New Horizons for the Sun Corridor

The Arizona Sun Corridor is one of the fastest growing megaregions in the United States. This growth presents Arizona with many new economic development opportunities, including new jobs, new markets and new business types.

Opportunities to grow freight-related economic development will allow the Sun Corridor to compete with other countries on a global scale and with other regions domestically. A key success factor to compete and capture new economic development opportunities relies on cooperation between all levels of government - not local competition for tax dollars or job shifting between municipalities. The Freight Transportation Framework Study was undertaken by the Joint Planning Advisory Council (JPAC) representing the Maricopa Association of Governments (MAG), the Central Arizona Governments (CAG) and the Pima Association of Governments (PAG) to understand the Sun Corridor’s role in the global supply chain and to establish a cohesive plan for goods movement and related economic development activity.

The Big Picture

The report titled *Freight Transportation Framework Study: Examining Freight and Multimodal Opportunities in the Sun Corridor* outlined a “Big Picture” including three pivotal changes that are occurring and positioning the Sun Corridor for new opportunities. First, the Sun Corridor population ranks in the top ten among the largest U.S. metropolitan markets, contains approximately 85 percent of Arizona’s population, and is projected to add nearly seven million and grow to approximately 12 million by 2050. Past and projected growth substantiates the Sun Corridor has now become a key U.S. anchor market. Secondly, the Sun Corridor's strategic location places it along the east-west trade route between Texas and California, and the north-south CANAMEX international trade route. The Sun Corridor’s position serving Mexican and westbound traffic offers a base of $80 billion in annual product value, situating the Sun Corridor as a distribution gateway for products originating in Mexico and via Gulf Coast ports. Third, changing economic factors are affecting off-shoring, making near-shoring more competitive in Mexico (and within the United States) to the advantage of Arizona.

The report outlines how the Sun Corridor could capitalize on the flow of goods from Mexico and Gulf Coast Ports to intercept cargo headed west.
and north and provide enhanced logistics and value added services. Specific recommended actions to accomplish this include:

- Coordinate freight economic development efforts in the Sun Corridor, so that the region speaks with a unified voice and a uniform plan to become the global logistics hub of the Southwest.
- Create funding programs for improvements and strategic incentives (infrastructure, development incentives, and marketing).
- Protect appropriate land for industrial development (create freight districts).
- Encourage the United States Department of Transportation (USDOT) to include all of Arizona’s proposed and existing interstates in the National Freight Network as required under the provisions of Moving Ahead for Progress in the 21st Century (MAP-21)
- Encourage the state legislature to support legislative actions that are favorable to the supply chain in Arizona.
- Create a special regional designation, such as a Sun Corridor Freight Development Zone.
- Build international partnerships.
- Conduct a detailed analysis for freight opportunity focus areas identified in the study.
- Prepare business plans for specific opportunities in the Sun Corridor.
- Support the ports of entry with Mexico

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**Meeting the Challenge**

The Freight Framework Study recommendations outline critical issues that need to be addressed and resolved with specific strategies, plans and programs, to implement the broad recommendations contained in the report. Strategies should be developed for three dependent areas: 1) governance; 2) capital improvements; and 3) services. Simply expressed, they represent what the public sector needs to do to at all levels of government to work together to link transportation and land use policies, what improvements should be prioritized, and how the public sector can assist in attracting private development.

**Governance**

Changes in governance structures could potentially occur in strategic ways. First by leveraging existing policies and introducing new policy tools, with the primary outcome being organized economic development around a purpose and brand that emphasizes the Sun Corridor’s position in the global supply chain. Key is the identification of an appropriate organizational structure to coordinate economic development activity, capital improvement funding and business attraction services focused on goods movement in the Sun Corridor. Exploration of an appropriate organizational structure is the focus of this paper.

**Capital Improvements**

Organizational coordination could provide a method for cost and profit sharing between various levels of government and provide a framework for the coordinated provision of capital improvements in prioritized...
areas. Strategies and tools for coordinating and focusing freight related economic development is the subject of a companion white paper.

**Services**
To be effective, freight related business services need to be coordinated to address business attraction and measure impact in order for the region to more effectively respond to opportunities, needs, and market issues. A “road map” of immediate actions to be taken by the Sun Corridor to capture supply chain related business opportunities and essential elements of business planning will be the subjects of additional companion white papers to be developed during ongoing regional efforts.

This white paper looks at the state of the practice in freight economic development in order to identify organizational lessons learned. The paper reviews good practice case studies from existing freight or economic development organizations or both, identifies key success factors and compares and contrasts them in terms of applicability to the Sun Corridor. The paper also describes the existing organizations having a notable role in goods movement and economic development in the Sun Corridor and discusses how they might play a role in a future freight economic development organization. The conclusion contains findings and recommendations for the Sun Corridor.

Case studies were identified from freight and economic development organizations whose situation or characteristics are comparable in key ways to the Sun Corridor. The project team sought a useful range of relevant examples with geographic diversity. Example organizations were selected from a longer list based on key organizational characteristics and level of success.

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**Organizational Elements of Freight and Economic Development Entities**

Several organizational aspects considered important to the Sun Corridor are:

**Composition**
The Sun Corridor is a large area with multiple public and private organizations involved in freight and economic development. These include cities, counties, regional governments, the state, and business and economic development associations, among others. With so many entities involved, an important factor in comparability is whether the organization is unilateral or encompasses several entities.

**Purpose**
Another important characteristic in terms of whether an organization provides useful lessons learned is within the organizational purpose. The Sun Corridor seeks to leverage its location in the global supply chain to achieve greater economic development. Thus, the most relevant organization would conduct freight-driven economic development.

**Power Structure**
The power structure of an organization is important. Those with innate power, such as a public agency, can potentially wield more influence due to...
their mandates. Organizations whose power has been delegated from other entities or that operate by consensus will have more sway if the membership includes entities with influence and resources, such as a large business or Department of Transportation (DOT).

**Sector**
Public, public-private and private entities operate differently and are best suited to different undertakings. Public entities are best equipped to obtain, manage or prioritize public funds. Private sector entities can be better positioned to respond quickly to opportunities and obtain credibility with private sector companies. In order to better understand the structure that might be best, a range of organizational types was considered.

**Breadth of Responsibility**
Institutional Arrangements for Freight Transportation Systems (National Cooperative Freight Research Program [NCFRP] Report 2) categorizes organizations into three types depending on their purpose and associated responsibilities. The first type is characterized by loose associations with more general mandates (e.g. increasing the visibility of freight). These organizations have more limited responsibilities such as information sharing, education and advocacy. A smaller number of more focused freight organizations fit into the second category and take on the additional responsibilities of selecting and funding projects. Finally, only a few organizations actually develop projects directly. This third type of entity has the broadest range of responsibilities. This paper adapts this typology from NCFRP Report 2 and labeled this characteristic “breadth of responsibility”.

**CASE STUDIES**
A scan of organizations across the nation reveals that there are numerous effective economic development entities and many good freight-driven organizations but few organizations purposed to do both. Economic development agencies that concern themselves primarily with commercial development have issues and concerns that are different from those the Sun Corridor will encounter. Similarly, organizations that are solely concerned with the transportation of goods, without considering economic development spinoffs, have a set of skills different from those within the Sun Corridor. This paper documents example organizations that effectively conduct freight-driven economic development, as well as organizations that have a more focused purpose addressing issues and concerns similar to those we currently experience in the Sun Corridor.

Figure 1 represents the five organizations that were selected for case studies, based on their record of success and organizational elements that align with those of interest in Sun Corridor. Appendix A provides an overview of other organizations considered as candidates for case studies.

Case studies were compiled mainly from secondary sources, including organizational website and other research papers; in a few instances, this information was supplemented by brief interviews with an executive at the peer entity. Each case study starts with a brief background, discusses the
organizational elements in Figure 1, identifies success factors, and concludes with the applicability of the example to the Sun Corridor.

**Chicago Region Environmental and Transportation Efficiency Program (CREATE)**

Chicago is the busiest rail hub in the United States with nearly 1,300 freight and passenger trains passing through the region daily. National and regional freight and passenger flows were negatively affected by delays due to congestion and difficult transfers between many carriers. Recognizing the growing urgency of the rail capacity issues in the region, the Chicago Mayor requested that the Surface Transportation Board convene a task force to address these critical issues. The resulting task force — comprised of the City of Chicago, the State of Illinois, and the six major rail carriers who serve the region - announced CREATE in 2003. They have identified $2.4 billion of rail-related projects. Funding came gradually, with only $100 million from the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFTEA-LU). However, CREATE was named a project of national significance and subsequently received significant additional funding from federal, state and railroads. Nearly 50 out of 70 projects are underway with half of these completed or in construction.

![Image](image1.png)

**Figure 1**

<table>
<thead>
<tr>
<th>Peer Entity</th>
<th>Organization</th>
<th>Purpose</th>
<th>Power Structure</th>
<th>Sector</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Corridor (more likely, not definite)</td>
<td>Unilateral</td>
<td>Multilateral</td>
<td>Freight-Driven</td>
<td>Public</td>
<td>Board (includes project gov)</td>
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<tr>
<td>Chicago Region Environmental and Transportation Efficiency Program (CREATE)</td>
<td>Multilateral</td>
<td>Freight-Driven</td>
<td>Consensus</td>
<td>Public</td>
<td>Board (includes project gov)</td>
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<tr>
<td>Kansas City SmartPort</td>
<td>Multilateral</td>
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<td>Alameda Corridor Transportation Authority (ACTA)</td>
<td>Multilateral</td>
<td>Freight-Driven</td>
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<td>Florida Seaport Transportation and Economic Development Council</td>
<td>Multilateral</td>
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<td>Freight Action Strategy for the Everett-Seattle-Tacoma Corridor (FAST Corridor)</td>
<td>Multilateral</td>
<td>Freight-Driven</td>
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Notes:
1. Partnership of RRs (via AAR), State of IL and City of Chicago. Project of national and regional significance. Projects to fix RR and highway bottlenecks.
2. Virtual inland port. Privately funded NFP handling freight related development for KC’s economic development organization. Existing hub targeted IT logistics center. Lots of marketing and business support.
3. Enormously successful Joint Powers Authority (JPA) between the Cities of Long Beach and LA and their ports. Obtained funding for and constructed $2.4 B in rail and associated improvements.
4. NFP, including evaluation and funding of projects. Board with legislative mandate. Dedicated funding source. Evaluation process, criteria etc. Multimodal. All ports are members plus State DOT, Tourism, and Community Affairs. The state officials have veto power.
5. Partnership of 26 cities, counties, ports, federal, state and regional transportation agencies, rrts and trucking interests. Initiated by PSRC (the MPO). Started in 1998, made well over $600 million in improvements and completed it mission. Large economic development tie with Ports, etc.

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1. CREATE website (www.createprogram.org/)
3. CREATE website (www.createprogram.org/)
Organizational Elements
CREATE is a multilateral organization with a large number (14) of partners considering its broad project development responsibilities; however, its core group contains just three parties, all of them influential: the Chicago Department of Transportation (CDOT) representing the interests of the City of Chicago, the Illinois Departments of Transportation (IDOT) representing the interests of the state, and the Association of American Railroads (AAR) representing the interest of the private railroads. It is focused almost exclusively on resolving transportation issues and is freight, rather than economic development driven. Of particular interest is the fact that it operates by consensus without delegating significant power to a single entity. The individual agencies and railroads undertake the actual project development and construction. CREATE as an organization is managed by a series of multi-lateral committees. It is unusual for an organization with such broad responsibilities for funding and development to be governed in this fashion.

Success Factors

- A key factor in its success is the strong political support from its numerous partners and stakeholders. The project not only enjoys a high level of support from its partners, but its partners are individually very powerful. IDOT has provided critical strategic and staff support and the Illinois legislature has approved $400 million in funding.
- The federal government designation as a project of national and regional significance was pivotal to attaining initial seed funding and later federal funding.
- The fact that the problems were obvious and a significantly known hindrance to important freight routes was likely a primary reason the partners became unified in their support. To maintain this mutual understanding, the project has comprehensively documented the national and regional benefits of the projects. This was likely essential to that designation and support it has received. They have completed a significant feasibility study and numerous fact sheets on all of the benefits. Modifications to the project priorities or approach are documented in the feasibility study amendments which are signed by the Federal Highway Administration (FHWA), IDOT, CDOT and AAR.
- An important aspect to maintaining the political support of numerous and diverse partners is the consensus based approach. NCFRP Report 2 indicated that the management by committee is cumbersome and has caused delays. While the management committee has taken resources and time, it appears to have been a necessary part of the diffused power structure. This approach may have been critical to allowing these varied interests to come together and remain unified.
- The project partners have Coordinate strategy in partnership with

4 CREATE website (www.createprogram.org/)
5 NCFRP Report 2: Institutional Arrangements for Freight Transportation Systems, Transportation Research Board (TRB), Washington, DC, 2009
6 NCFRP Report 2: Institutional Arrangements for Freight Transportation Systems, Transportation Research Board (TRB), Washington, DC, 2009
the Arizona State Land Department to address land use. He had to be patient, persistent, flexible and creative in pursuit of funding over time. In addition to SAFTEA-LU, the project received additional federal funding in the form of a $100 million Transportation Investment Generating Economic Recovery (TIGER) Project of Regional and National Significance grant and a $133 American Recovery and Reinvestment Act of 2009 (ARRA) High Speed Rail grant. In addition to $400 million in State of Illinois funding, the private railroads have committed over $120 million, and the City of Chicago has committed significant funding as well.

Relevance to Sun Corridor

CREATE is relevant to the Sun Corridor in several ways. It incorporates more partners than most projects that have broad responsibilities including project prioritization, funding and development. This is something the Sun Corridor is seeking to do. It also operates by consensus which is more common among younger organizations and may, therefore, be of particular interest to the Sun Corridor community. The consensus model can be harder to operate, but it is easier to attain, and with a core group of three partners, CREATE has been able to make some improvement in functional efficiency. Through a series of reports and committees, CREATE has built unified understanding and support for solutions, and a commitment to obtaining funding and implementing projects. This approach might transfer well to the Sun Corridor.

Chicago's situation as a central hub of the national railroad network distinguishes it from the Phoenix-Tucson area. Six out of the top seven major railroads have facilities there and all are partners in the project which affects their operations and property. This natural advantage over many parts of the county, including Arizona, in terms of railroad infrastructure focuses CREATE sharply on freight. While economic development benefits are a consideration, the primary purpose of CREATE is transportation improvement. The Sun Corridor wants to take advantage of its location along freight routes, but has a predominately highway rather than a rail focus and fewer transportation assets. The Sun Corridor’s objective is to creatively develop new economic opportunities related to its routes, whereas CREATE is concerned with the efficiency of routes because of their present economic importance.

In summation, while the specific situations differ, CREATE is a highly relevant case study for the Sun Corridor. It’s an example of a successful organization that brings a large group of stakeholders with a common goal to accomplish a complex series of efforts without delegating significant power to a single entity.

Kansas City (KC) SmartPort

The KC SmartPort has successfully branded itself as America’s Inland Port Solution. Located at the confluence of the Missouri and Kansas Rivers in the center of the country, the region features four state-of-the-art intermodal logistics parks, five class one rail lines, four interstate highways, regional air cargo facilities, and a national waterway. Although it was already a logistics
hub, in the late 1990’s the Kansas City Metropolitan Planning Organization (MPO), Chamber of Commerce and the Kansas City Area Development Council (ADC) joined forces to investigate the feasibility of it becoming a high technology trade processing center. In 1998, following two previous freight studies, the Mid America Regional Council (MARC), the Kansas City Chamber of Commerce and the United States Department of Treasury published the Mid-Continent TradeWay Study. The KC SmartPort was established in 2000 with seed money from MARC, the Chamber and the ADC. Soon after, the Kansas City Southern Railroad assumed a major role on the Board having determined that the private sector should have a prominent role in this effort. The railroads interests aligned well with KC SmartPort particularly because they are a local company and Kansas City is located at the northern terminus of their rail system. Furthermore, the southern end of the railroad reaches into Mexico making a distribution hub at their northern terminus beneficial for North American Free Trade Agreement (NAFTA) trade and other business.

Organizational Elements
KC SmartPort is a multi-lateral organization. Encompassing 18 counties in two states, it has 70 investors with the great majority from the private sector. It is one of the few freight-driven economic development entities in the nation. It is set up as a private, not-for-profit corporation and includes major public and private sector board members. The staff is paid through the ADC under contract, but it is fully funded by its membership with a $500,000 annual budget. As a not-for-profit organization it has some innate authority, but most of its practical power derives from its membership. The staff, for example, serves as the freight staff for the ADC and are endowed with a tremendous amount of credibility from their private sector Board members. Thus, the power is functionally delegated.

On paper, its responsibilities appear relatively limited to marketing and information sharing. However, according to its President, Chris Gutierrez, most of what KC SmartPort does is facilitation of deal-making associated with locating new or expanded companies in the area. They do not directly fund or construct anything. Rather, they work with developers on private real estate investment and government on public infrastructure, making their overall breadth of responsibility medium.

Success Factors
The KC SmartPort President provided two pieces of advice:

- **Understand the data.** The several studies that were done early on provided a sound business strategy. This analysis was updated in 2009 and will guide the organization over the next several years. They closely follow business trends in order to direct their own efforts and keep their membership informed and engaged.

- **Get the private sector involved.** The public sector played an important role in getting the effort started and KC SmartPort participates in planning of infrastructure projects. However, the leadership of the private sector also contributed to its success. Gutierrez noted that the private sector now controls their Board and brings funding, knowledge and commitment. The Kansas City Chamber was one of the three founding members and showed a
particular interest in the project. The involvement of Kansas City Southern, in particular, was pivotal in terms of funding and Board leadership. It also brought other private sector players, including BNSF Railway, to the table.

The NCFRP Report 2 further highlights three major success factors for KC SmartPort:

- **Assertive marketing and branding campaigns**
- **Clearing house for all freight related information in the region**
- **Accountability through annual performance evaluations which quantify success**

Additionally, in our view:

- The **Trade Development Exchange** appears to have played an important role in establishing KC SmartPort as the go-to freight logistics hub. Although set up as a separate, for profit company with start-up capital from a federal earmark, it was funded partially by the SmartPort and provides on-going funding to it. More importantly, it offers electronic logistics services to improve efficiency and operations. It lends credibility to their claim as the virtual inland port and provides another important attraction for logistics businesses.

- The organization represents an almost perfect **blend of public and private elements**, making best use of each. The staff serves as the freight arm of the ADC and is active in regional planning efforts. However, as noted above, private sector leadership is also critical. Some credit in balancing the many diverse interests must go to the long-time President, who joined the organization full time in 2002 from the Missouri Department of Economic Development. His experience in a public agency brought knowledge of the public process and relationships with officials, but combined it with appreciation for market dynamics and the need for a high level of service to private clients.

### Relevance to Sun Corridor

KC SmartPort provides an extremely relevant example for the Sun Corridor. As one of the few highly successful freight driven economic development entities, its organization and success serves as a model for the Sun Corridor in many respects. KC SmartPort brings together 70 diverse freight and economic development members across a broad regional area, similar to Sun Corridor. It also has a similar combination of public and private elements. Like the Sun Corridor, the primary focus is not specifically on infrastructure improvement, but rather on attracting freight related economic development and providing pertinent support. It has a breadth of responsibilities similar to those needed for the Sun Corridor. Finally, its evolution from a public initiative to a private enterprise is instructive, first because its early roots remain valuable and active through public agency membership and collaboration, and second because public money has helped the organization come to life and acquire capacity, through grant, earmark, and agency direct funding.

Its similarities and history make SmartPort’s not-for-profit organizational structure of particular interest. Its public sector relationships and their
financial and project support clearly are important, yet the connection with private sector distributors, producers, transportation providers and developers is what the organization itself believes makes it effective.

Alameda Corridor Transportation Association

The Alameda Corridor Transportation Association (ACTA) is one of largest and most successful public works project in US history. It arose out of concerns by the Southern California Association of Governments (SCAG) about the ability of the ground transportation system to accommodate current and future freight flows from the Ports of Los Angeles and Long Beach. It was formally established in 1989 after nearly a decade of study by various advisory groups. Initial study focused on highway problems, but rail bottlenecks quickly took center stage. The Environmental Impact Statement (EIS) was completed in 1996. Construction on the $2.4 billion project began in 1997 and was completed in 2002.

Organizational Elements

ACTA is a multi-lateral organization. There are many partners and there was substantial study effort and process focused on obtaining agreement among diverse interests in the early days. Funding was provided by federal, state, regional and local governments, the ports and a surcharge on freight shipments through the corridor. In terms of governance, ACTA was formally established as a Joint Powers Authority (JPA) between the Cities of Long Beach and Los Angeles, so it is a public authority with delegated powers. It has a seven member governing board including port, city councils and the transit agency representatives. Operations since opening are governed by a four member operating Committee which includes the two Ports, BNSF Railway and Union Pacific Railway (UP) representatives. It is a freight-driven organization. It has a broad range of responsibilities as it was directly responsible for identifying funding, oversaw the design and construction of the entire project, and now operates the resulting facility.

Success Factors

- **Build understanding of need and use consensus based processes initially** — SCAG led several studies and established and staffed task forces throughout the 1980’s. The project support coalesced around the need to keep freight moving while reducing impacts on local communities.

- **Strong support by many parties, particularly the Ports** — The Ports provided staff support throughout the project, including dedicated management personnel backed by engineering, legal, and other resources at Ports expense during planning and design. They also contributed $400 million in direct funding and issued $1 billion in revenue bonds to be covered by a surcharge on freight shipments.

- **Creative financing with excellent risk management practices** — The project aggressively pursued funding from a

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7 NCFRP Report 2: Institutional Arrangements for Freight Transportation Systems, Transportation Research Board (TRB), Washington, DC, 2009
8 ACTA website (www.acta.org/)
9 ACTA website (www.acta.org/)
variety of sources over a long period of time. After some protest, freight became eligible under existing regional funding sources. Ultimately, voters approved a local sales tax to fund congestion relief, which in turn provide ACTA tens of millions of dollars. ACTA obtained only $80 million in direct federal grants but won a $400 million loan that became the inspiration for the Transportation Infrastructure Finance Investment Act (TIFIA) program for projects of national and regional significance. The financing structures are further detailed in NCFRP Report 2.

- **A focused mission and strong organizational structure during project development** — ACTA was a single purpose entity. The JPA provided clear lines of authority and the construction progressed very rapidly once funding was available. The construction was managed by a program management entity, comprised of engineering firms\(^{10}\).

### Relevance to Sun Corridor

ACTA parallels the Sun Corridor in the need to develop support amongst a large and diverse group of stakeholders. The Sun Corridor would benefit from some of the early efforts to build support and consensus. However, ACTA was focused solely on resolution of major transportation problems with a single, very large infrastructure project and differs from Sun Corridor in that important respect. It also managed the design and construction and, therefore, had broader powers than the Sun Corridor might find to be necessary. Additionally, most organizations tend to start with a less authoritative, more consensus based structure\(^ {11}\). At inception, most regions typically are not ready for the formation of an authority.

On the other hand, the delegation of substantial power and the clear lines of authority under the JPA were quite effective in managing a complex project with many stakeholders. The Framework Study identified a need for numerous infrastructure improvements, including new planned highways, which would support the Sun Corridor vision. To the extent that these transportation improvements are identified as critical to urgent economic development goals, a strong entity like ACTA could become a relevant organizational model for the Sun Corridor.

### Florida Seaport Transportation and Economic Development (FSTED) Program

During the 1990s, the Florida cruise industry was booming and expansion and maintenance of seaport facilities were not keeping up with needs. The individual seaports pursued funding independently from state and federal sources with limited success. The Florida Ports Council (FPC) a trade association representing the Ports lobbied the State Legislature. It argued that the Ports, a significant economic engine for the state, had not been properly funded. In 1990, the Florida legislature created the FSTED by statute. It was initially funded with a dedicated funding source of $8 million

\(^{10}\) NCFRP Report 2: *Institutional Arrangements for Freight Transportation Systems*, Transportation Research Board (TRB), Washington, DC, 2009

\(^{11}\) NCFRP Report 2: *Institutional Arrangements for Freight Transportation Systems*, Transportation Research Board (TRB), Washington, DC, 2009
a year. That has since grown to $40 million including $25 million of state bond revenues.

The Florida Seaport Transportation and Economic Development Council (which consists of deep water Port Directors, the Executive Director of Office of Trade, Tourism and Economic Development, and the Secretaries of Transportation and Community Affairs) manages the program. The FSTED Council prepares a five year mission plan for the seaports which serves as a guide for development. It establishes rules for project funding and solicits and approves project applications submitted by each seaport. The state agencies on the Council review the project list to ensure that projects are consistent with federal, state, local laws, programs and plans, and they have veto rights under the law. FSTED's function effectively is to lobby the state on behalf of the ports, to secure and equitably distribute state funding, and to advocate and support port growth. As such, they have been active in Florida port expansion, including major efforts related to international container trade.

**Organizational Elements**

The FSTED is a multi-lateral organization with an 18 member Council. It is a good example of freight driven economic development. Its innate power derives from its status under the law as part of the Florida Department of Transportation (FDOT). It has a medium scope of responsibilities since it evaluates and funds projects but does not directly construct them.

**Success Factors**

- **Dedicated funding.** This continuing stream of funds ensures the program's longevity. This continues stream of funds ensures the program's longevity.

- **50:50 match funding requirement** on all projects, which ensures that projects advanced represent key port priorities.

- **Its authority under statute** contributes to its power as an organization.

- **The creation of a five year plan** also guides efforts and ensures that strategies and priorities are vetted amongst the Ports.

- **Finally, proposals must meet application requirements, which include presenting the economic benefits.**

**Relevance to Sun Corridor**

The FSTED, as one of the few organizations that focuses on freight/transportation driven economic development, is relevant to the Sun Corridor. Like the Sun Corridor, it represents a large group of partners and interested parties.

FSTED differs from the Sun Corridor in its statewide scope. This statewide interest and economic importance helped its establishment under state law with authority and a dedicated funding source. On one hand, the Sun Corridor is part of the broader Arizona economy and the benefits from an enhanced freight related economic development program could be expanded to be statewide, making it more than a regional effort. The success of the FSTED program serves as a model for the Sun Corridor.

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12 NCFRP Report 2: Institutional Arrangements for Freight Transportation Systems, Transportation Research Board (TRB), Washington, DC, 2009

of FSTED makes it an attractive model, if the Sun Corridor could present a compelling case that it would bring significant economic development benefits to the state, state-level support with dedicated funds and scope under the law could be a powerful combination.

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**The Freight Action Strategy for the Everett-Seattle-Tacoma (FAST) Corridor**

The FAST Corridor effort commenced in 1995, in response to concerns about the region’s ability to handle growing freight volumes through the region—much of it trade-related. The Puget Sound Regional Council (PSRC, the regional MPO) and Washington State Department of Transportation (WSDOT) initiated the effort. In 1998, the FAST Corridor Partnership was formally established as a coalition of 26 cities, counties, seaports, federal, state and regional transportation agencies, railroads and trucking interests. They developed a joint project funding plan where each of the two ports (Ports of Seattle and Tacoma) and Class I railroads would provide 5%, other local governments would provide 5%, the State would pay 25% and the federal government would provide 50%. The partnership obtained well over $600 million in funding and completed all strategic freight mobility infrastructure improvements in the original (Phase I) program. These include rail grade crossings, roadway capacity and port access projects needed to keep freight moving.

**Organizational Elements**

The FAST corridor partnership is a multilateral organization with 26 members. It is freight-driven, although there is a tie with economic development due to the importance of the Ports of Seattle and Tacoma and other freight related business to the regional economy. It operates by consensus. Its responsibilities include advocacy, prioritization and obtaining funds for projects. The actual project development and implementation is conducted by the respective local or state agency, railroad or port. Thus, its breadth of responsibilities is medium.

**Success Factors**

Rob Fellows of WSDOT, who co-managed the FAST Corridor during its early years, attributes success to the following factors:

- **Identify, and develop a program around, areas of mutual benefit.** PSRC and WSDOT jointly undertook a small freight analysis in the mid 1990’s. While they spearheaded the effort and provided staff support, they saw their role as convening a larger group of stakeholders. They solicited proposed projects, analyzed the problem and developed an evaluation methodology. At grade rail crossings quickly came to the fore as a serious problem both for the local jurisdictions and the railroads. The Ports then came to the table and asked for access improvements. Once the Ports became engaged, they brought significant federal muscle.

- **Dedicated funding source and political support.** Around the time of the initial study, the state of Washington created a
dedicated freight funding source. Available funds substantially increased interest in the study and led to the FAST program.

- **Commitment of all partners, including funding.** The ability to obtain funding commitments, even small ones, from all partners was key. It solidifies their commitment to the program. The participation of ports and railroads, in particular, brought in the private sector and shot FAST to the top of state and federal funding programs.

- **Communicating benefits and results to stakeholders.** The FAST Corridor message is clear. Materials articulate benefits to local communities, the State, the ports, the railroads and even the nation. The FAST Brochure emphasizes the economy linkages, improved freight mobility, enhanced safety and reduced impacts on the community. The brochure has call out boxes that highlight the benefits of individual projects. It describes the short term results as well as the longer term vision.

### Relevance to Sun Corridor

The FAST Corridor is quite relevant to the Sun Corridor. It sought a similar regional solution with a large group of public and private partners. It was set up as a partnership between public and private interests and utilized consensus. Its responsibilities included advocacy, project prioritization and funding. It left the development to existing entities and has a medium level of responsibility similar to that which may be anticipated for the Sun Corridor.

One major area of difference is that FAST is primarily freight driven. The FAST Corridor articulated the economic development connections of infrastructure projects recognizing the ports and trade related industries account for about one out of every three jobs in Washington. With freight flows anticipated to double, the group formed primarily to address associated infrastructure needs. While significant volumes of freight flow through Arizona, much of it isn’t handled in-state today and thus capturing economic development is more central to the Sun Corridor’s mission.

### Freight and Economic Development Entities in the Sun Corridor

Several existing entities serving the State of Arizona or within the Sun Corridor currently have roles related to goods movement and/or economic development in the region. While none of these entities currently have a specific, dedicated focus on addressing the economic development potential of the supply chain in the Sun Corridor (or State of Arizona), they each would need to have a meaningful role in whatever organizational structure is determined to be most appropriate for implementing the recommendations of the Freight Framework Study. This section describes several existing entities with an existing stake in goods movement and/or economic development within the Sun Corridor.

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14 FAST Corridor Brochure, FAST website (www.psrc.org/transportation/freight/fast/)
Transportation And Trade Corridor Alliance (TTCA)

The Transportation and Trade Corridor Alliance was created by Governor Brewer in 2012 as an arrangement between Arizona Department of Transportation (ADOT), the Arizona Commerce Authority (ACA), and the Arizona Mexico Commission. The TTCA functions as an advisory council to the agencies. The broad charges of the TTCA, covering the whole state, seek ways to leverage infrastructure for economic development. Five subcommittees were identified and formed: Logistics and Supply Chain Development, Mexico Ports of Entry, Freight, Trade and Economic Development, and Education and Communication. Notes from the December 14, 2012 State Transportation Board Meeting state that TTCA subcommittees are appointing members to fill seats. To date the TTCA remains under formation, and organizational plans and outcomes will develop throughout 2013.

Aspects Similar to Case Studies

Similar to the KC SmartPort, the TTCA seeks a strong representation of the private sector. Such representation is preferred as the TTCA seeks to establish a presence and develop recognition and support for its advisory function. The consensus-based power structure is similar to CREATE and was advantageous for that young organization to build strong political support. Whereas CREATE has broad project development responsibilities focused exclusively on transportation issues, the current TTCA role is multifaceted, without dedicated funding, and relies upon existing staffing within ADOT.

Considerations and Possible Roles in Future

Sun Corridor Organization

Although TTCA seemingly offers potential as a foundation entity to lead freight related economic development activities in the Sun Corridor, the statewide, multifaceted charge of the group is potentially too diffuse to provide required focus on coordinating and leading regional freight initiatives in the Sun Corridor. Furthermore, the group currently relies on support from existing staff within ADOT, which is potentially limiting due to competing demands for time and resources.

The TTCA may perform the functions of the statewide freight advisory council as required in MAP-21. Through the MPO appointees to the TTCA, the Sun Corridor will find representation that can contribute to the coordination, planning and direction of the group. The group could potentially be more effective for freight related purposes if given specific authority for addressing related economic development activities. This authority would need to include the ability to administer incentives related to freight. The role as statewide freight advisory council could also provide leadership, focus, and prioritization specifically for freight infrastructure improvements. However, until provided with funding for management, dedicated staffing, marketing, and planning, the capabilities and impact of the TTCA will likely remain limited, especially in the near term during which time immediate actions are required.
Arizona Commerce Authority (ACA)

The ACA leads the state’s economic development function with a strategy of recruitment, expansion, and creation. The focus of the ACA is on four industry areas: aerospace and defense, bioscience and healthcare, renewable energy, and technology and innovation. Goals of the organization include five year goals to create 75,000 higher wage jobs and increase capital investment to $6 Billion. Three geographic markets are targets for ACA’s recruitment: California, Canada, and Mexico. The 31-member Board of Directors is chaired by the Governor and consists of public and private sectors in addition to the state's Senate President, House Speaker, and Arizona's three public university presidents. The power delegated to the authority has a medium scope of responsibilities since it administers and funds statewide incentive programs.

Aspects Similar to Case Studies

The ACA business plan denotes “Action 9” to “Encourage the Development of an Infrastructure that Supports Economic Growth.” Action 9 states the ACA, in cooperation with ADOT, will “marshal the capacity of local and regional economic development and transportation stakeholders to improve the performance of the state’s high priority corridor improvements, international gateways and economic hubs to meet modern economic demands.” Similar to FSTED, ACA has been able to present a compelling case to the legislature that it brings significant economic development benefits to the state as the basis for being granted funding. However, the two organizations differ in that FSTED funds and prioritizes infrastructure projects, while ACA provides incentives (including tax credits) to a private entity for meeting job and wage creation requirements or surpassing capital investment minimums.

Considerations and Possible Roles in Future Sun Corridor Organization

While the existing organizational structure and economic development focus of ACA affords potential as an entity to lead freight related economic development activity in the Sun Corridor, like TTCA, their broad statewide charge contrasts with the need to focus immediately on the pursuit of specific regional interests. Similarly, the need for specific focus on freight and logistics could conflict with the ACA charter to broadly address the array of needs for Arizona industry. The initiative to pursue opportunities for freight related economic development in the Sun Corridor is consistent with ACA goals to create jobs and economic investment, however, the potential from goods movement requires a combination of immediate actions and consideration of a long-term integrated regional strategy. To advance Sun Corridor freight interests, ACA would require staff to be dedicated exclusively to the initiative.

Regardless of the ultimate organizational structure, ACA’s ability to provide incentives for potential economic development necessitates their direct and continuing involvement. Existing incentive programs are typically available only for job creation within the defined focus industries. These industries have a prominent role in the regional economy and offer significant potential for future supply chain related economic development growth. For this reason, it will be vital to ensure that incentives from the statewide fund...
administered by ACA can be leveraged to support implementation of the regional vision for integrated freight related economic development.

**Greater Phoenix Economic Council (GPEC) And Tucson Regional Economic Opportunities (TREO)**

GPEC is a not-for-profit public-private partnership representing Maricopa County, 20 communities throughout the region and more than 150 private investors. They work on behalf of businesses looking to relocate and expand in seven wide ranging industries. GPEC does not fund or solicit projects, nor does either directly evaluate and fund projects. Membership dues support the business activities and staff services which includes employment assistance, economic impact analysis, site selection, and relationship building.

Similarly, TREO is the lead economic development agency for the greater Tucson area. The Board of Directors includes public and private representation. The programs and services support the creation of new businesses, the expansion of existing business within the region, and attraction of companies. TREO’s focus is in Aerospace and Defense, Bioscience, Solar and Transportation and Logistics. The organization through its broad representation successfully fulfills its mission to provide leadership and a unified business voice.

**Aspects Similar to Case Studies**

The breadth of responsibility of GPEC is limited in its current arrangement. The case studies suggest medium to broad responsibilities are factors to achieve successful freight economic development. The geographic focus of GPEC may be limiting to the Sun Corridor as case studies shared the need for numerous strong partners. GPEC is a nimble and responsive organization in contrast to an organization managed by a committee which can be cumbersome and prone to delays.

Like GPEC, the breadth of responsibility of TREO is also limited in its current arrangement. The geographic focus similarly may be constraining to the Sun Corridor as strong partners are needed throughout the region. The private sector representation establishes clout and political support in the community. Like GPEC, the organizational structure allows TREO to be responsive to changes and opportunities.

**Considerations and Possible Roles in Future Sun Corridor Organization**

Transportation and logistics are indicated as one of five core strengths of TREO. The strategy of both GPEC and TREO is largely based on the specific interests of members, and focus on freight related economic development has been somewhat limited. Neither GPEC nor TREO has infrastructure development capability. Therefore, neither organization directly programs, constructs, or prioritizes infrastructure. However, both are accomplished, membership fee based organizations with staff and funding dedicated to fostering economic development opportunities making both candidates for undertaking a more prominent role in coordinating freight related activity in the Sun Corridor.
The geographic reach of these entities represents a primary limitation with each organization covering only one portion of the Sun Corridor. Successfully implementing an integrated regional freight strategy for the Sun Corridor would necessitate a coordinated approach involving active participation by both GPEC and TREO. Like all existing Sun Corridor entities, an evolving breadth of responsibility would necessitate a dedicated focus on freight related economic development for the region.

**BEST PRACTICES AND SUN CORRIDOR OPTIONS**

The review of case studies highlights better practice to implement an integrated regional strategy for freight and logistics. Existing entities within Arizona and the Sun Corridor offer strong potential as meaningful participants to replicate similar success in this region. The following section summarizes key best practice findings and further guidance for the Sun Corridor.

**Funding**

Dedicated funding was identified as a key element for success in each of the case study examples. This funding supports the organizations that provide management and continuity along with project development. In the instance of ACTA, substantial funds supported a single project. More commonly, funding supports multiple projects with a single organizing theme: freight transportation improvement (FAST and CREATE), or freight-driven development under a brand or type (KC SmartPort and FSTED Ports). Nevertheless, funding did not necessarily come all at once: ACTA started out of the pockets of ports, CREATE’s capital has arrived in installments, and KC SmartPort demonstrates the use of modest baseline funding from multiple participants, leveraged with periodic acquisition of grants. Except in the case of FSTED, funds are assembled from multiple sources or contributors and commonly have at least some private component giving many partners a financial stake.

**Private Sector Partnerships**

Power structures are disparate, but private or commercial interests always have a vital role in these organizations. While the resources of large ports and railroads that figure in these examples may be challenging to duplicate in the Sun Corridor, identification of private leadership with compatible motivation may be less so. Breadth of responsibility reaches at least the medium level in all of these successful organizations (and NCFRP Report 2 suggests that less breadth is associated with weaker results); however, the greatest organizational responsibility appears in the cases of ACTA and CREATE, which have specific freight related infrastructure building programs.

**Leadership**

Undertaking an initiative to coordinate diverse activities related to goods movement and economic development at a regional level necessitates enthusiastic and committed leadership representing both the public and
private sectors as equal partners supported by a knowledgeable and dedicated staff. Several of the examples described in the case studies have benefited from the initial involvement from the regional MPO to identify the need and facilitate the inaugural coalition building (MARC, SCAG and PSRC). Once established, each organization has benefited from a combination of partnership and dedicated purpose in their leadership and staff, which are factors that could limit the ability of existing Arizona and Sun Corridor entities to undertake leading this effort due to conflicting demands on time and resources.

**Other Key Findings**

The best practices that emerge from the foregoing and options for the Sun Corridor can be summarized as follows:

- **Organization**: many examples exist of effective multi-lateral organizations. Dedicated funding to sustain them is essential to success, but there are choices as to the level: FSTED works with millions of dollars annually, KC SmartPort works with less than one million. In all cases, funding requires contributions from multiple sources, often including private participation.

- **Purpose**: an organization founded on freight-driven economic development can be viable, and a foreign trade element can help attract funds.

- **Power Structure**: a consensus approach can be cumbersome but workable, and may be best for a new organization until trust is established and confidence flows from results. Nevertheless, stronger organizational forms (JPA or legislated mandate) have management advantages when there is clear and wide support for their goals. Even under a consensus approach, the following factors are key:
  - The influence of individual members is important;
  - An ability to have one member represent many (as the AAR does for railroads in CREATE) is useful;
  - A core management team (again as in CREATE) can help keep a larger group focused; and
  - Functional delegation of responsibility for a defined purpose and brand (as KC SmartPort has from ADC) can be productive for both parties.

In short, a carefully composed membership with core management is the right organization, with options to operate permanently by consensus, or first by consensus and later by delegation or mandate, or by delegation or mandate from the outset. If consensus is the adopted method, functional delegation for the specific goal of Sun Corridor freight-driven economic development should be explored.

- **Sector**: private sector involvement should be procured, but even the formally private KC SmartPort evolved from public agency leadership and retains a foot in the public sector. A public-private organization with both sides having influence and offering contribution appears to be the best practice.

- **Responsibility**: breadth of responsibility that extends beyond marketing and advocacy into project prioritization and attraction
of funds is necessary for success; directing project development (the broadest category) goes even further, but is probably not required for Sun Corridor purposes. While the medium level of breadth is best, there are choices for how to do this: FSTED has a prioritization process, whereas KC SmartPort relies on its influence with and membership from development agencies and planning organizations to steer support to projects in its purview.

**STRUCTURING DESIRED CHANGE**

Existing economic development organizations in Arizona and the Sun Corridor are ample and some have missions compatible with the Freight Framework goal of attracting freight related economic development. A coalition approach that would engage several agencies not only is common, it also offers a way to balance statewide with regional objectives while retaining the power the state can bring. Following the KC SmartPort model to establish a Sun Corridor freight development brand delegated to a coalition entity would likely be the most effective way to achieve the Freight Framework goal. A key consideration for the Sun Corridor will be the ability to get action underway while economic shifts in the global and domestic supply chain provide the greatest opportunity. This will require a dedicated entity to lead the effort immediately and attract funds to sustain it, while having the ability to adapt to changes in membership without loss of momentum.

**Figure 2**

While each of the existing Arizona and Sun Corridor entities discussed need to have a critical role in the pursuit of freight related economic development in the Sun Corridor, each has factors that limit their ability to serve as the cornerstone of this effort. Furthermore, competing for an increased stake in the global supply chain requires a new level of political alignment for
the Sun Corridor with participation from multiple entities, including local, regional, state and federal governments along with existing economic development organizations, Arizona’s academic resources and the private sector. As illustrated in Figure 2, the Joint Planning Advisory Council (JPAC) provides the central “cog” that links together each of these diverse participants to synchronize and “drive” efforts.

The JPAC is unique when compared to other alliances from around the country and within Arizona due to the fact that the JPAC was formed by local government representatives. Local government leadership is critical when developing an economic development plan for a region. The local government agencies make the critical land use and infrastructure plans that can shape a region for future growth and are vital in attracting new companies to their city or town.

The JPAC has been a catalyst in identifying the potential of the opportunity the supply chain presents to the Sun Corridor region, and the need to act immediately. Furthermore, MAG has dedicated funding and staff resources to seed and nurture this initiative in conjunction with the JPAC, in a manner similar to MARC, SCAG and PSRC discussed in the various case studies. For this reason, it is recommended that the JPAC undertake the leadership role developing freight related economic development opportunities for the Sun Corridor. This role will necessitate an increased and sustained level of involvement and commitment by JPAC members, leading to prompt and meaningful actions. It will also involve enhanced coordination with TTCA, ACA, GPEC, TREO and other similar entities to benefit from their existing economic development related experience, including their established outreach networks to rapidly identify potential private sector partners, in addition to utilizing their lobbying strength and incentive tools to obtain state legislative support and more effectively attract business interests.

**Next Steps**

As described in this paper, the JPAC taking a leadership role in developing freight related economic development opportunities for the Sun Corridor is just the first step to capture new jobs and revenues not currently available. To affect the desired result, strategies should be prepared for three interdependent areas: governance, capital improvements, and services. This can be thought of as the 3-sides of a triangular pyramid that will support and direct the desired change. As illustrated in Figure 3, each side of the pyramid depends on the other for support, and balancing all three sides is required to complete the structure and center the apex. Adjusting only one or two of the sides shifts the apex of the pyramid changing its overall balance, appearance and direction. An effective action plan will identify the key issues each “side” needs to address, identify the existing tools that can be utilized for change, and identify new tools that could be introduced to achieve the desired outcomes. Additionally, each side should address other barriers to achieving the desired change that could be realized through this process. Actions that will be required to balance the three sides of the pyramid are briefly outlined below.
Governance

It will be important for state, regional and local governments and agencies to better integrate regional transportation planning with local land use planning. Currently, billions of federal and state funds are used to build and maintain transportation facilities. Local government should work with regional and state government to locate transportation facilities and improvements in areas where economic development can be gained. Coordinated land development regulations could also be explored as a tool to promote coordination. Establishing these policies will also help to prioritize phasing of capital improvements and help economic development services promote agreed upon strategic areas. This exploration of coordinated planning approaches will be the subject of an upcoming white paper.

Capital Improvements

With amended policies in place, it will be important to identify the range of transportation-related and other physical improvements that are needed to address barriers to private sector development. Strategies to balance this “side” of the pyramid will be explored in a later white paper.

Services

With cooperative regional policies in place, and transportation improvements linked to freight related economic development prioritized, regional services should be provided to attract private sector businesses to locate within strategic areas. This will include a coordinated economic development strategy for all levels of government and various agencies to implement.

Services can also include a coordinated marketing plan for particular project areas with identified opportunities for catalytic growth. To address many of the service-related issues, business plans could be prepared for each of the catalytic project areas. Business plans would identify the market demand for various uses, provide specific information for development-ready sites, prioritize necessary infrastructure improvements, identify available funding sources and incentives, and complete an overall economic benefit analysis to understand the level and ranges of value each project area can provide.

Short Term Action Plan

Recognizing the urgency required to capitalize on the current supply chain opportunities in the Sun Corridor, the JPAC needs to implement a short term action plan to promptly address each side of the freight-related economic development pyramid. The following list provides a draft outline of this action plan detailing the short term actions that must be accomplished by the JPAC within the coming months to better position the Sun Corridor to attract an increased share of economic development related to the global supply chain.
Governance

- Prepare a memorandum of understanding between key JPAC and Sun Corridor partners, including Sonora Mexico, for regional cooperation and collaboration regarding freight-related economic development in the Sun Corridor.
- Take next steps to discuss forthcoming white paper on coordinated planning and regulation options.

Capital Improvements

- Identify and list known region-wide transportation improvements providing benefit to freight-related economic development.
- Prioritize improvements based on economic benefit and available funding sources.
- Prepare a phasing plan for improvements.

Services

Confirm the four previously identified freight development activity areas as having potential catalytic economic development opportunities.

- Engage with private sector throughout all supply chain functions including development, logistics, carriers, and distribution.
- Prepare business plans for the four catalytic areas including, at least:
  - Market demand for various uses,
  - Specific information for development-ready sites,
    - Parcel size and configuration
    - Access
    - Land cost
    - Possible market-based development program
  - Planned infrastructure improvements,
  - Funding sources for specific improvements,
  - Marketing plan to attract private sector investment,
  - Economic benefit analysis of the project area, and
  - Coordinate strategy in partnership with the Arizona State Land Department to address land use.
- Identify incentives available to attract private investment to the project areas
  - Economic (buy-down of land costs, timed abatements, cost sharing, public private partnerships, etc.)
  - Non-economic (timing of approvals, development thresholds, timing of off-site improvements, etc.)
### MAG Freight Transportation Framework Study - DRAFT Matrix of Example Economic Development and Freight Organizations (continued on next page)

<table>
<thead>
<tr>
<th>Peer Entity</th>
<th>Unilateral</th>
<th>Multilateral</th>
<th>Freight-Driven</th>
<th>Econ-Driven</th>
<th>Farm-Driven Econ-Driven</th>
<th>Infrastucture</th>
<th>Delegated</th>
<th>Consensus</th>
<th>Public</th>
<th>Public-Private</th>
<th>Private</th>
<th>Limited (involves planning, advocacy)</th>
<th>Medium (includes prioritization and funding)</th>
<th>Broad (includes project development)</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Sustainable Knowledge Corridor</td>
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<td>Partnership among 3 MPOs in the Hartford Springfield area. Prioritizing transport improvements to leverage specific eco dev projects. Obtained $4.2 M HUD planning grant and BRT project.</td>
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<td>East Central Iowa Council of Governments Comprehensive Regional Development Strategy</td>
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<td>COG with two MPOs and County. Iowa City and Cedar Rapids, Corridor Business Alliance. Undertook joint plan. Completed first plan in only 6 mos. Now separate process is creating priorities. This effort is aligning transportation and eco dev plans. Not necessarily freight focused.</td>
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<td>Freight Mobility Strategic Investment Board (WA)</td>
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<td>Public private board with legislative mandate to evaluate and implement strategic investment program for freight projects in WA.</td>
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<td>Southern California National Freight Gateway Collaboration (MOU)</td>
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<td>Association of a large number of cities, ports, etc. who have worked by consensus to agree on priorities for state freight funding. Continues to be active.</td>
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<td>Alliance Global Logistics Hub</td>
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<td>It is part of a private master planned community, driven largely with private capital. Aval. land at right location. Includes all industrial airport, two class I railroads, intermodal yard, FedEx SW hub, industrial and warehouse distribution space. The Fort Worth Alliance Airport is publicly owned.</td>
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<td>I-95 Corridor</td>
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<td>Type I &amp; II, multi-state, public and private NFP association operates purely by the four Cs. Focused on ITS but also other projects. Advocates federal funding.</td>
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<td>Port of Auburn and Maine Intermodal Terminal</td>
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<td>Inland Port and Intermodal terminal developed in the 90s. Shortline RR. Tough times, but since 2000 1.4 million feet of warehousing and dist. facilities have opened. Port of Auburn opened in 2004. Now a logistics hub between Canada and NE US.</td>
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<td>Delaware Valley Regional Planning Commission - Goods Movement Task Force</td>
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<td>MPO established task force of freight and business interests provide input on planning process. Long standing successful example of how freight can influence planning.</td>
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<td>NYC EDC</td>
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<td>Includes some freight projects on marine terminals, rail yards and airports.</td>
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<td>Port Auth. of NY and NJ</td>
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<td>While the purported purpose of Ports and Airports is transportation and freight, jobs and economic development are important aspects.</td>
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<td>West Coast Corridor Coalition</td>
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<td>Similar to the I-95 but newer, more focused on freight and less successful (to date).</td>
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<td>Los Angeles World Airports</td>
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<td>JPA</td>
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<tr>
<td>Peer Entity</td>
<td>Organization</td>
<td>Purpose</td>
<td>Power Structure</td>
<td>Sector</td>
<td>Responsibilities</td>
<td>Notes</td>
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<td>Port of Long Beach</td>
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<tr>
<td>Maine DOT Industrial Rail Access Program (IRAP)</td>
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<td>State program to fund rail access and therefore econ dev</td>
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<td>California Marine and Intermodal Transportation</td>
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<td>Long standing, multi-stakeholder working group to assist in educating</td>
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<td>System Advisory Council</td>
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<td>state and federal lawmakers.</td>
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<td>Global III - Rochelle IL</td>
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<td>Inland Port intermodal terminal 80 miles west of Chicago, at</td>
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<td>conjunction of UP and BNSF. Avoids congestion and lack of land. City</td>
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<td>built free switching service in 1998. Cold food storage, industries</td>
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<td>needing switching. UP's global intermodal facility. 28% job growth</td>
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<td>in 4 years.</td>
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<td>Northern Plains Commerce Center, Bismark, ND</td>
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<td>City owned transload facility. Operated by third party logistics co.</td>
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<td>Supports local business distribution needs and serves other businesses</td>
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<td>who want to access rail. Served by Canadian Pacific and part of the</td>
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<td>BNSF Premier Transload Network of facilities. Bismarck-Mandan</td>
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<td>Development Association, private NFP recruits new businesses.</td>
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<td>MO Regional Planning Commission</td>
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<td>Added members in economic development, education, private sector to</td>
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<td>transportation advisory committee. Better coordination of</td>
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<td>transportation, economic development and land use.</td>
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<td>Greater Portland Inc.</td>
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<td>NFP economic development association of cities, counties throughout</td>
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<td>the Portland-Vancouver Metropolitan region. Broad membership.</td>
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<td>Marketing, recruiting, etc. Led the Export Initiative to increase</td>
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<td>exports from Portland area companies which is receiving attention</td>
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<td>from Brookings Inst. and others.</td>
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