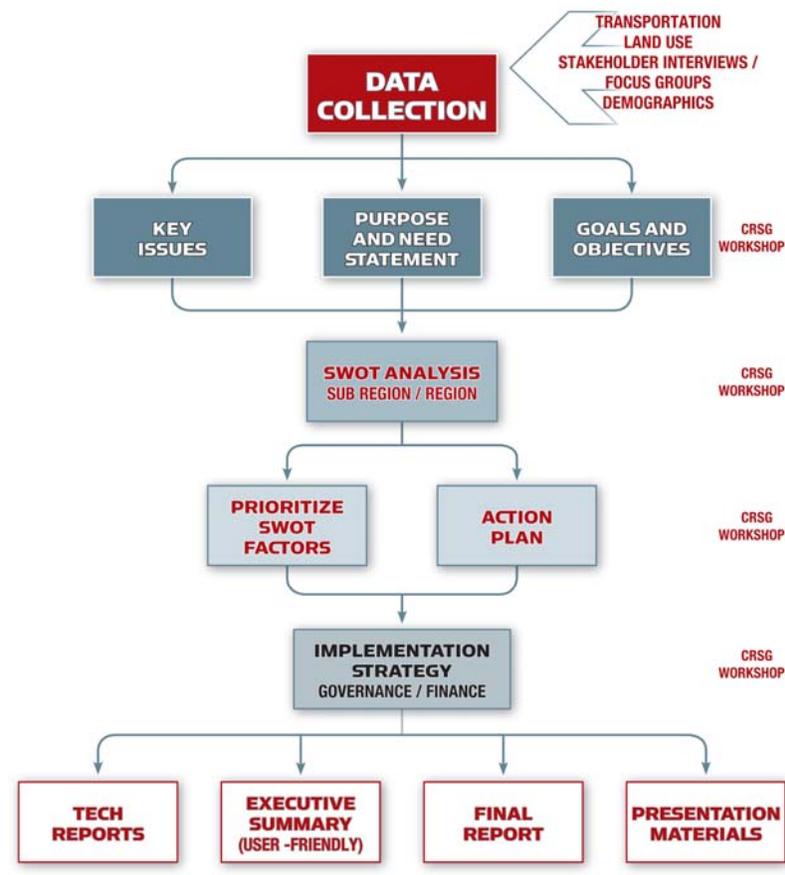
The purpose of this working paper is to provide a summary of the results for the first of three MAG Commuter Rail Stakeholder Group (CRSG) workshops. The CRSG was established to comment on and help shape major recommendations to the MAG Commuter Rail Strategic Plan. The MAG Commuter Rail Strategic Plan will identify priorities and develop an implementation strategy and plan for commuter rail service in Maricopa County and northern Pinal County.

Continued urban growth in the outlying areas of Maricopa County and nearby Pinal County will dramatically increase traffic on the street and highway systems serving the region. Recent increases in fuel prices, which show no signs of returning to pre-2003 levels, have resulted in substantial increases in transit ridership. With high fuel prices and rapid growth, interest in providing alternatives to the automobile has also grown. The continued development of a balanced transportation system is key in sustaining the economic vitality and high quality of life in the region.

## OVERVIEW OF PROCESS

The planning process for the MAG Commuter Rail Strategic Plan began in February 2007 and will be completed by January 2008.

Figure 1: Planning Process





**Data Collection-** To initiate the process, a summary of previous work was conducted to summarize the findings relative to Commuter Rail. Studies and plans that were summarized include:

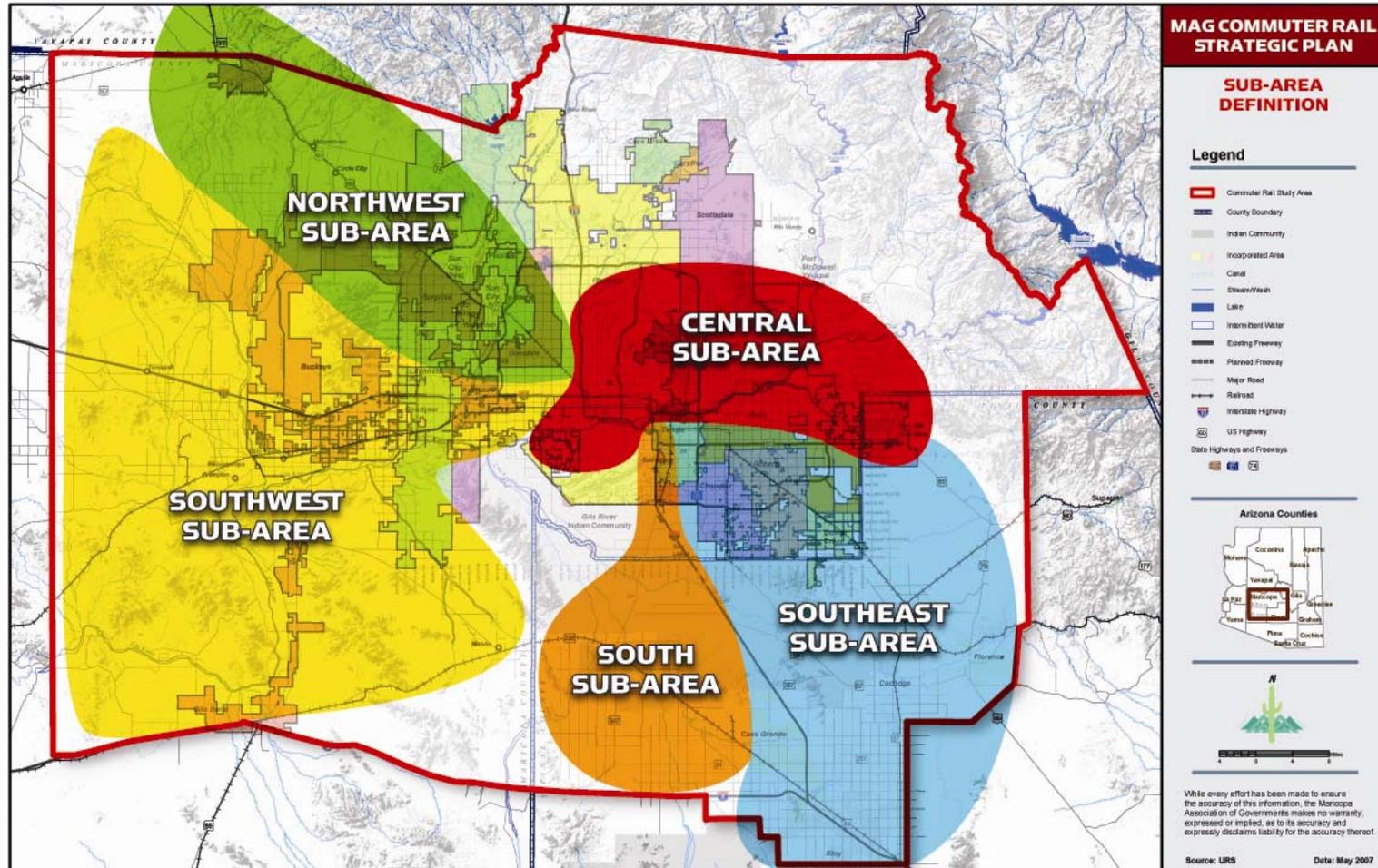
- The results of the **Proposition 400** vote that dedicated approximately one-third of half-cent sales tax at the regional level to mass transit.
- The current **MAG Regional Transportation Plan (RTP)** that reflects this significant increase in transportation funding, with expanded transit plans and programs. The Commuter Rail Strategic Plan will be a resource for possible adjustment and expansion of the RTP, as part of future updates.
- The **MAG 2003 High-Capacity Transit Study** findings that demonstrated sufficient travel need to justify additional light rail/bus rapid transit and commuter rail corridors. Note that this Commuter Rail Strategic Plan will update and expand the commuter rail portion of this Study.
- The **ADOT High Speed Rail Strategic Plan** that concluded that high speed rail was a possibility for the Phoenix-Tucson Corridor.
- The **ADOT State of Arizona Railroad Inventory Assessment** that reflects a baseline assessment of the entire states current rail infrastructure.

**Commuter Rail Stakeholders Group-** A Commuter Rail Stakeholders Group (CRSG) was established, which is an expansion of the previous Commuter Rail Stakeholders Group. This council consists of public and private agencies and entities involved in past studies and those that should be involved in future.

The CRSG will meet a total of four times throughout the course of the project to review progress and comment on-and help shape major recommendations. In addition, the CRSG helped define smaller geographic study areas that will focus stakeholder involvement and create a sense of community building and linkages. These sub-areas include the Southwest, Southeast, Northwest, Central, and South corridors. Figure 2 below depicts the location of all five sub-areas.

A total of three Commuter Rail Stakeholder Group workshops have been held thus far. Summaries for these three meetings are provided in the subsequent paragraphs.

Figure 2: Subarea Definition



## **COMMUTER RAIL STAKEHOLDERS GROUP WORKSHOP #1**

The purposes of the CRSG workshop was to provide an overview of the Commuter Rail Strategic Plan Project, MAG plans for commuter rail, discussion of project issues and purpose statement, discussion of commuter rail operating requirements and coordination, and a description of the sub-area planning for SWOT analysis. There were approximately 55-60 stakeholders that attended the Commuter Rail Stakeholder Group (CRSG) workshop. The meeting was held at the MAG offices on May 1, 2007.

### **Key comments from stakeholders included:**

- Freight traffic on the UP Railroad mainline between Tucson and California is at maximum capacity and it will only increase.
- Need to analyze air quality, noise pollution and grade separation
- The plan needs to relate to environmental benefits, such as reduction in pollutants, less usage of natural resources etc.
- The EPA designation of Maricopa County as a non-attainment area is a real problem
- Consider making the rail lines attractive for use by both freight railroads and commuter rail.
- Convenience is important for commuters.
- The cost of both capital improvements and commuter rail operations will be a challenge.
- Downtown Phoenix, ASU campus will provide multiple possibilities for mobility.
- Look into private and public funding.
- Look into unique funding sources such as value capture.
- Use an established cost benefit analysis to assess cost effectiveness.
- Commuter rail can help mold future centralized land use and therefore dispersed development can be positively guided by commuter rail.
- Look into purchasing existing rail road branch lines
- Investigate the alternatives of public vs. private ownership (railroad ownership) of the rail lines for commuter rail use.
- Determine a methodology to address possible reverse commutes
- Commuter rail has the potential for sustainable economic and social benefits.
- ADOT is the central point of contact for the Railroads.

## **COMMUTER RAIL STAKEHOLDERS GROUP WORKSHOP #2**

The second CRSG workshop began to analyze Strengths, Weaknesses, Opportunities and Threat (SWOT) issues by subarea, allowing stakeholders from every part of the area to begin examining connectivity, land use, capacity requirements, and other commuter rail related issues from a corridor or localized stand point. There were over 130 participants at the second CRSG workshop. The workshop was held in Mesa at the Mesa Convention Center on June 28, 2007. The CRSG members were assigned a focus group dependent on the sub area definition. The focus groups representing the five subareas of Southwest, Southeast, Northwest, Central, and South corridors, analyzed SWOT for their respective subarea. These SWOT's were documented on flip charts and the participants were asked to prioritize their identified SWOT. The table below provides the top priorities SWOT's associated with commuter rail in Maricopa County and northern Pinal County and is separated by subarea. In addition, Appendix A includes the complete list of SWOT for all five subareas and the high priority SWOT's are identified in bold text. .

**Table 1: HIGH PRIORITY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

SWOT	Subareas				
	Central Subarea	South Subarea	Southeast Subarea	Southwest Subarea	Northwest Subarea
<b>Strengths</b>					
<i>Regional Growth</i>			<ul style="list-style-type: none"> <li>• Will create retail/industrial development opportunities for small towns/economic development</li> <li>• Relieve congestion on freeways</li> <li>• Reduces time tax – lost opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce congestion</li> <li>• Growing population along the line</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces congestion on roadways</li> </ul>
<i>Multimodal Opportunities</i>	<ul style="list-style-type: none"> <li>• Improved mobility, multimodal connectivity</li> <li>• Expanded transit adds rush hour capacity</li> <li>• Travel options</li> </ul>	<ul style="list-style-type: none"> <li>• Construction mitigation, build prior to I-10</li> </ul>	<ul style="list-style-type: none"> <li>• Reliability in travel time connectivity</li> <li>• Promotes regional airport alternatives (WGA)</li> <li>• Connecting Pinal County to Maricopa County</li> <li>• Several existing rail corridors</li> <li>• Ahead of development curve – available land</li> <li>• Alternative form of transportation as gas prices increase</li> </ul>	<ul style="list-style-type: none"> <li>• Connectivity of valley, regions, light rail and other transit</li> </ul>	
<i>Existing Land and ROW</i>				<ul style="list-style-type: none"> <li>• Existing track (ROW)</li> </ul>	<ul style="list-style-type: none"> <li>• Rail exists/economic linkages</li> </ul>
<i>Cost and Affordability</i>					
<i>Sustainability</i>	<ul style="list-style-type: none"> <li>• Mitigates pollution and saves energy (fuel)</li> <li>• Multi-nodal community is suited to commuter rail across valley</li> <li>• Activity into downtown area</li> </ul>	<ul style="list-style-type: none"> <li>• I-10 24-lane mitigation option</li> </ul>	<ul style="list-style-type: none"> <li>• Air quality improvement</li> <li>• Creates greater sustainability for region</li> <li>• Promotes nodal development: business, sports, resorts, activities; connects high density areas</li> <li>• Cost savings (economic, environmental, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental friendly</li> <li>• Long-term transportation solution</li> </ul>	<ul style="list-style-type: none"> <li>• Increase quality of life – reduction in commute</li> <li>• Reduces pollution</li> </ul>
<i>Public and Private Cooperation</i>			<ul style="list-style-type: none"> <li>• Growing community support</li> </ul>		

SWOT	Subareas				
	Central Subarea	South Subarea	Southeast Subarea	Southwest Subarea	Northwest Subarea
<b>Weaknesses</b>					
<i>Regional Growth</i>			<ul style="list-style-type: none"> <li>• Polycentric employment centers</li> <li>• Speed of development - vanishing opportunities</li> <li>• Security screening/concerns - terrorists</li> <li>• Density - will Arizona densities sustain mass transit?</li> </ul>		<ul style="list-style-type: none"> <li>• Initial ridership</li> </ul>
<i>Existing Land and ROW</i>	<ul style="list-style-type: none"> <li>• Railroads indicate limited additional capacity of existing infrastructure</li> </ul>		<ul style="list-style-type: none"> <li>• Congestion on the rail lines</li> <li>• Need to acquire right-of-way through developed areas</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of signalization along line - cost and safety</li> </ul>	
<i>Cost</i>	<ul style="list-style-type: none"> <li>• No defined funding source yet</li> </ul>	<ul style="list-style-type: none"> <li>• Cost</li> </ul>	<ul style="list-style-type: none"> <li>• Costs- no funding source</li> <li>• Competition for available funds by many areas of transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Money</li> </ul>	<ul style="list-style-type: none"> <li>• New funding source needed</li> <li>• Infrastructure costs</li> </ul>
<i>Public/ Private Cooperation</i>	<ul style="list-style-type: none"> <li>• Willingness to fund and operate</li> <li>• No leverage or cooperation with railroads</li> </ul>	<ul style="list-style-type: none"> <li>• Buy-in/cooperation by UPRR</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of multi-jurisdiction planning</li> <li>• Public support - some want to see benefit</li> <li>• Partnering with existing railroads very difficult</li> <li>• Legislative support</li> </ul>	<ul style="list-style-type: none"> <li>• Political resistance</li> <li>• Competition with populous areas</li> <li>• Communication between railroad, region and state</li> <li>• Competing transportation project</li> </ul>	

SWOT	Subareas				
	Central Subarea	South Subarea	Southeast Subarea	Southwest Subarea	Northwest Subarea
<b>Opportunities</b>					
<i>Regional Growth</i>	<ul style="list-style-type: none"> <li>Intensifies economic and social activity at nodes</li> <li>Reduce congestion</li> </ul>		<ul style="list-style-type: none"> <li>Economic development corridor</li> <li>Re-development of inner cities (i.e., Phoenix, Tempe, Mesa)</li> <li>Stimulate growth</li> </ul>	<ul style="list-style-type: none"> <li>New employment centers</li> </ul>	<ul style="list-style-type: none"> <li>Economic development</li> <li>Business investments</li> <li>Higher density opportunities</li> <li>Relocating district center to northwest valley creates redevelopment opportunities for Phoenix, Glendale, Surprise, etc</li> <li>Tourism</li> </ul>
<i>Multimodal Opportunities</i>	<ul style="list-style-type: none"> <li>Becomes spine and improves effectiveness of all connecting transit systems</li> <li>Ability to use commercial rail as a construction alternative (I-10 widening)</li> </ul>	<ul style="list-style-type: none"> <li>Solving regional mobility/connective challenges</li> </ul>	<ul style="list-style-type: none"> <li>Connectivity-education, air/sea/rail – regions</li> <li>Multi-modal planning corridor</li> </ul>		
<i>Existing Land and ROW</i>	<ul style="list-style-type: none"> <li>Large scale joint development opportunity</li> </ul>		<ul style="list-style-type: none"> <li>Combined corridors</li> <li>Use of PPP with existing corridors, right-of-ways, and large landholders</li> </ul>	<ul style="list-style-type: none"> <li>Clean slate to create a transit corridor (freight/commuter)</li> </ul>	<ul style="list-style-type: none"> <li>Ability to plan as integrated corridors</li> </ul>
<i>Cost</i>			<ul style="list-style-type: none"> <li>PM-10 preservation of funding</li> </ul>	<ul style="list-style-type: none"> <li>PM-10 preservation of funding</li> </ul>	
<i>Sustainability</i>		<ul style="list-style-type: none"> <li>Environmental benefit by utilizing existing freight</li> </ul>	<ul style="list-style-type: none"> <li>Transit oriented development</li> <li>Competitive advantage over other western states</li> <li>Creative transit planning</li> </ul>	<ul style="list-style-type: none"> <li>Creative transit planning</li> </ul>	
<i>Public/ Private Cooperation</i>			<ul style="list-style-type: none"> <li>Regional planning for regional success (Sun corridor partnership)</li> <li>Arizona Corporation Commission/regional/state agencies to partner (ADOT, MAG, etc)</li> <li>opportunity to change people's paradigms</li> </ul>		

SWOT	Subareas				
	Central Subarea	South Subarea	Southeast Subarea	Southwest Subarea	Northwest Subarea
<b>Threats</b>					
<i>Regional Growth</i>			<ul style="list-style-type: none"> <li>• Development incentives from other states and regions</li> </ul>		<ul style="list-style-type: none"> <li>• Terrorist threat</li> </ul>
<i>Existing Land and RR ROW</i>	<ul style="list-style-type: none"> <li>• Continued increases in freight traffic</li> </ul>				
<i>Cost</i>	<ul style="list-style-type: none"> <li>• Competition for limited federal funds</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of fare may discourage ridership</li> <li>• Ongoing maintenance costs/ operations</li> <li>• Lack of subsidy</li> <li>• No funding source identified</li> </ul>	<ul style="list-style-type: none"> <li>• Cost</li> </ul>	<ul style="list-style-type: none"> <li>• Federal transportation money goes away in 2009</li> <li>• Sustainable Funding</li> </ul>
<i>Sustainability</i>				<ul style="list-style-type: none"> <li>• Sustainability</li> </ul>	
<i>Public/ Private Cooperation</i>	<ul style="list-style-type: none"> <li>• Lack of political will, funding commitment, inter-regional cooperation</li> <li>• Ineffective long-range planning</li> <li>• Legislative may prevent, delay, or raise price</li> </ul>	<ul style="list-style-type: none"> <li>• Public perception/misperception</li> <li>• Legislative implementation/regional competition</li> </ul>	<ul style="list-style-type: none"> <li>• Politics</li> <li>• Regional competition</li> <li>• User apathy</li> <li>• Old thinking on the part of rail companies; citizens and elected positions</li> <li>• Railroads (freight)</li> <li>• Comprehensive plan revisions</li> <li>• Agency support and planning</li> <li>• Anti-tax communities</li> <li>• NIMBY opposition</li> <li>• Organized opposition</li> <li>• Tribal nation "Buy-in/support"</li> <li>• Competing stakeholders groups</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritizations vs. Regions (system)</li> <li>• Political support</li> <li>• Public perception (Don't take money away from freeway mentality)</li> </ul>	<ul style="list-style-type: none"> <li>• Political buy-in</li> </ul>

### **Commuter Rail Stakeholder Group Observations**

There were several key issues identified in CRSG #1 and they were further developed in CRSG #2. These key issues include:

- Continued regional growth of population and employment throughout the metropolitan area.
- Availability of existing railroad alignments in the primary travel corridors
- Increase in the cost of fuel and travel.
- Promote sustainability by reducing air pollutants and usage of natural resources.
- Promote cooperation between public and private entities.

In addition, critical challenges were also identified and included:

- Possible conflicts with current and planned freight railroad operations.
- Rapid development of land uses foreclosing opportunities for alignments and stations.
- Physical and geographic constraints limit locations for new alignments.
- Coordination with jurisdictional interests and policies.
- Availability and competition for regional, state and federal funding and resources.
- Cost of building and operating a commuter rail system.

### **Goals and Objectives:**

Based on the input received from the first two CRSG workshops, proposed goals and objectives were drafted for the MAG Commuter Rail Strategic Plan and include:

#### **Goal 1: Employ Commuter Rail to Shape Regional Growth**

- Objective 1: Create multi-centered development
- Objective 2: Stimulate economic development
- Objective 3: Spur development in Urban Centers

#### **Goal 2: Improve Transportation Mobility Opportunities by Implementing Commuter Rail**

- Objective 1: Provide multimodal travel options
- Objective 2: Minimize future vehicular congestion
- Objective 3: Serve regional trips, as well as trips between and within major activity centers
- Objective 4: Maintain or improve travel times within existing and planned activity centers

#### **Goal 3: Provide a Seamless and Cost Effective Commuter Rail Option**

- Objective 1: Utilize existing land and railroad right-of-way
- Objective 2: Utilize available funding sources
- Objective 3: Minimize capital and operating costs
- Objective 4: Plan integrated corridors

#### **Goal 4: Promote Sustainability through the Implementation of Commuter Rail**

- Objective 1: Maintain or improve regional air quality
- Objective 2: Develop transportation projects that help focus developments near activity centers.
- Objective 3: Provide a long-term transportation solution

#### **Goal 5: Increase Public/Private Cooperation to Implement Commuter Rail**

- Objective 1: Create public/private partnerships



Objective 2: Educate and inform the public

Objective 3: Provide funding options

Objective 4: Develop local and regional support for commuter rail

### **COMMUTER RAIL STAKEHOLDERS GROUP WORKSHOP #3**

The purpose of CRSG #3 was to develop Action Plans related to the identified commuter rail Goals and Objectives listed above. The workshop was held at the Glendale Civic Center on September 12, 2007. There were approximately 80 to 90 stakeholders that attended the third CRSG meeting. The consultant team summarized the project purpose/need and presented the outcomes of the SWOT analysis developed at CRSG #2. Proposed Goals and Objectives, drafted from the SWOT analysis, were presented to the CRSG. Stakeholders were asked to work in small focus groups to develop action plans for their assigned goal, identifying: action items, owners, partners, and timeframe/phases. This information will help to develop an implementation strategy for commuter rail in Maricopa and Pinal County. The tables below include action plans for each of the five commuter rail goals and objectives (bolded text indicates high priority action plan).

**GOAL: EMPLOY COMMUTER RAIL TO SHAPE REGIONAL GROWTH**

OBJECTIVES

- Create multi-centered nodal development (Multi-centered nodal development describes development that is a more intensive mix of uses and densities, typically at transportation junctions)
- Stimulate economic development
- Spur development in Urban Centers (an Urban Center can be defined as a large node, usually a densely populated urban area such as downtowns in Phoenix, Tempe, Mesa, Glendale etc.)

KEY QUESTIONS

- Considering existing transportation corridors, how or where would commuter rail be effective in fostering multi-nodal development?
- Is commuter rail alone sufficient for creating multi-nodal development or are there other elements necessary?
- What types of activity nodes should be served by commuter rail?
- Where and how can economic development be promoted?
- Which types of businesses or land uses would support commuter rail?
- Which groups or organizations could help to promote economic development, who should be involved?
- Consider ways in which commuter rail can spur development in key urban centers
- Which urban centers should be served by commuter rail?

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<b>High Priority- Stimulate economic development by connecting to ASU, Sun Health Research, TGEN, with each other and to residential communities.</b>	<b>Developers University Medical</b>	<b>Railroads University Medical</b>	<b>5-10 years</b>
Assemble land for multi centered nodal development and approve appropriate zoning and development codes.	Private developers State Land Dept. Cities Railroad	Land Developers Major employers Railroads	3-5 years

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Connect communities to downtown and major airports and assisting Luke carrying out its mission.	All cities in corridor	Airport Luke AFB Cites Railroad	
Create new urban centers with connection to the existing core areas.	Cities MAG	Developers	5-20 years
Create new bus services to feed rail lines Build park and ride facilities at station nodes	Valley Metro Cities		5-10 years
Find regional agency “champion” to lead commuter rail			
Identify and “sell” funding source			
Define placement of commuter rail stations	MAG/ Communities		
Define transit corridors in the General Plan	Communities		
Collect general plans of various municipalities	MAG		

**GOAL: IMPROVE TRANSPORTATION MOBILITY OPPORTUNITIES BY IMPLEMENTING COMMUTER RAIL**

OBJECTIVES

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- Provide multi-modal travel options (multi-modal refers to providing many transportation options)
- Minimize future vehicular congestion
- Serve regional trips, as well as trips between and within major activity centers (activity centers include places such as downtowns, stadiums, universities, large commercial areas etc.)
- Maintain or improve travel times within existing and planned activity centers

KEY QUESTIONS

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- Identify travel deficiencies in the MAG region
- Consider where multi-modal options are needed
- Consider the importance of commuter rail service characteristics such as:
  - Origins/Destinations for person trips?
  - How frequent should the service run? (Peak Rush Hours, Day Time, Evening, Weekend)
  - Length of the service day-start and stop times?
  - Transfers to other modes (Where? What modes? Are inter-modal centers important?)
- Identify where the congestion relief is most needed-where could commuter rail make a difference?
- What consumer benefits are needed for people to choose commuter rail over the automobile?
- Consider how to make commuter rail convenient and attractive to the masses-what features are important?
- Which activity centers should be connected by commuter rail?
- Consider possibilities for connecting commuter rail patrons to other transportation modes, where should the connections be located?
- Consider how to offer reliability in travel time connectivity-can commuter rail help to improve?
- If your commute to work is 60 minutes, how fast would the commuter rail commute time need to be to provide incentive to use the commuter rail over the automobile?

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<b>High Priority-Provide reliable and integrated transportation alternatives</b>	<b>Partnership</b>	<b>MAG, ADOT, RPTA, Local jurisdictions, railroads, major land owners, business community</b>	<b>Start now building off existing system</b>
Multi modal transfer locations: Preserve/identify stations and appropriate spacing Preserve ROW and location needs for stations and transfer locations Core Business/Gov't, Education (ASU and MCCC)	Regional entity Statewide entity Without losing regional focus/decision-making	All of the municipalities ADOT/ USDOT/FRA MAG-Tribal communities Valley Metro/ RPTA/ Metro Rail Pinal County Maricopa County	Start tomorrow
Timing" 6:00 a.m. to midnight- Conduct consumer research Financial models  Recommended Schedule: Peak-1/2 hour Off Peak- 1hour Weekend- 1 hour Evening- ¾ hour	Regional entity Statewide entity Without losing regional focus/decision-making	All of the municipalities ADOT/ USDOT/FRA MAG-Tribal communities Valley Metro/ RPTA/ Metro Rail Pinal County Maricopa County	Start tomorrow

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Commuter rail as solution to I-10 east	ADOT	MAG, City of Phoenix Tempe, Chandler, RPTA, FHWA	Now
Preserve accessibility to the network	MAG and Cities	MAG, ADOT, RPTA local jurisdictions. Railroads, major land owners, business community	Yesterday is soon enough
Provide reliable connections and limited strategic stops	Cities	MAG, ADOT, RPTA local jurisdictions. Railroads, major land owners, business community	Begin planning now
Create and implement a ridership schedule that emphasizes user convenience (with regional survey)	Rail authority Independent agency	Communities Riders Chamber/GPEC ADOC-ADOT	
Partnering with existing railroad companies	Rail Authority BNSF UP	Elected officials Governor Chambers/ GPEC ADOC- ADOT	Now

**ACTION PLAN**

ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Create template for regional linkages	MAG and counterparts	Governor	

**GOAL: PROVIDE A SEAMLESS AND COST EFFECTIVE COMMUTER RAIL OPTION**

**OBJECTIVES**

- Utilize Existing Land and Railroad ROW
- Utilize available funding sources
- Minimize capital and operating costs
- Plan integrated corridors

**KEY QUESTIONS**

- What corridor locations are appropriate?
  - Existing freight rail lines?
  - New Alignments
  - Extensions
- How and where can capacity improvements be achieved in existing freight rail corridors?
- What existing funding could be available?
- Would new sources be needed?
- What cost mechanisms could be employed to reduce operating and capital costs?
- How could commuter rail operations pay a large share of the costs?
- How can system continuity, connectivity and efficiency be maximized throughout the region?
- Identify local and regional plans that would be appropriate to integrate with commuter rail
- Consider how local and regional plans impact each other and commuter rail

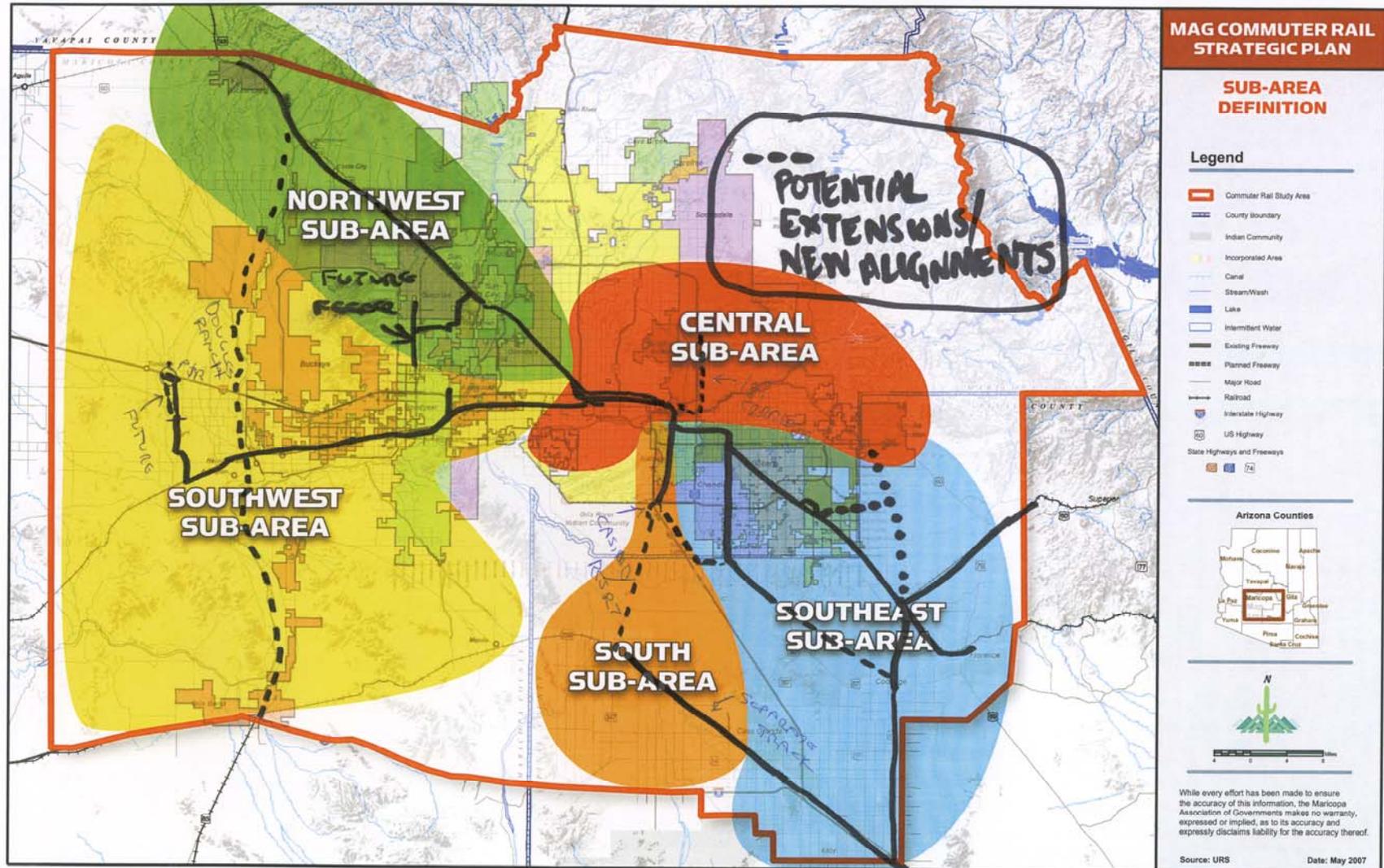
ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<b>High Priority-Identify and preserve future corridors. Including future freeway corridors to include passenger rail lines ( preferably to side-not median) (could be LRT in some cases) SEE MAP</b>	<b>GOV'T/ ADOT/Community rail authority tribes</b>	<b>UP, BNSF, ADOT, Stakeholders</b>	<b>ASAP</b>

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<p><b>High Priority</b>-Further study about methodologies of taxing/fundraising (taxes, user fees, tier beneficiaries etc.) (Private and public partnership TIF, CFDD, Federal funds</p>	<p>Sub-contractors Policy makers Transit authorities</p>	<p>MAG, ADIT Elected officials Local/regional/state orgs FY 2010 General Public</p>	<p>On-going</p>
<p><b>High Priority</b>-1)Begin ROW discussions with railroads 2)Study to determine best locations of transportation corridors 3)Explore existing and future technologies to maximize capacity</p>	<p>1) ADOT 2) MAG 3) ADOT</p>	<p>1) Gov. Office, RR, MAG 2) ADOT 3) RR</p>	
<p><b>High Priority</b>-1) Examine all current, ROW inventory 2) Ensure that future development addresses multi-modal transportation corridors</p>	<p>ADOT</p>	<p>MAG</p>	<p>1) Examine all current, ROW inventory 2) Ensure that future development addresses multi-modal transportation corridors</p>
<p>In metro area provide a -double track UP Transcontinental mainline requires a separate passenger track</p>	<p>FRT RR's/ Commuter Rail Authority</p>	<p>UP, BNSF, ADOT, Stakeholders</p>	<p>?</p>
<p>Assess funding options: Funding special districts (like CAP) Impact fees CMAQ FTA</p>	<p>State, cities, counties</p>	<p>UP, BNSF, ADOT, Stakeholders</p>	

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<p>Shared track whenever possible (possibly terminal district/ RR)* DMU's vs. locomotive hauled trains All day/seven day service vs. peak only=better utilization of capital cost and operating crews</p> <p>*purchase tracks from UP and BNSF- Lease back)</p>		UP, BNSF, ADOT, Stakeholders	
<p>Should be integrated with all local and regional transportation plans Example: park and ride lots at all freeways</p>			
<p>Build a relationship with existing freight companies, land owners and Indian reservations. Understanding freight service better</p>	State, UPRR, BNSF, tribal/federal communities, independent land owners	Owners, RPTA, Pinal County, RTA	On-going
<p>New and existing ROW Preservation (capital and privatization (operation)</p>			
<p>Linage to mass transit (depots)</p>			
<p>1) Explore current sources of federal funds. 2) Explore public/ private partnerships to build infrastructure</p>	<p>1) MAG 2) MAG</p>	<p>1) ADOT 2) Legislature</p>	

**ACTION PLAN**

ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
1) Utilize existing ROW wherever possible 2) Explore public/ private partnerships to fund capital needs	1) ADOT 2) MAG	2) Legislature	



**GOAL: Promote Sustainability through the Implementation of Commuter Rail**

**OBJECTIVES**

- Maintain or improve regional air quality
- Develop transportation projects that help focus development near activity centers
- Provide a long-term transportation solution

**KEY QUESTIONS**

- Would air quality improvements be available from commuter rail implementation?
- Which activity centers could help to focus development
- Consider the importance of commuter rail service characteristics such as:
  - Origins/Destinations for person trips?
  - How frequent should the service run? (Peak Rush Hours, Day Time, Evening, Weekend)
  - Length of the service day-start and stop times?
  - Transfers to other modes (Where? What modes? Are intermodal centers important?)
- What role would commuter rail serve in the overall Regional Transportation Plan (RTP)?

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Build air quality model to forecast with and without rail. Under various growth scenarios	MAG	ADOT, MCDOT, Railroad, Cities	18 months

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Overlay commuter rail alternatives on existing regional system and plan (RTP)-also employment centers and support services- Large under utilized areas for redevelopment	MAG	Cities along rail lines, major landowners, business owners	6 months
Study of future lifestyle and work changes that May affect transportation. i.e. internet; work at home	MAG	Cities, ASU, Census	6 months
Invest in rolling stock with air quality standards in mind Impact to other emissions Ex: offset from car/ auto emissions to additional power plant emissions for electricity	Future multi: county or state passenger rail authority	Newly created authority ADOT	FY 08 or later funding depend
Implementation of system will reduce cars on the road reducing emissions Approximately 75 % of commuters are solo in their cars	Single commuters Rail authority MPO's and COG's ( air quality piece)	Employees, employers- subsidies for employees Cities and towns- planning	Allow time for RR to alter current operations to accommodate additional freight demands and passenger rail 5 years

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
Regional or state wide p.r. corridors must be established so cities towns and counties can develop land use and transit plans that support appropriate development along the corridors	MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. orgs	Ditto (MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. Orgs)	now
Funding must be identified and secured not only for P.R but also for other transit to create and sustain the system	MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. orgs	Ditto (MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. Orgs)	now
Develop commuter rail coalition -education -funding -sustainability	Politicians MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. orgs	Ditto AZTA (MPO's, COG;s,ADOT, P.R. Authority Cities and towns GPCC, other E.D. Orgs)	now

**GOAL: INCREASE PUBLIC/PRIVATE COOPERATION TO IMPLEMENT COMMUTER RAIL**

**OBJECTIVES**

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- Encourage public/private partnerships
- Educate or inform the public
- Provide funding options
- Develop local and regional support for commuter rail

**KEY QUESTIONS**

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- Which agencies, groups or individuals should be engaged in the process?
- Consider how to promote consistency between commuter rail and local and regional comprehensive plans.
- What implementation measures are needed to reduce noise, visual and traffic impacts to existing communities?
- Identify where the potential for adverse affects on the natural environment may take place.
- How is the system administered when the corridor passes through several jurisdictions?
- Provide options for coordinating with the railroad
- Consider ways in which to engage the public and other interested parties
- What educational resources are available to promote commuter rail?
- What would you be willing to pay for the service? (The same as the cost of highway lane per mile? Low cost-just get it started?)
- How would you pay for it? Consider creative alternatives for funding commuter rail
- Identify leaders in the community that can help promote commuter rail
- Consider organizations that are strongly represented along the corridor.

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
<b>High Priority</b> -Establish public private formal agreements that are consistent with other modes of transportation and land use plans with individual and interest groups	<b>MAG and northern Pinal county Dedicated CR group</b>	<b>Elected officials, jurisdictions, transit departments, Rail groups, Advocacy groups, other mode groups</b>	<b>Now. Included in formal planning stage</b>
<b>High Priority</b> - <b>Statewide transportation tax</b> -Bring interested public together to create stakeholder support	-Lead Agency -Governor's office/ Legislature/ Fed. Government/ ADOT	-Media, cities, private sector -Everyone	-1 year -2009
<b>High Priority</b> - <b>3A Include commuter rail as alternative to 24-lane I-10</b>	<b>MAG/ ADOT</b>	<b>Tempe</b>	<b>Now</b>
Establish a public relations group that uses all media outlets and perform public (news and community) and group meetings.	MAG and northern Pinal county Dedicated CR group	Public and media, business groups and interest groups Elected officials, jurisdictions, transit departments, Rail	

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
		groups, Advocacy groups, other mode groups	
Create sustainable regional and state tax proposals that efficiently use developer/ business contributions and fees			
Create outlets for active participation and education for all			
<ul style="list-style-type: none"> <li>-Bring railroad companies and municipalities together</li> <li>-Work with developers industry and municipalities to plan transit-oriented and neighborhood development</li> <li>-Identify and lead entity to coordinate public/ private cooperation</li> </ul>	<ul style="list-style-type: none"> <li>-Municipalities Rep (MAG, State, RRTA)</li> <li>-Municipalities and Land Owners</li> <li>-Governor's Office</li> </ul>	<ul style="list-style-type: none"> <li>-Cities, County, Railroads and other involved parties-</li> <li>Developers</li> <li>-Municipalities, Counties</li> </ul>	<ul style="list-style-type: none"> <li>-Now</li> <li>-Within 2 years</li> <li>-Within 1 year</li> </ul>
<ul style="list-style-type: none"> <li>-Identify groups to engage in the process</li> <li>-Promote consistency between transportation and local land use plans. (Regional and local)</li> <li>-Incorporate design standards to mitigate noise, visual, and design impacts</li> </ul>	<ul style="list-style-type: none"> <li>-Yet to i.d agency to develop and operate system</li> <li>-MAG</li> </ul>	<ul style="list-style-type: none"> <li>-Private land owners, employers, employees, developers, railroads, Eco Devo groups from</li> </ul>	

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
		jurisdictions, GPEC  -MAG Mentors -Individual communities (standards)	
Organize public meetings to solicit support	Chambers, westmarc, east valley partnership	Cities, MAG	Early
Look at best practices of successful commuter rail systems that have been implemented	MAG membership	State Representatives	
Develop a champion for the cause	Governor CZAR	State and local agencies	Real early
3B Consider commuter rail ridership potential as part of future freeways	MAG/ ADOT	Cities	Now
1A Identify air quality benefits of commuter rail	MAG		

ACTION PLAN			
ACTION ITEM	OWNER	PARTNERS	TIME FRAME/PHASES
3C Implement commuter rail to provide travel options	MAG/ ADOT/ Rail	Cities/ transit	
2A Initial phase to serve existing activity centers already served by transit (LRT).	MAG/ ADOT/ Rail		
2B Serve peak hour trips to/ from suburbs to/from employment centers and park and rides			



The final CRSG Workshop #4 will focus on developing an implementation strategy that can be translated onto an action plan. The workshop participants will come to consensus on the issues and general options for Administration, Governance, and Funding within the framework of the Concept System Plan.

**STRATEGIC PLAN DEVELOPMENT-** The results from all four CRSG workshops will be synthesized, as well as the working papers prepared throughout the process into a comprehensive plan document. These products will consist of:

- Final Commuter Rail Strategic Plan Document
- Commuter Rail Plan Executive Summary
- CD of all working papers
- Presentation to MAG Council for adoption



## APPENDIX A-RESULTS OF SWOT ANALYSIS

The bullets below provide a list of Strengths, Weaknesses, Opportunities and Threats (SWOT) associated with commuter rail in Maricopa County and northern Pinal County. These opportunities and constraints were identified by the Commuter Rail Stakeholders Group (CRSG) at the second CRSG meeting held on June 28<sup>th</sup>. The CRSG comments are organized by sub-area and the high priority comments are identified in bolded text. Over 130 people were in attendance at the second CRSG meeting.

### Strengths

#### Central Subarea

Facilitator: Maria Hyatt

- Primary employment base
- Strong economy
- Political interest and community interest
- **Improved mobility, multimodal connectivity**
- Reduced pollution
- Corridor activity centers (Williams gateway, Scotts. Airpark Capitol Complex, sports, arts)
- Sky Harbor accessibility (reduction in package needs)
- Land available for rail corridors
- Currently ahead of the need
- Creates economic opportunities
- Population growth creates strong need and alternatives discussion
- **Mitigates pollution and saves energy (fuel)**
- Promotes tourism
- Easy 'designated driver'
- I-10 East/West are effective corridors
- Identify north corridor for existing need
- Freeways can't keep up with growth
- Safer than autos

Facilitator: Brian Kearney

- As population grows to 4 million – need for rail grows – we will have sufficient density
- Geographic size – so large that we need alternatives beyond light rail for longer distances
- Environment – quality of life – can promote better urban design
- There is some existing infrastructure
- Economic benefits – stations have benefits like highway interchanges?
- More cost effective than highway expansion – better social benefits
- **Expanded transit adds rush hour capacity**
- Commuter rail lines have priority of right-of-way at grade crossings
- Creates a government authority to promote improvement of metro freight and passenger rail facilities and infrastructure – creates a channel through which to accomplish multiplier impact
- Railroads will respond to available money flow
- **Multi-nodal community is suited to commuter rail across valley**
- Concentrates development at nodal points
- Increases range of travel for tourists – more places, more attractive
- Helps create regional identity
- Major investment defines future transportation systems and creates economic development
- Reduce autos per family requirement

Facilitator: Peggy Rubach



- **Activity into downtown area**
- **Travel options**
- Less stress (traveling)
- More time for individuals
- Economic opportunities/expanded labor force to draw from
- Promotes community
- Travel capacity during peak hours
- Connect cities/promote regionalism
- Promotes tourism
- Reduce traffic accidents – safety
- Utilization of existing assets (railroad tracks)
- Efficient implementation

### South Subarea

Facilitator: Charlea Huellmantel

- Speed, efficiency, safety, maintenance
- Congestion relief
- Environmental
- **I-10 24-lane mitigation option**
- **Construction mitigation, build prior to I-10**
- NEPA requirements for mitigation
- Reduce stress, fatigue for driver
- Convenient alternative to driving
- Travel safety, reduction in auto accidents
- Technology safe, limited interfaces with autos
- Corridor strengths – Tempe Kyrene
- I-10 capacity limited to handle future growth
- Residential connections – connect to improvement centers
- Make population growth in south
- Past line (ROW) exists today
- Native American (Gila) opportunities
- Regional cooperation
- Station opportunity at casino/connection to existing transit
- Chandler Branch
- Addresses future growth
- Improved productivity (personal)
- Can utilize travel time (time tax)
- Social benefit

### Southeast Subarea

Facilitator: Craig Ringer

- **Several existing rail corridors**
- **Ahead of development curve – available land**
- Lots of people work in the Central Valley
- Corridor studies underway (freeway and electrical)
- Conceptual support for rail – like the idea
- Already impacted by freight rail traffic
- Demographic changes – aging population
- The higher the gas prices, the better rail looks



- Health benefits of reduced pollution. Breathing is easier in a rail car

Facilitator: Claudia Walters

- Strong immigration of individuals
- Job center corridors
- Relieves highway system
- **Air quality improvement**
- Legislative interest
- **Creates greater sustainability for region**
- Cost effective once in place
- Economic development
- Connecting two areas – Phoenix to Tucson
- Connects urban activities
- Helps clustering of business in areas
- Helps spread out residential
- Multi-modal
- Commuter rail removes stigma of bus rapid transit
- Critical infrastructure addition
- Effective in Southeast Valley
- Commuter rail to Tempe to Apache Junction
- West Valley important as well
- Freeway corridors and along existing tracks
- Productivity increases
- Reduction of “timetax”
- Grade separations for faster ease of congestion
- Great nodes of development

Facilitator: Mike Normand

- Moving large groups of people
- Bedroom communities (i.e. Johnson Ranch) moving those people to employment areas
- Access for Gilbert residents on existing rail corridor
- Right service to provide “longer distance” service
- Corridor as a potential route for utilities (SRP)/common resources (all utilities – gas, water, phone)
- Relieve freeway congestion
- Alternate choice for transportation
- Directed toward employment centers
- Relieves parking
- Air quality/energy issues putting pressure on our society to look for solutions
- Legislative interest is much higher now
- **Will create retail/industrial development opportunities for small towns/economic development**
- Successful models to follow in west
- No more “room” or “space” left (i.e. ground spare)
- Many existing rail corridors available
- Small town growth will be encouraged
- **Growing community support**

Facilitator: Maria Deeb

- **Manage traffic – less car travel**
- **Relieve congestion on freeways**
- **Less pollution**
- Other travel options



- Save time – can do other activities: email, read, etc.
- Save money
- Less road rage
- Better access to employment – competitive advantage for area
- Provides link to various means of transportation
- Future growth areas – early planning for station locations
- **Alternative form of transportation as gas prices increase**
- Population and density to manage commuter rail
- Creates transportation to affordable housing

Facilitator: Mack Lake

- Relieve congestion on alternative modes of transportation
- Speed
- Less congestion at destinations
- **Reliability in travel time connectivity**
- **Reduces time tax – lost opportunity**
- **Promotes regional airport alternatives (WGA)**
- **Promotes nodal development: business, sports, resorts, activities; connects high density areas**
- Air quality benefits
- Lower business costs
- Lowers individual travel costs
- Lessens investment in other forms of transportation

Facilitator: Dan Shreeve

- **Minimizing roadway congestion**
- Connecting economic centers
- Connecting education centers
- **Connecting Pinal County to Maricopa County**
- Potentially less environmental impacts
- Minimizing conflict with “GRIC”
- Increase property value (potentially)
- Could facilitate growth
- Potentially less dependent on fossil fuels
- Connectivity with future super-station vistas

Facilitator: Vic Linoff

- **Reducing congestion**
- Existing Infrastructure in southeast
- Defined geographic business areas
- Less freeways = less ROW purchase
- Access to regional airpark/Employment centers
- Moving tourist traffic
- Connecting to other transit needs
- **Cost savings (economic, environmental, etc)**
- Growing community support
- Mutual benefits

## Southwest Subarea

Facilitator: Marie Lopez Rogers

- Reduce congestion



- Existing infrastructure in Southeast
- Is there enough ROW?
- Less pollutants, environmental impacts
- Define geographic business areas
- Less freeways = less ROW purchase
- Access to regional airport
- Moving tourist traffic
- Connectivity to other transit needs
- Land use planning connectivity
- Backbone
- **Existing track (ROW)**
- Ability to reduce traffic on I-10 to Palo Verde
- **Reduce congestion**
- Enhance employment centers
- Airports

Facilitator: Mario Sandamando

- **Environmental friendly**
- Removes strain on existing infrastructure
- Reduce congestion on freeways/arterials
- Improves public safety/quality of life
- Provides more options for commuters
- **Long-term transportation solution**
- Promotes economic development/commerce
- Tourism
- Computer rail is a regional partnership
- Compliments existing transit plans

Facilitator: Kathy Rice

- Cliff Elkin's experience
- Demographics of existing freight usage is compatible to commuter rail
- Will connect old and new developed areas
- Raw land along the line
- Planned grade separation railroad crossings on Grand
- **Growing population along the line**
- Gas prices
- Present road congestion
- Another way in and out – very limited currently
- Favorable community climate
- BNSF owns 900 acres along line – Ops center, rail served business
- Will create competitive education opportunities
- Volume on current line is light
- Highway safety – less freight, less congestion on freeways
- Qualifies for Federal Small Starts Program
- Public yearning for public transportation – transplants
- Modernize Arizona's image --> Welcome to the 21<sup>st</sup> Century
- **Connectivity of valley, regions, light rail and other transit**
- Grand Avenue land use planning
- Connects workforce to jobs
- Air quality will improve
- Congressional leaders well placed for federal support money



- Create transportation centers
- Westmarc – leverage
- Connectivity to national system – Amtrak

### Northwest Subarea

Facilitator: Scott Chesney

- **Rail exists/economic linkages**
- Moving large amounts of people
- Creation of ED centers
- Transit-oriented development
- Linking economic nodes
- Improve air quality
- Serving underserved populations
- Reduce need for highway construction
- Preserve the desert
- Reduce heat island
- Streets/highways are safer
- Creates more spend-able income
- Higher level of service on existing roadways
- Increase home values in the corridor
- Overall reduction in gasoline consumption – possibility for alternate diesel fuel
- Access to airport
- Interconnectivity
- **Increase quality of life – reduction in commute**

Facilitator: Carl Swenson

- Enhances mobility
- More economical
- **Reduces pollution**
- Provides transportation choices
- **Reduces congestion on roadways**
- Improves travel safety
- Serves transit dependent community
- Ties communities together
- Increases densities along transit corridors
- Conserves resources
- Reduces commute times
- Opportunities for social interactions
- Important part of transportation and transit mix
- Can use existing corridors

Notes provided by attendee:

- Rail lines and ROW in place.
- Signal Pre-emption in place
- In many locations, grade separations are in place (especially Grand Avenue)
- Both lines (UP and BNSF) serve CBD destinations
- Other western states are doing major rail projects (UT, NM)
- Several major segments parallel regional highways and may reduce some peak hour congestion on:
  - I-10
  - US 60 Grand Avenue



- SR 101 Agua Fria Freeway
- SR 303L Estrella Freeway
- US 60 Superstition Freeway
- SR 202L San Tan Freeway
- This can directly connect the West Valley with ASU and ASU East.
- Rail line is adjacent to Sky Harbor Airport
- Extension of regional service to Tucson and Pinal County high growth areas is a possibility.
- Service can help revitalize and redevelop declining areas along older rail yards.
- Major rail segments are in areas underserved by regional bus system.

## Weaknesses

### Central Subarea

Facilitator: Maria Hyatt

- Can't go everywhere; won't serve entire valley
- Haven't really proven it's a solution
- **Willingness to fund and operate**
- Must be a regional solution with regional funding
- "NIMBY" – Historical problem (political will → land use)
- Grade crossing safety issues
- Train noise (PR issue)
- Lack of legislative support – must be long-term
- Political patience
- Valley growing faster than we can plan
- Constitutional limits on state trust land
- Lack of multiregional cooperation
- Take land off the tax roles
- **No leverage or cooperation with railroads**
- Freight corridors over capacity
- More community support than political? No high-profile champions
- No clear support from governor
- Perceived lack of interest from ADOT
- Doesn't provide greatest benefit to Central Subarea
- In slow economic times, transportation subsidy availability in question; can't really privatize
- Lack of private infrastructure opportunities

Facilitator: Brian Kearney

- **Railroads indicate limited additional capacity of existing infrastructure**
- Land use patterns may not fit perfectly
- Continued growth making more difficult to place stations
- Will people use it?
- Line locations and station locations – present uncertainty and possible sustainability for communities not directly served
- Limited number of existing rail corridors and cost to improve existing ....
- Possible economic impact of displacement when improved
- Environmental justice concerns may complicate issue
- User acceptance unknown
- Political acceptance unknown
- Environmental justice concerns may complicate issue
- Impact on traffic safety



- Requirement to add more grade separations
- Cost to build and operate – requires public subsidy
- **No defined funding source yet**
- May require lengthy negotiations with freight railroads

Facilitator: Peggy Rubach

- Who would run operation?
- **Where is money coming from?**
- Public support
- Who assumes liability
- Limited right-of-way
- **Railroad organizations not interested**
- Residents opposition to tracks near homes
- Current location of tracks
- Developing connectivity
- Crossings at grade
- Phasing of construction
- Potential perception problem
- Encourages sprawl
- Cost effective solution to current lack of infrastructure (transportation)
- Constructability
- Speed limitations/restrictions
- Cooperation of other agencies
- Use of existing rail that is at full capacity (freight)

### South Subarea

Facilitator: Charles Huellmantel

- **Buy-in/cooperation by UPRR**
- Train frequency
- **Cost**
- ROW availability
- Encourages urban sprawl
- Noise/vibration/traffic impacts

### Southeast Subarea

Facilitator: Craig Ringer

- Densities too low to support rail
- Need for subsidies
- **Polycentric employment centers**
- “Rugged Individualism”, I love my truck!
- To and from station logistics
- Difficulty of partnering with existing rail companies
- Availability/cost for additional ROW/stations
- **Speed of development. Vanishing opportunities**
- Lack of comprehensive multi-modal planning
- Do we have employers who will support
- Funding!!!

Facilitator: Claudia Walters



- Think it will solve all problems
- Overselling
- **Costs!! – no funding source**
- Access to right-of-way
- Pulls money
- Encourage sprawl
- Divide communities
- Creates winners/losers – those you have it/don't have it
- Divided community support
- Enough community support
- Legislative support
- May need to see before believing
- Ability to get rail/PPL to employment centers
- **Lack of multi-jurisdiction planning**
- No existing funding source
- Bringing Phoenix to Tucson and Florence/Pinal County to same table

Facilitator: Mike Normand

- Availability of space, (i.e. park-n-ride stations in congested areas)
- Must be convenient
- Mis-match between modes of transit
- Does not go to heart of congestion
- **Congestion on the rail lines**
- Convert/combine restaurants to railroad stations
- Integrating many different interests/cities/towns to agree
- Government of a regional rail
- No one organization championing the cause
- **Competition for available funds by many areas of transportation**
- What is the fastest way to solve the congestion we have now?
- Lack of planned growth (developers are in control)
- No process to follow
- Upgrading infrastructure to support high-speed commuter rail
- Energy needed for commuter rail
- EPA funding threatened
- Right-of-way issues
- Buy-in from rail companies

Facilitator: Maria Deeb

- Cost – who is going to pay? Where will money come from?
- Set alignments – not exactly natural
- Only stops 2-4 miles
- ROW and new alignment cost and time
- Business impact
- Mechanical failures – System shutdown – DELAYS
- **Security screening/concerns – terrorists**
- Automobile delays/congestion
- Noise distractions
- Cost/benefit compared to other modes of transportation
- **Public support – some want to see benefit**
- Negative image of public transportation
- Negative issues of light rail



- Agency Coordination

Facilitator: Mack Lake

- **Need to acquire right-of-way through developed areas**
- **Railroad crossings very expensive**
- **Partnering with existing railroads very difficult**
- **Railroad construction is very expensive**
- Noisy
- Headway times, reliability of schedules
- **Inflexibility**
- Increased transportation planning
- Perceptions re: personal safety – terrorism, gangs, etc
- Number of passengers – economic viability
- Parochialism
- Time from idea to opening day

Facilitator: Dan Shreeve

- **Unknown funding**
- Uncertainty of availability with “right-of-way” through tribal lands
- Uncertainty of use of railroad “right-of-way”
- Are existing ROW located where they are needed
- Availability or use of existing railroad lines
- Environmental impact
- Uncertainty of ridership – “Can it support itself?”
- Spread out economic base – “Difficult to connect”
- Grade crossings
- Who manages? – state, county, new?
- **Density – will Arizona densities sustain mass transit?**
- People love their cars – will they use it?
- Public subsidies?

Facilitator: Vic Linoff

- Existing rail does not meet passenger standards
- ROW issues
- Safety issues
- Density issues
- NIMBY
- **Who is going to pay?**
- **Legislative support**
- Leadership

### Southwest Subarea

Facilitator: Marie Lopez Rogers

- Existing rail may not be up to passenger standards
- Potential for ROW issues
- Safety issues
- Density issues
- NIMBY
- Who is going to pay?
- Legislative support?



- Leadership
- Sprawl
- Low baseline population
- **Political resistance**
- LOS issues
- **Competition with populous areas**
- Traffic congesting at crossings

Facilitator Mario Sandamando

- **Money**
  - None identified
  - Competition for Federal money
  - Cost-effectiveness
  - Total costs = capital vs. operations
  - Who pays?
- Unknowns
  - Will people use it?
  - Must change behavior and public perception
- Interconnectivity infrastructure is not in place
- **Communication between railroad, region and state**
- Disruptions
  - Local businesses
  - Homes
  - Freeway/arterial traffic
  - Freight
- Promotes sprawl
- New legislation needed
- Public noise
- Land
  - ROW, general plan compatibility

No commuter rail master plan in municipalities

Facilitator: Kathy Rice

- Funding uncertainty
- Arizona love our cars – mindset shift necessary
- Noise concerns
- Public perception
- **Competing transportation project**
- **Lack of signalization along line – cost and safety**
- Homeland security issues
- BNSF has full veto authority over line use
- Operations uncertainties – who owns and operates what?
- Timing – cannot build soon enough
- Second track needed
- ROW availability unknown along entire line
- Emergency vehicles delayed?
- Perceived value for/to northwest valley
- Competing communities for money, implementation
- Limited Vision → Arizona only
- Amtrak failures → perception
- How do I get my stuff there? Connected transit-wise on the other end?



- Safety issues – derailments
- Lack of community demand/support

**Northwest Subarea**

Facilitator: Scott Chesney

- Rail line may currently be at capacity
- Potential for increased crossing conflicts
- Increased noise to adjacent residents
- Need to construct stations and other facilities
- **New funding source needed**
- Lack of Board support
- Regional system gaps
- Lack of education
- Lack of operational resources
- More delays to vehicular traffic at crossings
- Feeder bus service may be lacking
- Undetermined potential for ridership

Facilitator: Carl Swenson

- **Initial ridership**
- Community acceptance
- Parking at stations
- Traffic congestion at grade crossings
- **Infrastructure costs**
- Right-of-way acquisition
- Equipment cost
- Noise Pollution
- Scheduling
- Added vehicular delay at at-grade crossings
- Funding
- Limited stations
- Partnership challenges with railroad companies

Notes provided by attendee:

- Resurgence of rail freight demand is competing for track time.
- Probably will require double tracking to support demand in the corridors.
- Cost of stations, crossing upgrades and other improvements will be high.
- No rail corridors exist in the Northeast Valley, leaving a system “gap” and the potential that residents of that area may not support funding for a system which will not directly benefit them.
- Currently known regional funding is committed through 2025.
- Regional bus system is inadequate to feed the rail stations in suburban locations.
- High number of at-grade crossings system wide. \*

\* Number of at-grade public crossings:

Buckeye to Phoenix (southwest corridor)	81
Phoenix to Wickenburg (northwest corridor)	132
Phoenix to Picacho (southeast and Pinal Co. corridor)	125



Picacho to Tucson Corridor  
Total Phoenix to Tucson

31  
156

## **Opportunities**

### **Central Subarea**

Facilitator: Maria Hyatt

- **Ability to use commercial rail as a construction alternative (I-10 widening)**
- Connectivity to central area bus and rail
- Connects people to affordable homes and jobs
- Economic development around stations/transit-oriented development
- Connects to Sky Harbor and Williams Gateway
- Positive environmental impacts
- Connections allow growth to arts/culture visitors
- Enhance role as "destination"
- **Large scale joint development opportunity**
- Congestion mitigation
- Justifies additional circulators
- Reuse/redevelop Union Station
- Innovative funding mechanisms
- We have opportunity to plan ahead
- Enhance viability of opportunity corridor
- Urban revitalization
- Can create a truly integrated regional system (ADOT/MAG/RPTA, etc)
- Aids in business locates (ED)
- Create a "big city" image

Facilitator: Brian Kearney

- **Intensifies economic and social activity at nodes**
- Wealth generating for served communities
- Improves Valley's competitive position for national and international position
- **Becomes spine and improves effectiveness of all connecting transit systems**
- Can serve corridors BRT cannot
- Increased opportunities to attract workers from whole region and for employees to have more work options
- Can increase population and economic density
- Opportunity for public-private partnership at station locations
- Better land use
- Improves urban design and pedestrian access – improved personal health
- Opportunity for increased social interaction

Facilitator: Peggy Rubach

- **Connectivity**
- **Reduce congestion**
- Use new leg to bring railroads on board (AP 220?)
- Develop/increase infill projects and stationeries
- Create partnership with freight

### **South Subarea**

Facilitator: Charles Huellmantel



- Low utilization of existing freight
- Local state/federal political support
- Metro area
- Local expertise on commuter rail
- Urban lifestyle in demand
- Multi-nodal culture expansion
- Environmental mindset
- Job creation/economic impacts of system development
- Creation of destinations
- Transit oriented development
- Opportunity for connections in/out of Maricopa in extreme conditions
- Maricopa support of alternatives
- Track option for freight capacity
- Future connection SE/Tucson
- Encourage economic development
- Undeveloped land offers no business/residential impact/displacement
- Opportunity
- **Solving regional mobility/connective challenges**
- **Environmental benefit by utilizing existing freight**

### Southeast Subarea

Facilitator: Craig Ringer

- **Economic development corridor**
- Improve air quality
- Educating public as to rail option
- **Combined corridors**
- Tourism opportunities
- Improved traffic flows
- Work with Native American opportunities
- Evacuation civil defense option

Facilitator: Claudia Walters

- Rail and highways together as state-wide tax
- Multi-modal capacity – all
- Multi-jurisdiction
- Get rid of “great state of Maricopa” concept and make “great State of Arizona”
- Link education corridors (universities)
- Greater group lobbying for funds (federal)
- Work on air quality issues as a state
- Enhance tourism
- Bring economic development and Jobs and housing to not fully developed areas along corridor
- Encourage infill
- Program/better planned growth
- Globally competitive
- Increase/enhance freight rail
- Improve cargo/freight rail/air transportation
- Connection for Sky Harbor to Williams Gateway
- Connect to port
- Allow for greater security



- PPP financing
- Use other financing options
- Incentive for business to encourage employers
- **Connectivity!! Education, transportation air/sea/rail – regions**
- **Regional planning for regional success (Sun corridor partnership)**

Facilitator: Mike Normand

- Locating in new planned corridors
- Any rail in corridors
- A plan developed for the open spaces we do have
- Establish corridor even if construction is decades away (line Santan freeway)
- Involve Indian communities and developers
- Improve grade separations
- Railroad crossing noise improvements especially in residential areas
- Use air space
- **Arizona Corporation Commission/regional/state agencies to partner up (ADOT, MAG, etc)**
- So many corridors available
- Public support through legislative officials
- Economic development groups to learn/get up to speed
- Business community tie in
- **Multi-modal planning corridor**

Facilitator: Maria Deeb

- **Transit oriented development**
- **Re-development of inner cities (i.e., Phoenix, Tempe, Mesa)**
- Bring life back into distressed areas (i.e., Phoenix, Tempe, Mesa)
- **Link college campuses, airports (future passenger service) – connectivity**
- Expansion of medical centers
- Minimize pollution
- Increase potential for Williams Gateway area
- New technology – implement other commuter rail systems
- To change transportation negative image
- Utilize existing infrastructure
- Apply for federal grants/state revenue
- Added mode of evacuation in event of an emergency
- Connectivity between sub-regions
- More options
- Less stress for riders
- Eliminate future planned freeway corridors

Facilitator: Mack Lake

- Existing corridors and right-of-ways
- Start with existing rail, irrigation, transportation, drainage corridors
- Partner with state land trust and other large landholders; re: corridors and alignments
- **Public and private interests – opportunity to change people's paradigms**
- Area can-do attitude – University development, etc
- **Use of PPP with existing corridors, right-of-ways, and large landholders**
- Increase trade and business growth
- Consider using “transit” district taxes to retire transit investment
- Create high tech – WIFI, etc
- Effective use of commute time

- Safety – text message, grooming etc, -- less accidents
- Cluster development and preserve open space

Facilitator: Dan Shreeve

- Plan early
- **Stimulate growth**
- Improving connectivity to Williams Gateway Airport
- Connectivity to the “light rail”
- Linking ASU's campus to Gateway
- **Competitive advantage over other western states**
- Opportunities for public and private ventures

Facilitator: Vic Linoff

- Rail to communities for planned growth
- Rail partnerships (Railroad companies, communities)
- Increased quality of life = economic
- Improved safety
- Utility corridors
- **Public/private Opportunities (business)**
- Alternate revenue for railroad

## Southwest Subarea

Facilitator: Marie Lopez Rogers

- Get rail in early to design communities around rail
- Rail partnership (business, government, planning agency)
- Quality of life = economic competitiveness
- Improved safety
- Utility corridors
- Public/private partnership
- Alternate revenue opportunity for freight rail companies
- **Clean slate to create a transit corridor (freight/commute)**
- Extend study to Palo Verde area
- Yuma Port of Entry
- **PM-10 preservation of funding**
- Economic development
- Promote sustainability

Facilitator: Mario Sandamando

- Economic development
  - New events
  - **New employment centers**
  - Improve mobility = global competitor
- Public/private partnerships
- **Creative transit planning**
  - Incorporate rail into existing plans
  - Combine park and rides with commuter rail stations
  - Preserve historical, cultural, and environmental areas
- Revitalize neighborhoods
- Become designated federal transportation recipient



- Improve maintenance system/technology
- Educate public on alternative modes

Facilitator: Kathy Rice

- **Relocating district center to northwest valley creates redevelopment opportunities for Phoenix, Gila, Surprise, etc**
- **Tourism**
- Opportunity to build transit-oriented communities
- Access to educational institutions
- Classes on the cars
- BNSF is passenger-friendly; good on time performance
- Free trade zones, foreign trade zones
- Development likely to occur around stations
- Government is supportive of passenger rail
- Quality of life as valley, region, state grows
- Puts pressure on completion of other transportation projects
- Cleaner air
- Connectivity to arts, recreation, airport (Sky Harbor)
- Opportunity to develop something new – technology
- Learning from the best in world to implement best practices, technologies, marketing, etc.
- Access for elderly, disabled, youth, other non-drivers
- Urban planning versus suburban planning opportunities
- Regional planning opportunities
- Comprehensive transportation system for the state
- Military industry – connectivity among state bases, federal government, national defense tie-in
  - Use to make more bases more viable

**Northwest Subarea**

Facilitator: Scott Chesney

- **Ability to plan as integrated corridors**
- Need for new classification yards (may create trade opportunities)
- Use of existing rail yards for redevelopment
- Homeland security
- Rail oriented tourism excursion rail
- **Economic development**
- New employment hubs
- Educational opportunities with new elected officials
- Provides connectivity; linking cultural and recreational activities
- Reverse commute to new employment centers
- Help to create sustainability using transit oriented development; linking future and existing education campuses
- Involvement of business community; public/private partners

Facilitator: Carl Swenson

- **Business investments**
- Transit-oriented development
- Inter-governmental cooperation
- Urban renewal
- Inter-governmental opportunities
- **Higher density opportunities**
- Federal and State funding



- Inter-modal connectivity
- Improved land use planning
- Improved air quality
- Source of emergency evacuation
- Increased work productivity
- Technology opportunities for passengers
- Increased pedestrian opportunities

Notes provided by attendee:

- Railroads need land for new Classification Yards in Surprise, Tonopah, and Eloy. ASLD properties at those locations could be part of a negotiation.
- Development of shared use agreements in adjacent states (NM, UT) may help break the ice.
- Railroads need ACC approval for new spur lines to serve industrial clients in El Mirage and other communities
- Passengers may transfer to LRT system in the urban core, providing needed rider-ship to justify expansion of that system.



## **Threats**

### **Central Subarea**

Facilitator: Maria Hyatt

- **Lack of political will, funding commitment, inter-regional cooperation**
- Railroads' increase in freight business
- Cost of building new corridors/rising R/W costs
- Potential economic slowdown
- **Ineffective long-range planning**
- **Delay = escalating costs and more lost opportunities**
- Encourages sprawl

Facilitator: Brian Kearney

- Impact on Rail industry and future freight uses/ economic/commerce??
- Railroads may prevent, delay, or raise price of system
- **Legislative may prevent, delay, or raise price**
- Federal regulations may prevent, delay, or raise price
- Communities may protest new building or operation
- Incompatibility with existing or future land uses
- Security concerns
- **Continued increases in freight traffic**
- Funding?
- Unions

Facilitator: Peggy Rubach

- **Legislature**
- Environmental issues and clearances
- Land acquisition from existing owners
- Sustaining rider-ship
- Cost benefit analysis
- People love their cars
- Hidden agendas from interest groups
- Fight over ownership of project (joint government ventures)
- Fear of increased taxes
- Homeland security
- **Competition for limited federal funds**

### **South Subarea**

Facilitator: Charles Huellmantel

- **Public perception/misperception**
- **Funding**
- Habits
- Turf Battle
- **Legislative implementation/regional competition**
- Governing Structure

### **Southeast Subarea**



Facilitator: Craig Ringer

- **Politics**
- **Regional competition**
- **User apathy**
- Railroads not motivated
- Pace of entitlements threatens ROW availability
- Need for many, many at grade and grade separated crossings
- Costs!!!
- Competition for ROW between freight and passenger

Facilitator: Claudia Walters

- No need for urgency
- Not going to get the rail companies to participate
- Freeway advocates opposition
- Taking funding from other sources
- No growth folks/ unrestrained growth folks
- History of rail companies being independent
- Trying to create partnership with rail companies when none have existed
- Legislative interest/political will
- **Old thinking on the part of rail companies; citizens and elected positions**
- Water issues
- **Cost of fare may discourage rider-ship**
- **Ongoing maintenance costs/ operations**
- **Lack of subsidy**
- Overcoming 1% factor
- Lack of public/business rider-ship

Facilitator: Mike Normand

- **Railroads (freight)**
- Timing → get ahead of the curve
- **Comprehensive plan revisions**
- Developers!!
- Not part of current funded regional transportation plan
- No money
- Lack of public awareness and support
- Federal money limited (i.e. light rail vs commercial rail)
- Availability of right-of-way competing for same funding
- Long range planning
- Building a consensus – in-fighting between cities
- Arizona State land trust (land devaluation due to infrastructure)
- Coordinating multi-regions
- ADOT/state land
- ADOT policies not focused on other modes of transportation

Facilitator: Maria Deeb

- **Agency support and planning**
- Slow process
- Existing zoning and development processes
- **No funding source identified**
- Poor planning



- Existing utilities
- Public perception
- Competition with freight lines (space)
- Location and frequency of freight
- Safety issues
- Maintenance issues

Facilitator: Mack Lake

- **Anti-tax communities**
- **NIMBY opposition**
- **Organized opposition**
- Road vs rail mentality
- Railroad could resist cooperation
- Costs \$\$\$

Facilitator: Dan Shreeve

- **Development incentives from other states and regions**
- New roadway development
- Lack of roadway "ROW" where it's needed
- Funding
- Environmental concerns
- Support by the populous? – will people give up their cars?
- Telecommuting – does it reduce the need for travel?
- **Tribal nation "Buy-in/support"**
- Does development occur where anticipated?
- Security
- Market strength

Facilitator: Vic Linoff

- Maintaining rail line
- **Competing stakeholders groups**
- Safety
- **Funding**
- Jurisdictional conflicts
- Lack of cooperation from railroads

## Southwest Subarea

Facilitator: Marie Lopez Rogers

- Maintains rail line
- Opposition from truckers, etc (competing stakeholder group)
- Safety
- Funding
- Jurisdictional conflicts
- Lack of cooperation from railroads
- Takings
- Proposition 207
- Speed of development
- Voters
- Funding Opportunities
- Political threats



- Public backlash over light rail
- Where do we fall in priority?
- Union Pacific
- Not promoting internal sustainability
- **Prioritizations vs Regions (system)**
- **Cost**

Facilitator: Mario Sandomando

- **Political support**
- New technology
- **Sustainability**
- Crime increase

Facilitator: Kathy Rice

- **Public perception**
- **Don't take money away from freeway mentality**
- MAG planning does not emphasize passenger rail
- "I don't want those people coming into our community"
- Too much competition for E.D. – can move people too easily
- Freight operations might be impacted
- Railroads can uncooperative
- Perception that it is subsidized and a money loser with no upside
- Not enough political wherewithal
- Phoenix – Tucson is sexier
- System isn't fully developed – self destructive set up for failure
- ROW encroachment

## Northwest Subarea

Facilitator: Scott Chesney

- **Political buy-in**
- State legislature would have to be put on the ballot
- Environmental effects
- Buy-in from both railroads required
- Funding competition
- **Federal transportation money goes away in 2009**
- Lack of new money
- Adverse impacts to development community
- Public perception that density creates crime and blight
- Public trust in government

Facilitator: Carl Swenson

- **Sustainable Funding**
- Service/labor disruption
- Environmental mitigation
- **Terrorist threat**
- Expands growth area boundaries

Notes provided by attendee:

- LRT stakeholders may oppose commuter rail due to perceived competition for federal "new starts" funds and a "full funding grant agreement for the LRT system."



- Urban Core communities may perceive the service as continued suburban sprawl and loss of impetus for infill development. (They count on future suburban congestion as a tool to spur infill and redevelopment of the core.
- Need for not one, but two Class One Railways to agree for the system to work effectively.
- Parochialism throughout the region.
- Public perception that this is another expensive boondoggle, which no one will ride. (Full buses throughout the region will help dispel return of the "empty buses" argument of the Eighties)
- City of Glendale view of BNSF as a blighting influence in their city, and their uncertainty on whether they would support heavy rail.
- Competition with other transportation modes for scarce resources.
- Potential diminishment of the federal role in transportation post SAFETELU (The Highway Trust Fund will be broke by 2009); and/or devolution of the role from USDOT to the state



**APPENDIX B-MEETING ATTENDEES**

Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Linda Pastori	Ahwatukee Foothills Chamber of Commerce				
Jeanne Blackman	APS	Community Development Manager		Y	Y
Mark Thompson	Arizona Advocacy Group, LLC			Y	Y
Brian Lehman	Arizona Corporation Commission	Rail Programs Manager			Y
David Raber	Arizona Corporation Commission	Director Safety Division			Y
Paul Rasmussen	Arizona Department of Environmental Quality	Director of Policy, Planning and Operations			Y
Jim Dickey	Arizona Department of Transportation	Director, Public Transportation Division	Y	Y	Y
Scott Friedson	Arizona Department of Transportation		Y		
Dianne Kresich	Arizona Dept of Transportation				
Heather Garbarino	Arizona Planning Association	Senior Planner, Arizona Department of Commerce			Y
William Lindley	Arizona Rail Passenger Association	Treasurer and Webmaster		Y	Y
Frank Hutcheson	Arizona Rail Passengers Association				Y
Judy Eisenhower	Arizona Rail Passengers Association				
Michelle Green	Arizona State Land Department				Y
Ray Jensen	Arizona State University	Office of Public Affairs			
Dolores Shoecraft	Arizona State University			Y	
Paul Berumen	Arizona State University Office of Public Affairs	Director for Local Government Relations	Y	Y	Y
John Anderson	Arizona Transit Association	Executive Director		Y	Y
Becky Rutledge	Arizona Transit Association			Y	Y
Bill Lindley	Arizona Rail Passenger Association		Y		
Sam Wheeler	ASU			Y	Y
Craig Ringer	Central Arizona Association of Governments	Deputy Director/EDD Director		Y	
Becky	Chandler Chamber of Commerce	President and			



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Jackson		CEO			
F. Rockne Arnett	Citizens Transportation Oversight Committee	Chair	Y	Y	
Todd Kennedy	City of Apache Junction	Assitant Planner		Y	
Shane Kiesow	City of Apache Junction			Y	
Giao Pham	City of Apache Junction			Y	
Jess Segovia	City of Avondale	Transit Administrator	Y	Y	Y
Shirley Gunther	City of Avondale	Intergovernmental Affairs Manager	Y		
Marie Lopez Rogers	City of Avondale; MAG	Mayor		Y	
Charles T. Walton Sr.	City of Casa Grande	Mayor			
Mike Normand	City of Chandler	Transportation Services & Planning Manager	Y	Y	
Alton Bruce	City of Coolidge	Growth Management Director		Y	
Pat Dennis	City of El Mirage	Intergovernmental Relations Representative	Y		Y
Fred Waterman	City of El Mirage	Mayor			
Byron Jackson	City of Eloy	Mayor			
Matt Dudley	City of Glendale	Transit Planner	Y	Y	Y
Steven E Frate	City of Glendale	Councilmember, Sahuaro District	Y	Y	Y
Terry Max Johnson	City of Glendale	Deputy Transportation Director	Y		Y
Jessica Blazina	City of Glendale				Y
Cathy Colbath	City of Glendale				Y
Jamsheed Mehta	City of Glendale				Y
Brent Stoddard	City of Glendale	Legislative Coordinator		Y	
Frank Cavalier	City of Goodyear	Vice Mayor	Y		Y
Shelley Vasquez	City of Goodyear		Y		Y
Laurie Hillebrands	City of Goodyear	Chief of Staff, Mayor and Council	Y		
Mario Saldamando	City of Goodyear	Management Assistant to the City Manager	Y	Y	
Kevin Attebery	City of Goodyear			Y	



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Christine McMurdy	City of Goodyear, Public Works	Administrative Assistant	Y		
Marcia Ellis	City of Litchfield Park	Councilmember	Y		
Jennifer Pena	City of Litchfield Park	Deputy City Clerk	Y		
Chris Salas	City of Maricopa				Y
Kelly Anderson	City of Maricopa	Mayor			
Brent D. Billingsley	City of Maricopa	Transportation Manager		Y	
Julie Howard	City of Mesa			Y	Y
Maria Deeb	City of Mesa	Transportation Department		Y	Y
Carol Slaker	City of Mesa	Senior Transportation Planner	Y		
Mike James	City of Mesa			Y	
Ron Aames	City of Peoria	Councilmember, Palo Verde District	Y	Y	Y
Jamal Rahimi	City of Peoria	City Traffic Engineer		Y	Y
Lisa Estrada	City of Peoria	Intergovernmental Affairs Coordinator		Y	Y
Carl Swenson	City Of Peoria	Deputy City Manager	Y	Y	Y
Carlo Leone	City of Peoria	Councilmember, Pine District			
Randy Roberts	City Of Peoria	Transit Department	Y	Y	
John Schell	City of Peoria	Director of Intergovernmental Affairs	Y		
P. Jones	City of Peoria		Y		
David Mcday	City of Peoria		Y		
Tracey Rivas	City Of Phoenix	Aviation Department	Y	Y	Y
Mark Melnychenko	City of Phoenix	Public Transit Department			Y
Maria Hyatt	City of Phoenix		Y	Y	
Tom Remes	City of Phoenix	Intergovernmental Liaison	Y	Y	
Ray Brown	City of Phoenix			Y	
Dale Hardy	City of Phoenix			Y	
Jordan Feld	City of Phoenix			Y	
Cliff Elkins	City of Surprise	Former	Y	Y	Y



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
		Councilmember, District 1			
Michelle Lehman	City of Surprise	Intergovernmental Relations Director	Y	Y	Y
Randy Overmyer	City of Surprise	Community and Economic Development Department	Y	Y	Y
Robert Maki	City of Surprise	Engineering Department		Y	Y
Michael Celaya	City of Surprise			Y	Y
Kathy Rice	City of Surprise	Assitant City Manager		Y	Y
Jan See	City of Surprise	City Planner		Y	Y
Stephanie Wilson	City of Surprise	Community Development		Y	Y
David Golder	City of Surprise			Y	Y
Megan Griego	City of Surprise			Y	Y
Jim Rumpeltes	City of Surprise	City Manager			Y
Doc Sullivan	City of Surprise	Councilman			Y
John Hagen	City of Surprise	Economic Development Director			Y
Scott R. Chesney AICP	City of Surprise	Planning and Community Development Director	Y	Y	
Daniel Lundberg	City of Surprise	Director, Community Initiatives	Y		
Jyme Sue McLaren	City of Tempe	Department of Public Works Manager		Y	Y
Mike DiDomnico	City of Tempe	DRC		Y	Y
Vanessa MacDonald	City of Tempe	Development Review Commission		Y	Y
Shana Ellis	City of Tempe				Y
Amber Wakeman	City of Tempe				Y
Dawn Coomer	City of Tempe	Light Rail Transit Department			Y
Robert Yabes	City of Tempe	Principal Planner	Y	Y	
Hugh Hallman	City of Tempe	Mayor		Y	
Amanda Nelson	City of Tempe			Y	
Darrell Wilson	CMX LLC.	Sr. Executive Vice President		Y	Y
Gene Holmerud	Coalition of Arizona Bicyclists			Y	Y
Brian Kearney	Downtown Phoenix Partnership	Chief Executive Officer	Y	Y	



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Jennifer Whalley	East Valley Partnership	Director of Programs & Operations		Y	Y
Darrell Truitt	EPS Group, Inc.	Public Works Department		Y	
Kathy Langdon	Gilbert Chamber of Commerce	President and CEO		Y	
Don Rinehart	Glendale Chamber of Commerce	President/CEO			Y
Katie Pushor	Greater Phoenix Chamber of Commerce	President and CEO			
Todd Sanders	Greater Phoenix Chamber of Commerce	Vice President of Public Affairs			
Kristina Fretwell	Greater Phoenix Chamber of Commerce	Public Affairs Manager			
Mark McLaren	HDR, Inc.			Y	Y
Stacie Harrison	HDR, Inc.			Y	
Kevin Collins	HDR, Inc.			Y	
Scott Miller	HDR/S.R. Beard & Associates				Y
Charles Huellmantel	Huellmantel & Affiliates			Y	Y
Keith Watkins	JF Companies	Vice President		Y	
Michele Pino	Land Advisors Organization	Business Development and Client Relations Specialist		Y	
Dan Shreeve	Land Advisors Organization			Y	
Rusty Mitchell	Luke Air Force Base	Director, Luke AFB Encroachment Team			
Pat Gilbert	Marc Center			Y	
John Gale	Maricopa County			Y	Y
Peggy Rubach	Maricopa County Department of Transportation	Bicycle/Multimodal Planner	Y	Y	Y
Charlie Deaton	Mesa Chamber of Commerce	President and CEO		Y	
Mike Garey	National Association of Railroad Passengers				
David Lewis	Northwest Valley Chamber of Commerce	President and CEO		Y	Y
Dave Gobbelle	PB			Y	
Bob Ware	Peoria Chamber of Commerce			Y	
Donald P Keuth	Phoenix Community Alliance	President and CEO	Y	Y	
Danny Murphy	Phoenix Sky Harbor International Airport	Aviation Director			
Ken Buchanan	Pinal County	Assistant County Manager for Development Services		Y	Y
Terry Doolittle	Pinal County	County Manager			
Andy Smith	Pinal County Department of Public Works	Transportation Planner		Y	Y
Tom Smith	Pinal Partnership	Executive Director		Y	
Vince Davis	Queen Creek Chamber of Commerce	President			
Ian Satter	Sonoran Institute			Y	Y



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Andy Laurenzi	Sonoran Institute				
Jay R. Smyth PhD, PRP	Southwest Rail Corridor Coalition	Coordinator	Y	Y	Y
Don Veidt	Southwest Rail Corridor Coalition	Retired		Y	
Sharolyn Hohman	Southwest Valley Chamber of Commerce	President and CEO	Y	Y	Y
Chuck Russell	SRP			Y	
Jamie Hogue	State Land Department	Deputy State Land Commissioner		Y	
Harvey Noteboom	Sun City Grand Community Association Management	Board President			
Gary Bourne PE	Sun City Home Owners Association	Transportation Chair	Y		
Doug Kelsey	Sun City Homeowners Association				
Ben Roloff	Sun City Homeowners Association	President	Y		
Chuck Ullman	Sun City West Property Owners & Residents Association	President	Y		Y
Joe LaRue	Sun Health				Y
Eric W. Emmert	Tempe Chamber of Commerce	Transportation Committee Chair	Y		Y
Catherine A. Mayorga	Tempe Chamber of Commerce	Vice President Public Affairs	Y		Y
Mary Ann Miller	Tempe Chamber of Commerce	President and CEO			Y
Tom Collazo	The Nature Conservancy	Director of Conservation			
Ruth Garcia	Town of Buckeye	Director, Intergovernmental Affairs	Y		
Don Homan	Town of Buckeye		Y	Y	
Bobby Bryant	Town of Buckeye	Mayor		Y	
Sean Banda	Town of Buckeye			Y	Y
Thomas J. Rankin	Town of Florence	Mayor			
Ken-Ichi Maruyama	Town of Gilbert	Management Assistant	Y	Y	Y
Stephanie Prybyl	Town of Gilbert	Intergovernmental Relations Coordinator	Y	Y	
Brian Cooney	Town of Paradise Valley	Councilmember			
Mark Young	Town of Queen Creek	Management Assistant	Y		Y
Don Noble	Town of Queen Creek	Interim Public Works Manager		Y	
Luis Heredia	Union Pacific			Y	Y
George Bosworth	Urban Land Institute Arizona	Executive Director	Y		
Diane Brossart	Valley Forward Association	President			
Wulf Grote	Valley Metro Rail	Director of Project Development		Y	Y
Carol Ketcherside	Valley Metro RPTA	Deputy Executive Director of Planning	Y	Y	Y



Full Name	ORG	TITLE	Attended CRSG #1	Attended CRSG #2	Attended CRSG #3
Stuart Boggs	Valley Metro/RPTA	Manager of Transit Planning	Y	Y	Y
Alisa Lyons	Valley Partnership	Vice President, Governmental Affairs	Y		Y
Richard R. Hubbard	Valley Partnership	Executive Director			
Sam Morse	Western Architect		Y	Y	
Jack W Lunsford	WESTMARC	President			
Mike Williams	Williams Gateway Airport			Y	
Dennis Orr	Williams Gateway Airport Authority		Y		
Lynn Kusy	Williams Gateway Airport, WGAA Admin Offices				
Woody Thomas		Former Mayor of Litchfield Park	Y		Y
David Bell				Y	Y
Feliciano Vera					Y
R. James					
Todd Cooley				Y	
Ariel Ohler				Y	
Linda Wegener				Y	
Mack Lake				Y	
Reed Caldwell				Y	
John Mitchell				Y	
Pat Dennis				Y	
Ethan Rauch				Y	
Vic Linoff				Y	
Dale Despain				Y	
Amy Johnson				Y	
Bruce Hallsted				Y	
Dan Cassano				Y	
Ken Driggs				Y	
Scott Switzer				Y	
Stacie Muller				Y	
Jeff Martin				Y	
Dave McGrew				Y	
Jeff Cooley				Y	
Kathryn Pett				Y	
Eric Emmert				Y	
Robert Mulvihill				Y	
Claudia Walters				Y	
Janet Zuber				Y	
Carson Brown				Y	
Jim Winterton				Y	
Mitchell Foy				Y	
Christian				Y	



<b>Full Name</b>	<b>ORG</b>	<b>TITLE</b>	<b>Attended CRSG #1</b>	<b>Attended CRSG #2</b>	<b>Attended CRSG #3</b>
Stumpf					
Eary B					