Mesa Gateway will be an internationally recognized destination for those looking for a sustainable place in which to live, work, learn and recreate. It will provide industries with an economically efficient business climate and its workforce and residents with access to the global resources desired of a knowledge-based economy.
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Located in the southeast corner of one of the fastest growing counties of the United States, the Mesa Gateway area represents an unparalleled opportunity for growth. Anchored by the former Williams Air Force Base, now Phoenix-Mesa Gateway Airport, this 32 square-mile area benefits from its proximity to the Phoenix Metropolitan Area, easy accessibility via new freeways, and the scenic backdrop of the Superstition Mountains.

Bounded by Arizona State Trust Lands to the east and the communities of Mesa, Gilbert, and Queen Creek to the north, west, and south, respectively, the Mesa Gateway area is the last great window of opportunity in the Southeast Valley. As stewards of this vast area, the City of Mesa developed the Mesa Gateway Strategic Development Plan (the Plan) to establish a vision for the growth of this unique area and a framework for future environmental, social, and economic sustainability.

Realizing this vision will benefit from the many assets of the area. In addition to the Phoenix-Mesa Gateway Airport and the City of Mesa itself, the area includes the dramatically expanding Arizona State University Polytechnic Campus and vast tracts of land ready for development, including the site of the former General Motors Proving Grounds.

Developing such a vast area provides the unique opportunity to integrate land use and transportation in such a way that the accessibility of the area becomes an attraction through an effective model for a level of jobs to housing balance not previously realized in the Phoenix metropolitan area.

Developing a plan for 32 square miles is a task of significant proportions; as the area itself represents an area approximately two-thirds the size of San Francisco, which has more than 750,000 inhabitants and a workforce of about 650,000. The area is nearly equal to the City of Paris, which has a population of 2.1 million and a workforce of 1.6 million.
Phoenix-Mesa Gateway Airport to see 100 flights a day

The focal point of the Mesa Gateway area is the Phoenix-Mesa Gateway Airport. In land area, its 3,020 acre footprint is equivalent to some of the most complex airports operating in the United States, including:

- Seattle-Tacoma International (2,500 acres)
- McCarran International (2,800 acres)
- Minneapolis-St. Paul International (2,930 acres)
- Baltimore Washington International (3,160 acres)
- Miami International (3,300 acres)
- Phoenix Sky Harbor International (3,400 acres)
- Los Angeles International (3,500 acres)

The opportunities for the future of the Phoenix-Mesa Gateway Airport are a key asset to the Mesa Gateway area. The first opportunity is the establishment of the airport as the second major airport serving the greater Phoenix metropolitan area, a region that grew in population by more than 780,000 between 2000 and 2006. The airport will complement rather than compete with Sky Harbor International Airport, 28 miles to the west. The projected passenger volumes and ancillary operating and development potential for the Airport illustrate a means to become an integral part of the communities that will occupy the Mesa Gateway area and the region.

Phoenix-Mesa Gateway Airport has a unique attribute that few domestic airports can match. Rather than struggling to fill the role of a commercial airport within the physical envelope of a general aviation facility, it has the physical resources to rival Sky Harbor and several of the largest and most successful commercial airports in the country. In this regard, the airport does not have to adapt to its circumstances, but instead can tailor those circumstances to meet its needs. This airport can set a national precedent for the marriage of form and function in airport planning and development.

Beyond what the airport itself can become, there are also important employment opportunities related to future expansion. Opportunity for the aerospace and airline services industries is significant in this area. The aerospace industry is especially promising due to the close proximity of a workforce that is being trained in programs at institutions in the area. As the airport grows and a shift toward increasing passenger service is realized, so too will the need for a greater workforce in this industry grow. Finally, the airport presents a tremendous asset for attracting those industries that rely on freight service to export their product.

Realizing the opportunities of the airport as the key asset of the area requires the airport have critical assets of its own – land and lack of physical constraints to achieving forecasted rates of growth. In both cases, Phoenix-Mesa Gateway Airport has the assets it needs to achieve its own success – the availability of unconstrained land and the lack of physical constraints.

The City of Mesa is committed to realizing the role of the airport by taking the steps necessary to ensure that the airport thrives. These steps include:

- Establishing the “aviation envelope” that will support the regional interests of airport and airline users. Unless specific lands are absolutely essential for uninterrupted regional airport operations, they should be considered for development.
- Promote compatible land uses. A wide range of commercial, recreational, and residential uses can occupy land in close proximity to the airport and its active airspace.
- Transfer the focal point of the passenger and commercial experience to the east side of the property, where a new passenger terminal should be developed as a regional landmark.
Growth in both passengers and freight will be key to the success of the airport. With the investment of the City of Phoenix as a partner in the Williams Gateway Airport Authority, the role of the airport as one of the largest and most successful commercial airports in the country can be realized.
Creating a new city is always a challenge. Creating a regional employment center with a mix of jobs emphasizing the attraction of at least 100,000 high wage—high value jobs adjacent to an airport requires leadership of a city that understands the value of the assets on which a sustainable destination can be achieved—one in which to live, work, learn, and recreate. Understanding that the airport and its successful growth are integral to this destination is key. Additionally, the success of the airport itself is equally dependent on the success of an urban center serving its needs.

Historically, airports were developed on the edge of urban areas and surrounded by industrial and warehouse uses that were considered to be compatible. However, the demands of urban growth combined with the globalization of the economy are changing the way land is developed around airports. Airports are becoming the economic catalyst for modern cities. Nearby, urban centers are emerging with hubs for businesses and employment for a knowledge-based economy that demands the global access afforded by a major airport. The workforce of this knowledge-based economy is seeking an urban lifestyle different from that of generations past. The emergence of the airport city, or aerotropolis, coincides with the efforts of the City of Mesa to plan for the future of the Mesa Gateway area.

The City of Mesa and the stakeholders of the Southeast Valley, desiring to capitalize on the changing role of airports in cities, collectively established their shared vision for this unique area with the prerequisite that the airport must continue in its role as the economic catalyst for the area. In coordination with the airport, a number of area assets were identified. The area contains access to higher education institutions/applied research and technology facilities, as well as, proximity to key transportation corridors, both freeway and rail. The area is largely vacant allowing for integrated development and the opportunity for land owners to pursue a sustainable vision.

With assets determined, visioning continued with discussion of issues that could strengthen the area. Because the area is undeveloped, little infrastructure has been placed. As with any newly developing area, new sources of revenue are being determined for the necessary utility, transportation, and technological infrastructure.

In developing as a place to live, work and play, connectivity within the area is critical and has been addressed through the transportation network plans. Key to the success of the circulation network is its relationship to the airport and the foresight that this area will no longer be an edge. Instead, this area will be a new center for the Southeast Valley. With the buildout of the Mesa Gateway area and Superstition Vistas, this central destination will benefit from well planned circulation.

Land assembly and cooperation is a critical element to realizing the Mesa Gateway vision. While much of the area is owned and being developed by large land holders, smaller tracts of land do exist. All land owners have been encouraged to partake in the development of this plan so that piecemeal development does not occur. Landowners and the City of Mesa will serve as the stewards of this vision as the area builds over time and their full participation is important.

Drawing from these assets and issues, it was clear, that the vision for this area was not small. The vision was to create a plan that looked at the area holistically. The vision was to incorporate all that this area had to offer and complement the larger context and adjacent land uses. This area presented a perfect storm of opportunity for this most important real estate in the western United States.

With all of this, the vision was crafted as a blend of the ideas from the community and its stakeholders.
Firms are clustering at and around major airports because of the accessibility, speed and agility airports provide to new-economy global supply chains and the connectivity to customers and enterprise partners worldwide.

Dr. John D. Kasarda, Director
Kenan Institute of Private Enterprise University of North Carolina at Chapel Hill

“Many more high-paying white-collar jobs and appealing services must be created in the Phoenix-Mesa Gateway Airport Area. To accomplish this requires strategic vision and coordinated public/private actions leveraging the area’s assets.”

Dr. John D. Kasarda, Director
Kenan Institute of Private Enterprise University of North Carolina at Chapel Hill
A sustainable community incorporates not only environmental, but social and economic well-being for all of its citizens. It benefits the community by looking to the future to anticipate and plan for potential stresses—be they changing resource supplies, changing climate or changing economic conditions. A thriving sustainable community brings people out of their homes and cars, encouraging them to be active, healthy and connected to their environment and each other. A sustainable community also creates economic opportunities. Technologies, such as on-site energy production, reduce infrastructure costs, energy transmission costs, and energy generation costs.

Sustainability is a critical component of creating a successful, marketable, and lasting future for the Mesa Gateway area. In order to create both a fiscally and physically healthy and lasting place to live, learn, work, and play, sustainability will need to be integrated into all levels of implementation, from development forms and transportation opportunities to the materials used in construction. Sustainability strategies were integrated throughout the plan in order to achieve the goals and objectives for the Mesa Gateway area.

Many of the broader design principles on which this plan is based do much to integrate sustainability into all aspects of the community. The compact, diverse, pedestrian-oriented form reduces the demand for infrastructure, uses land efficiently, protects open space, and reduces the need for single occupant vehicle trips. Beyond the basic development form, there are many other opportunities in the Mesa Gateway area to approach development in a more sustainable manner—such as water use and stormwater management, energy use and generation, roadway design, park and open space design, school locations, and building design standards.

The three key principles of sustainability around which this approach was organized are: economic viability, response to context and location, and resource efficiency. Economic viability is expressed through the plan’s approach to create a marketable area that attracts new companies and residents to the community.

- New buildings and development are expected to meet a minimum green building performance standard resulting in a higher standard of development within the area.
- Creating an appropriate job to housing balance. Attracting varied employment opportunities will provide jobs for local residents and increase the local tax base. By creating a place where people can both live and work, a healthy local economy can be achieved.
- Encouraging a diverse mix of housing types within each neighborhood. This enables people from a broad spectrum of occupations and financial conditions to live in the same neighborhoods. This practice creates a more equitable distribution of public resources and quality of life.

To respond to the context and location, there were a number of factors to consider.

- Noise was carefully considered due to the vast mix of employment and residential uses within the area. The appropriate mix of uses within each district ensures that noisier uses, such as heavy industry will be buffered from lower-density residential neighborhoods.
- Open space serves multiple functions in contributing to sustainability. It is to be structured in corridors to increase connectivity and encourage pedestrian use for travel and recreation. It is also an integral part of the stormwater management system, habitat for local species, and connection to natural context.
The use of water was carefully considered as it provides the fuel for economy, industry, recreation, and a high quality of life. The linkages between water and energy were recognized and projects will continue to save water by saving energy and the reverse.

Stormwater practices based on Low-Impact Development were emphasized. Development in the desert southwest and the Mesa Gateway area should strive to reuse water as many times as possible before it is evaporated or sent downstream for treatment.

Planning for energy sustainability includes strategies of conservation, advanced planning, and considerations for both passive design and active solar energy production.

Benefits to industries such as aerospace, research and development, and high-tech manufacturing have the opportunity to support new high wage jobs and may, due to overall emphasis on energy sustainability in the area, initiate the creation of new sustainable industries that focus on energy efficient materials or energy-producing technologies. While it was agreed that sustainability was an important goal for this project, there are many emerging technologies. Mesa will take an analytical approach to sustainable design in order to determine the most promising strategies to engage within this area.

Air quality is important to any developing area. One of the most significant sources of air pollution will be from vehicle emissions. Through the development form and building design standards that were recommended in the plan, the number and length of automobile trips will be minimized.

Solar intensity and temperature were critical to consider due to the high summer temperatures of Arizona. However, the high solar intensity can provide a primary opportunity with the integration of photovoltaics as part of shading structures to produce electricity, especially on rooftops and over surface parking.

Strategic landscaping can help cool the environment both through shading and evaporative cooling. It can also help to manage water, stormwater, wind and dust. The growth of new plants in the area will also contribute to the reduction of atmospheric CO2.

Finally, resource efficiency was considered and how this could best be achieved within the developing area.

Through form-based, mixed-use development with emphasis on transit and pedestrian comfort, there is a built-in reduction to resource demand for energy associated with transportation.

The multi-modal transportation system planned for the area includes facilities for vehicles, mass transit, pedestrians, and bicycles. This type of system is integral to creating a truly comprehensive transportation system.
The Mesa Gateway Area was once envisioned as a vast area of airport-related industrial development. During this planning process, many of the stakeholders challenged the City of Mesa to think differently about the area. In response, the Mesa Gateway Strategic Development Plan sets forth a new vision for the area to address their specific goals.

Over the course of a year, the plan was developed with an intensive community outreach program. The stakeholders represented a diverse cross section of the community, its businesses, landowners, and leaders and, as a group, were critical to the development of this plan. They committed many hours to the task of understanding the opportunities for the area, while conveying the qualities of the community that they wanted to build upon.

The new vision for this area embraces a more integrated development pattern with more flexibility in locating land uses. This plan recognizes that a mix of uses in close proximity to each other is vital to creating livable and sustainable places that will grow well over time and retain their value.

Based on stakeholder input and evaluation of the area, the following goals, objectives, and development design guidelines have been identified to implement the vision and guide the overall development of this area. Given the flexibility provided for a creative and sustainable mix of uses that will meet the City’s goals over the long term, it will be up to the individual developers to demonstrate that their specific project is in alignment with and will further the implementation of these goals and objectives.

**GOAL 1:** Capitalize on the expansion of the Phoenix-Mesa Gateway Airport

**1.1 Objectives:**

1.1.1 Develop commercial passenger service as the primary use of the airport.

1.1.2 Develop cargo service as a secondary use of the airport.

1.1.3 Protect areas of intense flight activity by only approving developments under the primary flight paths that will not limit flight patterns, growth, and development of the airport.

1.1.4 Integrate the airport with surrounding uses such that there is a seamless transition from on-airport to off-airport activities, particularly on the northeast side.

**1.2 General Development Guidelines**

1.2.1 Developments around the airport must be designed in a manner, regardless of use, so as to not negatively affect smooth, safe, and convenient aircraft operations into and out of the airport.
2.1.4 Plan for mixed-use development, including employment, residential, hospitality, entertainment, aviation, education, and recreational uses, to address the jobs to housing balance needed for a sustainable area.

2.1.5 Develop diverse urban centers and employment nodes.

2.1.6 Evolve into a self-sustaining community that attracts residents and jobs with innovation and quality design.

2.1.7 Promote a unique design style that fits the local context.

2.1.8 Promote the development of design guidelines addressing streetscapes, landscaping, signage, and street lighting.

2.1.9 Incorporate an open space system that provides for the active uses of residents while complementing concurrent development.

2.2 General Development Guidelines

2.2.1 Development of property should be of greater intensity than typical suburban development; some districts will be designated for very urban design forms.

2.2.2 A variety of housing types and styles will be needed to meet the varying needs of the residents of this area. Of primary interest will be high-density residential units in mixed-use, pedestrian settings.
2.2.3 Single-residence detached land uses may be considered in any area if the development can demonstrate that the product to be developed is compatible with all the City’s goals and objectives for the area.

2.2.4 Freeway frontage should be devoted to employment and retail uses. Other uses may also be allowed when done in a manner that meets all of the City’s goals and objectives for this area.

2.2.5 High quality design of buildings and site plans will be required in order to set the standard for high-quality, high-wage jobs.

2.2.6 Project design will be evaluated for its impact on the street frontage with the goal of utilizing the street system to provide for a high quality, pedestrian-oriented public realm.

2.2.7 Developments must provide for the infrastructure and public facilities that will be necessary for ultimate development of the area.

2.2.8 Development within the various districts must follow the specific requirements established in those areas with regard to density, mixing of uses, urban design, pedestrian requirements, etc.

GOAL 3: Establish an intra- and inter-connected, multi-modal transportation system

3.1 Objectives:

3.1.1 Coordinate future land uses with planned transportation improvements.

3.1.2 Develop a multi-modal transportation system that includes transit in order to improve overall connectivity in the area, particularly with the Airport and with the larger region.

3.1.3 Explore economic benefits of transportation improvements in the area.

3.1.4 Multiple alternatives to the use of automobiles should be provided, including an integrated bicycle/trail system that supports both alternative modes of transportation and recreational uses.

3.1.5 Coordinate transportation infrastructure improvements with ADOT, MCDOT, Gilbert, Queen Creek, Apache Junction, and the State of Arizona

3.1.6 Minimize traffic impacts to the surrounding area through internalized trip making realized by an improved jobs-to-housing balance.

3.2 General Development Guidelines:

3.2.1 Developments shall be laid out with a high degree of connectivity, particularly in urban core and village core areas.

3.2.2 Development plans shall include consideration of potential bus routes, high capacity transit, and local circulator systems.

3.2.3 Development patterns need to be at densities and intensities that will support transit development.

3.2.4 Complete Streets concepts should be used in designing streets (see page 25 for more detail regarding complete
4.2 General Development Guidelines:

4.2.1 New development throughout the area will be evaluated for its impact on the installation, operation, and maintenance of the City’s infrastructure. New development will be expected to pay for its infrastructure requirements, as well as, timing, aesthetics, and installation of infrastructure provided by private companies, such as SRP.

4.2.2 Design and locate buildings to respond to the desert climate and promote energy and water conservation. Designs should provide for human safety and comfort through shade and cooling strategies, solar orientation, passive solar strategies, and the deliberate use of materials to reduce solar radiation and the heat island effect.

4.2.3 Design landscape improvements to respond to the desert environment, reduce heat islands, and reduce water consumption.
4.2.4 Consider the integration and location of uses when designing a site in order to minimize vehicle trips.

4.2.5 Development within the various districts must follow the specific requirements established in those areas with regard to the sustainability goals of this plan.

4.2.6 Emphasis on the form of development will ensure that the transition of uses over time is consistent with the vision.

**GOAL 5: Plan for Implementation**

5.1 Objectives:

5.1.1 Pair infrastructure recommendations with funding strategies to ensure sufficient infrastructure during initial development.

5.1.2 Continue to work with key stakeholders toward a shared vision for local economic development.

5.1.3 Develop a Specific Area Transportation study to address airport circulation and access to the region.

5.1.4 Develop a phased transit plan and funding mechanism for the area.

5.1.5 Partner with the private sector to promote development consistent with this plan that will coordinate public sector utility infrastructure improvements with the needs of the private sector and the surrounding communities.

5.1.6 Coordinate land use planning with Gilbert, Queen Creek, Apache Junction, and the State of Arizona.

5.1.7 Encourage regional partnerships to accomplish the goals of this plan. With the airport as a regional asset, the success of this plan will be an asset for the region as a whole.

5.1.8 Explore and develop aggressive funding mechanisms, including working with state leaders for changes in state law, which will help provide the funding needed for fiscal sustainability.

5.1.9 Pursue legislative initiatives and work with elected leaders to adopt Tax Increment Financing and aggressive Community Facilities Districts to secure needed funding for the area and the region.

5.1.10 Develop a form-based approach to zoning for the area that will emphasize appropriate building forms and allow more flexibility and mixing of uses.

5.1.11 Evaluate a means by which the City is able to adopt a form-based approach to zoning within the area.
The Mesa Gateway area, at 32 square miles, will develop not in a period of years, but rather decades. By 2030, it is estimated that the area will host more than 132,000 jobs, with much of the workforce living nearby in one of the more than 46,000 housing units.

With the number of jobs projected for this area and the strong focus on promotion of the Phoenix-Mesa Gateway airport, “the airport city,” or aerotropolis, model is a valuable tool that was used to prepare the plan. This model details how airports generate considerable commercial development within and beyond their boundaries. This commercial development is turning them into leading urban growth generators, creating areas of significant employment, shopping, trading, and business destinations.

One of the keys identified in the economic development element of this plan was the need to attract base industries. These are industries that bring in money from outside of the community through the exportation of goods. These types of industries are compatible with long term airport growth. For example, one of the industries determined to be above average for this area is aerospace. While it is thought that this industry will be successful for this location, this also meets the goal of attracting higher quality, higher wage jobs.

This being said, in creating an area that provides for live, work, and play, it is important to provide an environment that attracts the knowledge base worker that supports these jobs. According to FHWA, 57% of the “echo boomer” generation, or those between the ages of 24-34, prefer small lot housing. 53% of this group consider an easy walk to stores to be an important determinant in housing and neighborhood choice. These statistics illustrate that this group is more interested in higher density, urban living.

It is important that the Strategic Development Plan identify a path for the future, while preserving sufficient flexibility to accommodate changing market demands, maintaining compatibility with airport operations, and furthering the City’s economic development goals. To this end, a general Framework Plan has been established.

The Framework Plan is designed to establish the critical aspects of general development character and permissible land uses in the various sub-areas of the Strategic Development Plan. The Framework Plan designates the key considerations for land uses in the various portions of the Strategic Development Plan area, in keeping with airport operations and the City’s economic development objectives.

The Framework Plan’s categories are more general than those of the current General Plan, in that each category can accommodate multiple General Plan land use designations. While a description detailing the focus of each of the districts follows, the Districts’ Expectations and Visions document provides detail regarding the focus, form, goals, character, standards, block character, and design for each district. The districts used in the Framework Plan are as follows:

**MIXED-USE COMMUNITY**

This district is envisioned to be the area that solidifies the goal to balance land uses and provide sustainability through the creation of a live/work/play community. It will contain the widest variety of land uses within the planning area, with ultimate development including low- to high-density residential, commercial, employment, civic, and recreational uses to provide a complete community experience. While the other districts allow for residential uses, this district will be the primary area for residential development. Providing for residential use is critical to attaining the balance that is sought within the Mesa Gateway area amidst the employment, education, commercial and industrial uses found primarily within the other districts. This district will also include walkable mixed-use “urban core” areas to provide focus and identity.
The boundaries of this district are existent or planned freeways that serve as a transition zone to the other districts. Development in this transitional area can take advantage of freeway frontage and access. Business park, light industrial, and other higher-intensity employment uses, as well as regional community commercial uses are compatible with this designation. High-density residential will be integrated with commercial and employment uses in urban cores and other mixed-use development areas.

INNER LOOP

The Inner Loop District will contain a wide variety of uses. The District should provide a high-quality, mixed use environment that is compatible with increasing over-flight activities associated with Phoenix-Mesa Gateway Airport operations. Since this area will be subject to the most revisions to the airport noise contours, land uses in this area may need to be generally nonresidential and the City should weigh new developments carefully. Over time, flexibility will be important as development should begin to transition to mixed uses, with concentrations of light industrial, office, and retail, with a possibility of higher-density residential uses in the future.

The Elliot Road corridor is envisioned as a transit corridor linking Elliott Road with the urban center at Ellsworth Road. A transit system will limit the need for use of personal automobiles for residents within this area. The high intensity of development in this area will be balanced with a significant area of community open space and connections to the regional path system. Close to the area’s boundary, the Loop 202, higher intensity uses will help to transition the district to meet the adjacent land uses. While the uses will be similar to those found throughout the district, building orientation that presents attractive facades to the freeway and contains high-quality design elements will be of importance.

AIRPORT/CAMPUS

This district refers to the area encompassing the ASU Polytechnic/Chandler-Gilbert Community College Campus, the Phoenix-Mesa Gateway Airport, and the area immediately outside the airport’s future main terminal. It is envisioned as a mixed use district centered around educational opportunities, research and development functions, and airport related uses that support the traveling public. Uses on the airport will relate to the uses across the airport boundary. Development in this area will be high-intensity and pedestrian-oriented. Its pedestrian friendliness will distinguish this district from more typical airport-adjacent developments.

The transitional area or boundary of this quadrant will predominantly be high intensity employment uses that integrate well with the on-airport uses. Uses in this area will also address the needs of travelers and visitors and provide a smooth transition from the airport into the rest of the community. High density residential uses can be integrated within a mixed-use development, when appropriate. This area will be a hub of visitor activity and create the first and last impression visitors have of the community. It must therefore provide a very high-quality image.
Note: Roadways shown are preliminary and subject to change based on future study and approval by the City of Mesa.
LOGISTICS AND COMMERCE

This designation applies to areas south of the Airport/Campus District and the Williams Gateway Freeway. Heavy industrial, light industrial, business park, and commercial uses will be predominant within this district. Desired uses include manufacturing facilities, large warehouses, distribution facilities, planned employment parks, and similar uses. This district should provide a high-quality employment environment that is compatible with increasing over-flight activities associated with Phoenix-Mesa Gateway Airport. Greater intensity and higher density uses will be encouraged for development approaching the northern boundary of this area as it transitions to the planned freeway.
The vast areas of land surrounding the Phoenix-Mesa Gateway Airport, combined with the asset of the airport itself, provide the catalyst on which the City of Mesa can build a great airport city. Doing so will require the City to focus its economic development on not only the types of industry typically seen around airports (such as Ontario, California), but also the professional and technology sector employers seen in the areas around Orange County, California’s John Wayne Airport.

Different industries will offer different location opportunities. The City is focused on attracting businesses that export their products and allow for the flow of money into the community. These types of businesses are referred to as base industries. This will, in turn, result in the demand for additional supporting operations. This is an important concept, as many of the base industries also produce higher than average wages due to the higher “value added” conditions.

Once a critical mass is developed in this centrally located area of the Southeast Valley and synergies ensue, there will be even more opportunities for development, as companies that were considering relocation might financially be induced. Given these dynamics, the City of Mesa is attempting to attract as many base industry operations as possible, while still maintaining its vision for the area.

**The Economic Development Scorecard**

In determining which specific industries the area should seek, a “scorecard” was created. The purpose of the scorecard is to summarize the economic outlook for various industries that were reviewed. It provides a way to compare the outlook for the different industries in the context of the Mesa Gateway area and its assets.

**How to use the scorecard**

The scorecard contains 3 categories: Industry/Grade, MGA Grade, and Expansion Opportunities. The Industry/Grade column identifies the category and gives an overall industry grade based on factors non-specific to the Mesa Gateway area. The second column, MGA grade, indicates the grade for this industry factoring in the specifics of the study area. The third column, Expansion Opportunities, highlights the strengths of these industries to grow. The scorecard is broken out into three parts to clearly illustrate industry projections of above, below, and average for the area.

The scorecard illustrates what industries are recommended for the area as well as those that might not be as successful. Key industries for the area to pursue include:

1. **Aerospace**: Beyond the fact that this industry received an overall above average rating, it also received this rating for the Mesa Gateway location. In addition to the projected strength of this industry, this is intensified by the available workforce that is provided by the various training programs in the area.

2. **Airline Services**: This industry, also, received above average ratings for both the overall and Mesa Gateway area. With the limited ability for Sky Harbor to expand their services, Phoenix-Mesa Gateway airport has an incredible opportunity to grow as the airport for the Southeast Valley.

3. **Computer Hardware**: With above average ratings overall and for the Mesa Gateway area, this industry also looks lucrative. With the overseas markets expected to demand more hardware than the US, this industry places the Mesa Gateway area in a prime position as part of the global market place.
<table>
<thead>
<tr>
<th>INDUSTRY / GRADE</th>
<th>MGA GRADE</th>
<th>EXPANSION OPPORTUNITIES</th>
</tr>
</thead>
</table>
| Aerospace                        | Above Average | - National defense contract profits predicted to grow  
- Increasing demand from developing countries  
- Impending retirement of many aircraft fleets and other technology products  
- Satellite use with phones and other devices  
- Proximity to knowledge based workforce |
| Airline Services                 | Above Average | - Low cost carriers are growing relative to traditional airlines  
- Need for additional freight service  
- Need for additional passenger service |
| Computer Hardware & Other High Tech | Above Average | - Overseas markets are expected to demand more hardware than the US in coming years  
- New applications and hardware typically drive upgrade cycles |
| Computer Software & Services     | Above Average | - Small and medium sized business market is using more computer products  
- The market for security software such as virus protection is expanding  
- Flash memory is decreasing in cost and becoming a viable alternative to hard disks  
- Demand for more environment-friendly products with less power consumption |
| Healthcare Products and Supplies | Above Average | - Aging of US population is favorable for the industry  
- Increasing global demand from rising standard of living  
- New technologies continue to offer opportunities for firms |
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<th>MGA GRADE</th>
<th>EXPANSION OPPORTUNITIES</th>
</tr>
</thead>
</table>
| Biotechnology                          | Average   | - Increasing government support for medical and vaccine research  
- ASU as a source of educated labor; other biotech knowledge  
- Synergy with healthcare                |
| Entertainment, Tourism                 | Average   | - New local, regional markets  
- Build upon access to regional parks  
- Key strategic land owners              |
| Telecommunications (services and equipment) | Average | - Growth is expected for prepaid calling plans  
- Extra features like gaming and video on wireless devices are growing in popularity and feasibility |
| Consumer Goods                         | Average   | - European and Asian markets are underserved, fragmented, and potentially profitable for US expansion  
- Exports strong due to weak dollar  
- Home renovations are driving some non-durable sales  
- New and “smart” appliances create demand and command higher prices and margins  
- Organic and “green” products are driving demand |
| Environmental and Waste Managements   | Average   | - Recycling and conversion to energy are and will be the main growth drivers in this industry  
- Medical waste disposal is a growing segment  
- Commercial contracts are generally the most profitable |
| Industrial Machinery                   | Average   | - Strong international demand  
- Growth is expected in the MRO segment  
- Demand for efficient products is growing  
- Machine demand from Mexican factories |
| Foods and Beverages                    | Average   | - Healthy foods are growing much faster than traditional alternatives  
- Emerging markets are less saturated and a profitable opportunity for US companies  
- Bottled water, sports drinks, and tea are growing strongly while soft drinks are stagnating  
- Portable foods such as cereal bars and individual packages are a growing segment in the United States |
<table>
<thead>
<tr>
<th>INDUSTRY / GRADE</th>
<th>MGA GRADE</th>
<th>EXPANSION OPPORTUNITIES</th>
</tr>
</thead>
</table>
| Financial Services: Diversified | Below Average | - International markets are growing faster than domestic markets  
                              - Creative new products are a driver of growth for many companies  
                              - Specialized companies have greater expertise and enjoy an advantage over more general firms  
                              - Rewards and other incentive programs are the fastest growing segment |
| Finance and Business Services | Below Average | - Large industry that supports all other business  
                              - Firms related to real estate industry are potential expansion targets  
                              - Identified need for optical recording media and travel services |
| Heavy Equipment and Trucks | Below Average* | - Overseas markets have higher growth than the US  
                              - Strong demand for fuel efficient machines, especially trucks  
                              - Ethanol demand is driving farm profits and thus equipment demand |
| Chemicals | Below Average* | - Demand from developing countries is outpacing US growth  
                              - Lots of available land |
| Optics | Below Average | - Defense technology growing |
| Specialty Retail | Below Average | - Expansion into underserved markets in new areas  
                              - Consolidation with smaller regional chains  
                              - Retail chains which also provide services see more customer loyalty and revenues  
                              - Internet sales are increasing across retail segments |
| Apparel and Footwear | Below Average | - US companies are selling to other countries, especially China, Japan, and India  
                              - Low barriers to entry for relevant new firms  
                              - Production of store-brand products  
                              - Possibly related to distribution versus manufacturing |

* Improvements to position may depend on improvements to rail access.
Many places - many ways to get there

The underlying philosophy of the Mesa Gateway transportation system is the provision of an integrated multimodal network of mobility options for residents, businesses, employees, and visitors, to accommodate a wide cross-section of trip purposes and travel destinations. The Plan contains an updated roadway network and a complimentary hierarchy of transit service, including provisions for future high capacity systems, arterial fixed route bus service, and interconnecting circulators. Further complementing the roadway and transit network is a continuous and coordinated network of off-street shared use paths for non-motorized travel.

The roadway network is distinctive in shape and supportive of urban form through the implementation of “Complete Streets” characteristics that define the Mesa Gateway area. Complete Streets encourage pedestrian-scale interest and design by providing half of the physical space to the pedestrian realm, which includes on-street parking that provides a buffer between vehicular travel and pedestrian spaces. Complete Streets encourage highly populated activity center development, and is one of the key aesthetic and urban design elements unique to this area of Mesa. The design philosophy of Complete Streets is applied to streets that serve residential and mixed-use areas, as well as the urban and village centers. Streets that provide access to primarily industrial areas accommodate all transportation modes.

There are three street types defined in the transportation network map: Boulevard/Avenue (4 or 6 lane), Connector (2 or 4 lane), and Local (2 lane). In limited locations, primarily in areas around industrial land uses and freeway interchanges, Boulevards may be expanded to eight travel lanes to accommodate heavy commercial traffic. In addition, one-way couplets are recommended at important locations, such as the Urban Center at the intersection of Ellsworth and Ray Roads. The one-way couplets help to minimize traffic conflicts that tend to occur where left turns are allowed. They also contain design features that reduce pedestrian crosswalk distances, and provide prime corners for development at an intersection.

Highlights of the roadway plan include:
- Maximizing the access and development potential along the Williams Gateway Freeway
- Focused travel routes for internal trips, through travel and airport traffic
- New airport access via Hawes Road and Williams Field Road with a new service interchange at Williams Gateway Freeway
- Realignment of Crismon Road to discourage through traffic and encourage high quality development and internal trip usage
- Designation of Ellsworth Road, Crismon Road, and Signal Butte Road as Boulevards defined by Complete Streets characteristics and function
- New alignment of Galveston Road and Williams Field Road to create an arterial that parallels the Williams Gateway Freeway
- Collector-Distributor roadway system along Williams Gateway Freeway between Ellsworth and Signal Butte Road for access to key activity centers

STREET TYPE CHARACTERISTICS

The Boulevard section is proposed for Crismon Road, Signal Butte Road, and Ellsworth Road. Characteristics include:
- Focus on urban mobility, travel for all modes typically encountered in an urban destination, with balanced vehicular and pedestrian areas and reduced traffic conflicts
- Limited on-street parking with some service or parking access
- Sidewalks with generous width appropriate to the context of the street
- Signed and striped bicycle lanes
- Landscaped medians
Connectors provide two-way travel via 11-ft vehicular travel lanes. Characteristics include:

- 2 to 4 travel lanes
- On-street parking
- Signed and striped bicycle lanes
- Landscaped areas on the edges and sidewalks beyond

Local streets also provide 11-ft vehicular travel lanes. They include:

- On-street parking, perhaps defined with different pavement treatments
- Bicycle routes

Traffic operations in the vicinity of freeway approaches may be more efficiently handled through several measures, such as optimized traffic signals, maximized cross sections, and limited driveway access, to avoid traffic congestion and the potentially negative aesthetic appearance at these significant entryways resulting from congested access points.

One-way couplets within the urban center at the intersection of Ellsworth and Ray Roads have fewer movements at traffic intersections. One-way travel on each street reduces the potential for conflict between travel movements and transportation modes, through measures such as synchronized traffic signals and shortened pedestrian crossings. These measures can provide a more pedestrian-friendly setting, with the additional components of on-street parking and narrower lane widths to slow traffic, that improve pedestrian safety and comfort. Although the diagram illustrates 11-ft travel lanes, there is flexibility to narrow these to 10-ft lanes to slow down traffic and further optimize pedestrian comfort and safety, consistent with the Complete Streets philosophy.

TRANSIT CONCEPTS

A responsive transit system is part of the complimentary package of a “Complete Streets” approach. The combination of high-capacity transit (designed for regional long-distance, high passenger volume commuter service) with local area circulators, increases the likelihood that users will patronize alternative travel modes. The provision of pedestrian-friendly features adds yet another layer of amenities that enhance walkability and further reinforce the values of Complete Streets. The transit network includes transit connections from external locations as well as an internal circulation component to provide direct access between major activity centers within the area. Service is delivered through a hierarchy of transit services, ranging from regional high ca-
Capacity transit down to community/neighborhood circulators.

Internal circulation is accomplished through circulators and a local fixed route bus. Three circulators are planned to distribute people between these major activity centers within the study area:

- Arizona State University Polytechnic Campus
- Phoenix-Mesa Williams Gateway Airport East Terminal
- Urban center near Ellsworth and Ray Roads
- Urban center near Ellsworth and Elliot Roads
- Regional park south of Elliot Road and east of Sossaman Road
- Commercial district near Williams Field and Crismon Roads

Circulators will provide point-to-point service between the areas of most significant commercial, education, and residential destinations, while local fixed route transit service will distribute people along the study area’s network of arterial streets. The local routes will serve virtually all major arterial streets and provide access to destinations and other connecting transit services internally and externally.

Regional transit connectivity is provided by the local fixed-route transit that also plays an
accommodations for a pedestrian and bicycle gateway facility. The proposed transit centers are strategically located at busy activity centers where multiple routes will meet.

- A primary full service center for the urban center near Ellsworth and Ray Roads will provide:
  - Off-street accommodations for buses
  - Amenities such as protected passenger waiting areas, passenger fare sales, and customer service
- Two transit centers located near Ellsworth and Elliot Roads and Williams Field and Crismon Roads will be:
  - In-street facilities with protected passenger waiting areas and passenger information displays

Regional high capacity transit service is planned to operate on Chandler Blvd and Power Road. The routes will complement local fixed-route service in these same corridors by providing higher speed travel through limited stop operations, transit signal priority, and other travel speed enhancement measures. To further connect the Gateway area to the regional high capacity transit network, the Plan recommends that the Mesa BRT service that will run through Main Street to the Superstition Springs Center area be extended to the ASU Polytechnic Campus.

The southwest boundary of the study area is adjacent to the UPRR right-of-way, which has been identified as a potential regional commuter rail corridor. A rail station is assumed at either Williams Field Rd. or Ray Rd. in Gilbert, where passengers will be able to connect with local bus services accessing the study area.

The plan includes a shared use path in the Roosevelt Canal corridor. To provide access and connectivity to the Gilbert shared use path, a facility will be constructed for seamless connectivity between the two paths. The path will provide an enhanced pedestrian/bicycle link to several of the planned transit services. It is anticipated that in the future, the City of Mesa will develop secondary connections to the primary shared use path identified in this plan.
Mesa Gateway
Strategic Development Plan

Transit Concepts:
- Local Transit
- Circulators and Facilities
- High Capacity Regional Transit
- Freeway Express

Components:
- Circulators (2)
- Local bus service
- Express bus service
- High capacity transit
- Commuter rail
- Transit centers (3)
- Park-and-rides (2)

Note: Roadways shown are preliminary and subject to change based on future study and approval by the City of Mesa.
The City of Mesa will provide essential public services to the Mesa Gateway area. These include fire and police protection, parks and libraries for the area, as well as water and wastewater services.

**FIRE AND POLICE**

The Mesa fire department is responsible for responding to calls within the incorporated areas of the Mesa Gateway planning area, as well as, fire and rescue emergencies at the Phoenix-Mesa Gateway Airport. The fire department defers to the City Master Plan for strategic recommendations and periodically develops service recommendations based on 4- minute response times in order to determine existing capacity and future needs. Response times are derived by determining demand (i.e. call volume) and distance from the existing station. A 1.5 mile radius between fire facilities to meet ISO and NFPA response plans must also be maintained. There are two existing fire stations serving the area and five that have been proposed. Four of the sites for the proposed stations have already been purchased.

Future stations for the Mesa police department have also been planned. Expansion of police facilities is largely dependent on population growth. The City provides approximately 2 officers per every 1,000 residents and bases its strategic development on population growth projections. There are two existing police stations that serve the area: a small station at the airport and a full-service station north of the area. A second station at the airport has been proposed, but there are currently no significant impediments or constraints to the police department servicing the area.

**PARKS AND LIBRARIES**

Target areas have been established for park and library sites. These include areas for:

- One regional park (100 acres or greater)
- Two metro parks (50-100 acres)
- One community park (20-50 acres) and recreational center

Several small parks and a large linear park are proposed for the proving grounds area. A greenway is also shown linking activity centers and future parks. With these target areas identified for the varying types of parks, coordination between the appropriate developers and the City will be more feasible as the area develops. The Southeast Area Library has been identified as that which would serve this area.

**WATER**

Due to the inclusion of relatively high density housing in the area, overall water demand is projected to be lower than what would have been realized through a buildout of the area as envisioned in the City’s Mesa 2025 General Plan. Higher density residential requires lower water duties than low density residential. The higher density development will require infrastructure that responds to the fire flow requirements. Therefore, water mains, pump stations, and reservoirs may need to be larger, but the annual average water demand is lower. With the area requiring 17% less water by 2030, there are no significant issues or constraints in providing water to the area. Water is available and rights have been secured.

**DRAINAGE**

Regional stormwater management planning for the area has been conducted by the Flood Control District of Maricopa County (FCDMC), as part of the East Mesa Area Drainage Master Plan (ADMP). Any proposed land use should take into account the infrastructure called for in the ADMP. The regional flood management infrastructure is normally developed and funded jointly by FCDMC and the municipal jurisdictions and/or the development community. In general, the East Mesa ADMP includes several regional flood control facilities that typically follow ei-
other roadway or natural drainage alignments and will need to be incorporated into development plans for the area.

All stormwater would eventually be conveyed to the East Maricopa Floodway, which is approximately one mile west of the planning area and runs from north to south toward the Gila River Indian Community (GRIC), where it ultimately empties into the Gila River. High density land uses (such as the urban and village centers) may require stormwater conveyance to regional management facilities (retention basins). Other areas can retain stormwater onsite with the use of retention basins and drywells.

SEWER

The City of Mesa is the provider for wastewater collection and treatment for the incorporated area of the City. The City has three facilities to treat wastewater to reclaimed water of suitable quality for a variety of reuse opportunities:

- The Northwest Water Reclamation Plant, which has a treatment capacity of 18 MGD. The reclaimed water from this plant is delivered to two recharge sites and the Salt River.

- The Southeast Water Reclamation Plant, which has an 8 MGD treatment capacity with plans to expand to 12 MGD by 2009. The reclaimed water from this plant is pumped to Leisure World and Superstition Springs for golf course irrigation or to the Greenfield Water Reclamation Plant.

- The Greenfield Water Reclamation Plant, which is a 16 MGD facility, with the City of Mesa owning 4 MGD of the capacity. The ultimate capacity of this plant is projected to be 52 MGD, with Mesa’s ownership set at 24 MGD. Reclaimed water from this plant is delivered to the Gila River Indian Community in exchange for CAP water.

It is anticipated that the bulk of flow from the planning area would be treated by the Greenfield Water Reclamation Plant, which will be expanded to accommodate growth.

The City has also incorporated recharge facilities into their wastewater treatment program. Recharge is a critical element of the City’s 100-year water supply plan for continued development. The City’s 100-year water supply requirements ensure that water is available to residents for a 100-year period. To accomplish this goal, most treated wastewater must be stored underground and is accomplished through recharge.
Proximity to Current & Planned Residential Neighborhoods, Schools and Parks

Fire Stations
- Gilbert
- Mesa
- Mesa - Future
- Rural Metro

Police Stations
- Future Station
- Current Station

City Owned Buildings
- City Buildings

Park Locations & Target Areas
- CITY PARKS
- Pool Targets
- Rec Center Target
- Community Park Target
- Metro Park Target
- Regional Park Target

Residential Areas
- Planned Residential Parcels
- Residential Parcels

School Sites
- Gilbert Public Schools
- WGA Boundary
- City Limits
- Arterials

Created By: Planning - GIS
Print Date: 9/12/07
Source: City of Mesa, Town of Gilbert, and Maricopa County
The City of Mesa makes no claims concerning the accuracy of this map or assumes any liability resulting from the use of the information herein.

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Making the vision a reality

Implementation addresses what steps or actions need to be addressed so that this Plan has secured the necessary foundation to be carried out successfully. In developing a plan consistent with the goals determined by the City, the stakeholders and the public through the visioning process, this plan presents a departure from the City’s current General Plan. Approval of the Mesa Gateway Strategic Development Plan (MGSDP) does not amend the General Plan. However, as the newly adopted policy direction from the City’s Council, the MGSDP will be used to guide decision making in the area. This plan is being referred to as a sub-area plan.

The city may decide to officially change the general plan to include the MGSDP. This amendment would be prepared by the City of Mesa in coordination with the property owners in the area. As an incentive for property owners to coordinate development of their property in light of the newly adopted land uses put forth by the Plan, it is recommended that a Minor General Plan Amendment be required instead of a Major General Plan Amendment for those cases that are consistent with this plan but inconsistent with the current General Plan.

It is recommended that the city:

1. Process a minor plan amendment to modify land use designation descriptions
2. Process a minor plan amendment to modify definitions of Major Plan Amendment to make it easier to amend the General Plan for consistency
3. Review the need for a Major plan amendment to be filed in 2009 to make the General Plan consistent with the MGSDP and work with property owners to prepare the application
4. Consider the necessary zoning code changes needed to implement the plan

Beyond addressing coordination and changes to the General Plan, there are some additional steps that the City could take to realize this plan. As mentioned earlier, build out of the area will take time. It is important that the City remain flexible and use both the illustrative and framework plans to accommodate change, growth and market demand as the area develops. Along the same line, specific proposals should be interpreted in light of the City’s economic development, affordable housing and emergent goals.

With protection of the airport having been a priority established from the beginning of this process, careful consideration as to appropriate development adjacent to the airport should remain a priority. This being said, success of the growing airport will be contingent on providing uses for the increasing passenger service.

As with any community surrounding a growing airport, noise attenuation measures should be considered. Avigation easements are legal documents that bar property owners and tenants from filing suit, demand or grievance for any inverse condemnation, nuisance or other action of any nature arising out of, or related to, noise produced by aircraft operation on, within, or over the Airport, or within the Avigation Easement.
Boundary. Currently, the City of Mesa has an avigation easement for properties within the area of the airport and should continue to implement these.

Other noise control practices can also be incorporated to mitigate impacts. Design criteria that the City should consider are:

1. Reduce sound transmission through the use of improved building materials certified to improve acoustic performance. Threshold sound transmission class (STC) ratings may be specified for building components such as doors, windows, walls, roofs. Higher STC ratings are better capable to insulate against sound.

2. Construction methods and installation requirements are also specified to improve efficiencies of the materials.

3. Encourage use of innovative materials and building siting and design to improve acoustical properties of facilities and buildings.

Providing adequate infrastructure to meet the demands of growth will be necessary throughout most of this area. Additional study will be necessary to determine the priorities, funding mechanisms, and timing for these improvements. Those developments ready to perform and bring in the types of development desired for the area should be given top priority.

The continued growth in this area, not only in Mesa, but also in Queen Creek and Pinal County, will impact the transportation network in this area. It is recommended that the City of Mesa follow-up with additional transportation studies in cooperation with Queen Creek, ASU Polytechnic, Phoenix-Mesa Gateway Airport, Gilbert, Maricopa County, Pinal County, and the Arizona Department of Transportation to address these issues.