



NORTH SPECIFIC AREA PLAN

Acknowledgements

The Town of Queen Creek would like to thank the Mayor and Town Council for their support of this project, and acknowledge their contribution to the effort of developing this specific area plan. It was with their direction, provided on February 19, 2014, that staff began the year-long process using a cross-departmental, collaborative approach to developing and executing this plan.

This inclusive, collaborative and interactive process has been successful due to the countless hours and effort provided by the property owners and their support teams. The public-private collaboration that brought individual property owners together with a common goal of strategically growing the community has made this project stand out above other similar efforts.

In addition to the efforts of the property owners, this project was supported by a strong and dynamic team of professional consultants who provided valuable experience in zoning law, planning practices, design character and visioning, economic development, financial forecasting and revenue generation, and project facilitation.

Town of Queen Creek's governance is comprised of several layers that advise and assist the Town Council in its capacity of guiding the community into the future. This includes the Planning Commission, Economic Development Committee, Parks and Recreation Advisory Committee and the Transportation Advisory Committee. Each advisory body provided guidance and support to this project by directing staff in their area of influence to ensure that the completed work maintains existing policies while also incorporating current and future goals for the healthy growth of the community.

In 2018, the Town of Queen Creek will complete the process of updating the Town's General Plan. The current General Plan, adopted in 2008, is required to be analyzed and updated every 10 years in compliance with

§ARS 9-461.06. That process involves a much more complex effort of public outreach, resident participation, committee and commission involvement, and Town Council direction. The 2018 General Plan update will look to the next 10 years to lay out a course for growth, while also looking further into the future to offer a vision of the Town using long range and corporate strategic planning goals that identify how we will evolve over time.

This specific area plan project acknowledges an immediate need to modify the General Plan to meet current needs and trends in development in a way that ensures the long term viability and sustainability of our community. It provides an opportunity to use the framework established by previous Town Councils and build an even stronger pattern of development. This project also paves the way for a successful General Plan update process by offering a more in-depth and detailed analysis of this area of Town, to shape and direct its future, separate from the entirety of the General Plan process.

Purpose Statement

The purpose of this North Specific Area Plan (NSAP) is to comprehensively address today's challenges faced by both the Town and property owners within the study area. Current challenges have introduced uncertainty, as well as disconnect, between shared goals and the shared vision for prosperity and success. It is our hope that this plan provides a basis for managing responsible future investments in this area, proactively building a vibrant, sustainable community, with benefits for all.

Each element in this plan works to support the other, and does not stand alone. This is demonstrated by looking at how a sewer trunk line (Infrastructure Planning Element) to prepare industrial lands for job creation (Economic Development Element) is advanced by funding from residential development (Land Use Element). The plan's current and future parks and trails network (Open Space Element) is planned by incorporating design requirements (Design Element) and the Town's ability to construct and operate those facilities (Financial Analysis Element).

As with the daily operations of the Town's municipal services, the quality of life for residents improves when the various goals outlined in this plan are working in harmony and towards a unified purpose.

This NSAP is also established with a vision of not simply "chasing the current market" as it pertains to development. In total, this plan should establish reasonable opportunities for investment in the short, medium, and longer term. These stages of growth should build a community with improved quality of life for all. It has been built on a foundation of experience with growth in our region and Town, incorporating lessons learned by both the public and private sectors. This plan considers reasonable adaptability within business sectors (residential, retail/commercial, industrial) as the Town and our regional economy matures.

This NSAP covers a majority of undeveloped and un-planned land in Queen Creek, and attempts to provide a marriage of current potential and opportunities that exist to help Queen Creek approach "build out" in a responsible and sustainable way.

Mayor and Council

Mayor Gail Barney

Vice Mayor Julia Wheatley

Council Member Craig Barnes

Council Member Robin Benning

Council Member Jeff Brown

Council Member Dawn Oliphant

Council Member Emilena Turley

Former Council Member Jason Gad

Planning and Zoning Commission

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Vice Chair Gregory Arrington

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Commissioner Alex Matheson

Commissioner Ryan Nichols

Commissioner Kyle Robinson

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City of Mesa
Phoenix-Mesa Gateway Airport Authority
Maricopa County
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Niko Vlachos, Vlachos Enterprises
Bryce Waite, Vlachos Enterprises
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Chapter 1 Background

BACKGROUND

Purpose of this Chapter

This chapter is intended to provide relevant context to help explain why this North Specific Area Plan (NSAP) has been proposed and what impact this plan can have for the Town as a policy document and reference for operational decision making.

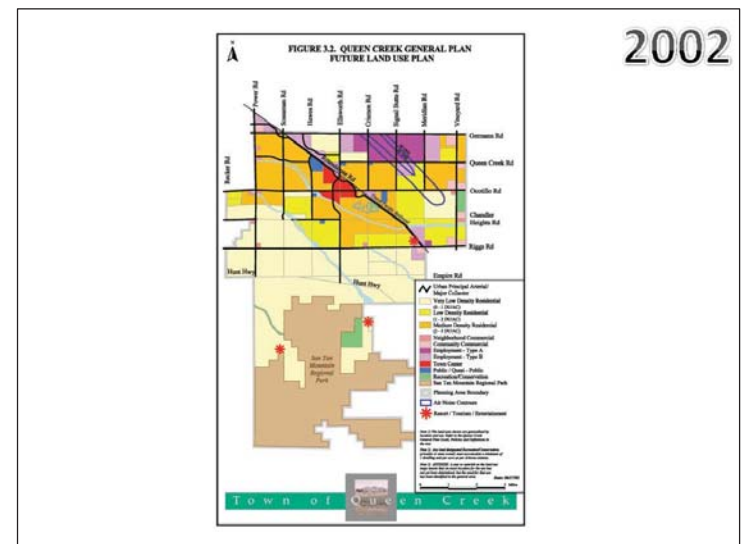
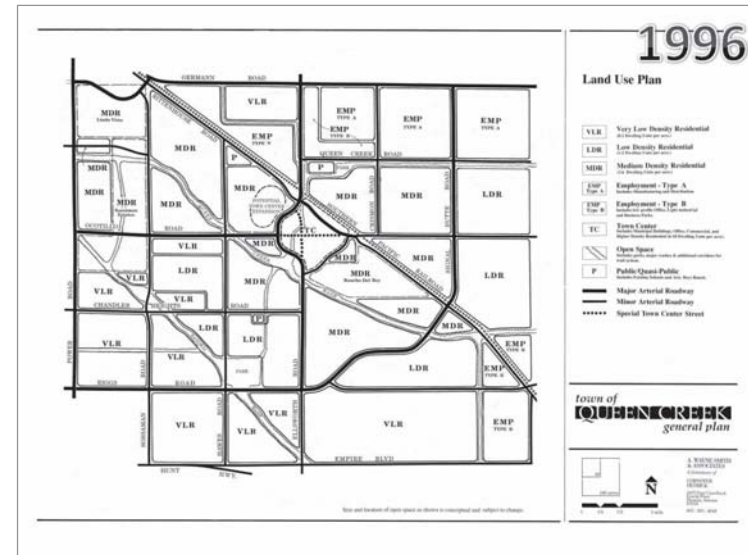
EVOLUTION OF THE GENERAL PLAN

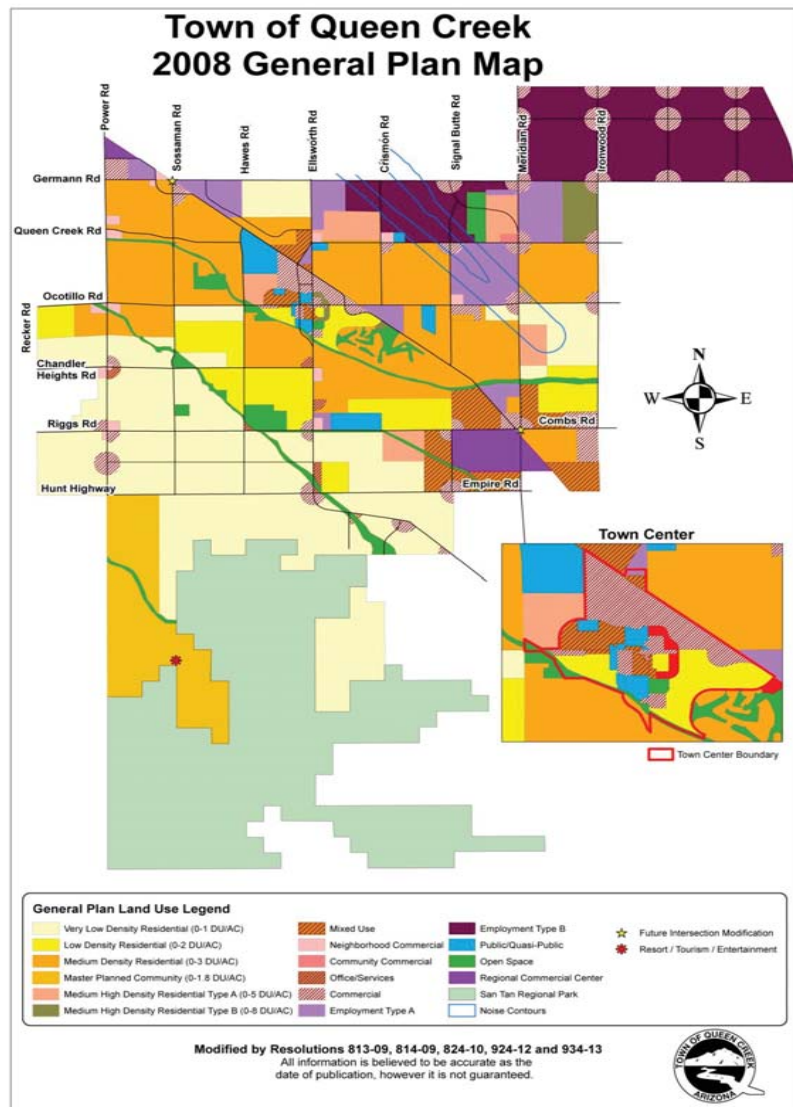
Located in the southeastern corner of Maricopa County, the Town of Queen Creek enjoys a unique agricultural and rural character in the State's most populous county. While only incorporating in 1989, the Town's character began developing before Arizona statehood.

Today, the Town prioritizes preserving this uniqueness and enhancing the character while planning for the use of remaining agricultural lands and managing continued growth.

Since its incorporation, the Town of Queen Creek has taken steps to meet development pressures, manage growth, and fulfill its community vision.

The Town has adopted several plans and strategies designed to guide future growth. The Queen Creek General Plan, adopted in 1996, updated in 2002 and later updated in 2008, serves as the long-range policy framework and Town's road map guiding development, appropriately managing the growth, and effectively conserving the Town's natural resources.





The last update in 2008 included the policy framework provided in the Town Center Area Plan; the Town Center Redevelopment Plan; the San Tan Foothills Specific Area Plan, and development direction for the Town Center and San Tan Foothills. The Town's Parks, Trails and Open Space Master Plan was also included as a component of the 2008 General Plan.



With the origin of the Queen Creek General Plan, and in subsequent updates, deliberate thought was given toward defining the character of the Town. Twenty-five years later, Queen Creek is known as a community with a high regard for quality and character in the built environment.

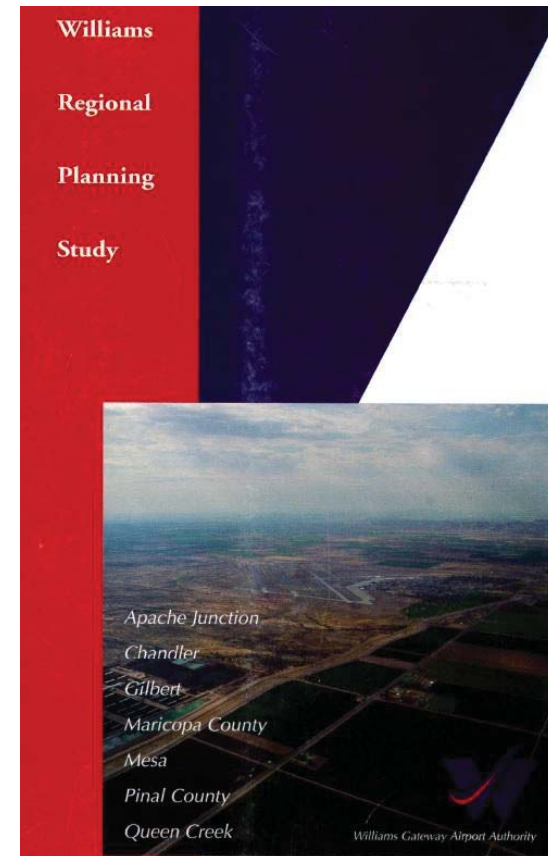
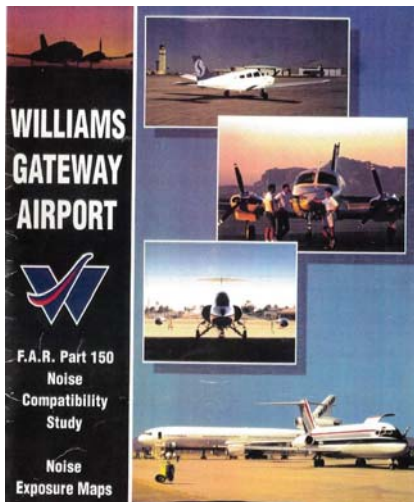
Similarly, those early days included an attempt to predict the need for, and scale of, long term employment opportunities. The Town is still in the process of realizing job creation and completing that part of the community vision, however, we also now have the added benefit of 25 years of observing development patterns of the East Valley. The Town also has received Maricopa Association of Government (MAG) third-party studies on employment demands, as well as its own studies specific to Queen Creek, to better understand the right scale and absorption factors to identify in the land use designations in the General Plan.

This re-examination of Town long-range planning, investment in infrastructure, and regional cooperation also helps to ensure the best use of available Town resources to improve the quality of life for all. This approach ensures the Town has a relevant and strong presence in the ultimate build-out of the Phoenix/Mesa Gateway region as one of the most vital employment hubs in the Phoenix metro area.

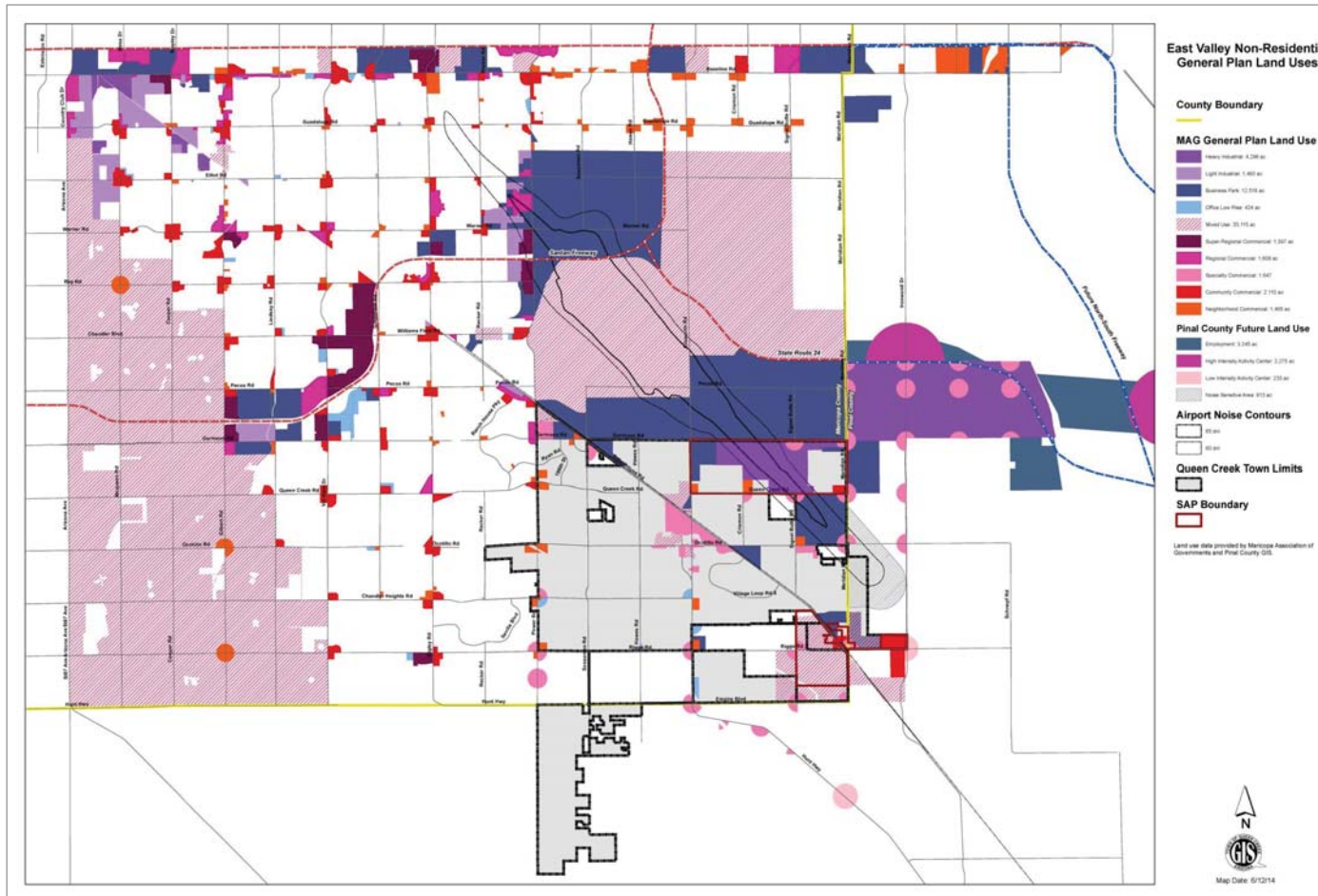
CONCURRENT GROWTH AT PHOENIX-MESA GATEWAY AIRPORT

The Phoenix-Mesa Gateway Airport (PMGA) is a military base which was known as Williams Air Force base. The base was closed in 1993 and renamed Williams Gateway Airport, and later, Phoenix-Mesa Gateway Airport. The airport is owned and operated by the Phoenix-Mesa Gateway Airport Authority, a Joint Powers Authority comprised by member governments of Queen Creek, Gilbert, Mesa, Apache Junction, Phoenix, and Gila River Indian Community.

Since its decommissioning and reestablishment as a civilian airport, PMGA has become an economic development hub for the Southeast Valley. As a result, there is continued emphasis and scrutiny of development of the lands adjacent to the airport, especially those properties that fall under established aircraft noise contours. Queen Creek remains committed to protecting the long term success of the airport. Land use planning decisions are driven by seeking a healthy balance between mitigating noise conflict and development that makes sense for Queen Creek's long term viability. One objective of this NSAP is to improve the condition of compatible land uses at the south end of PMGA.



CONCURRENT REGIONAL COMMERCIAL AND INDUSTRIAL GROWTH



Approximately 15,000 acres of employment land surrounds PMGA, most of which has the advantages of being located near freeways, closer to the core, and/or better access to existing infrastructure.

Queen Creek will need to leverage all possible strategic opportunities to attract jobs.

One critical strategic opportunity is the potential for a diversity of employment product offerings.

With this NSAP, Queen Creek has enough land to go to market over the coming years with a wide variety of product segments ranging from high tech office or research campuses, to light and heavy industrial offerings, the land could be complemented with a compelling mix of supporting retail and housing, creating an all-inclusive employment corridor.

WHY THIS NORTH SPECIFIC AREA PLAN?

This NSAP was conceived as a result of the Town receiving multiple requests for Major General Plan Amendments in 2013, falling into two general categories:

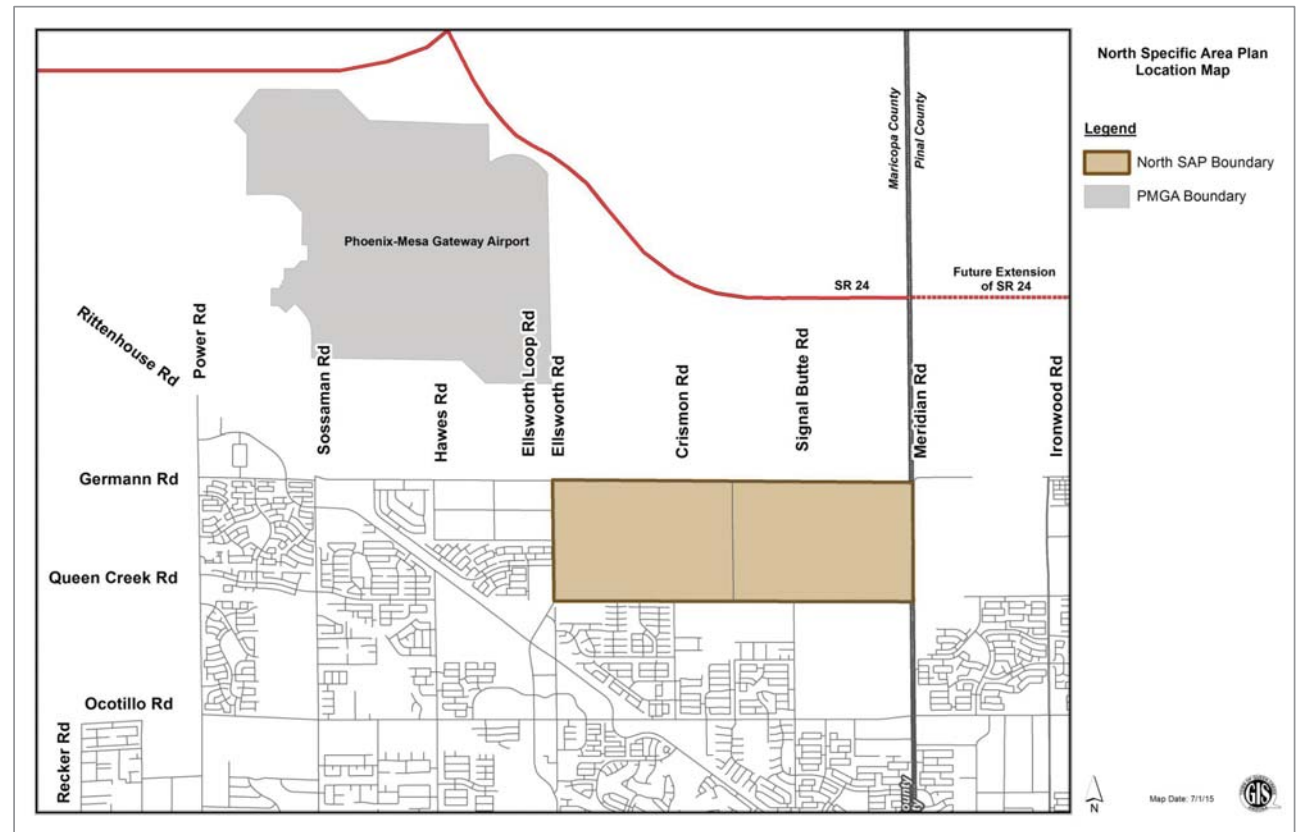
1. Increased density for lands with Residential zoning entitlements
2. Conversion of lands from Industrial or Employment use to Residential use

The diversity of requests in size and geographic location across the Town raised some key questions when viewed together:

- Why is there a consistent push to entitle more homes outside what the current general plan allows?
- Why are there no applications to develop industrial properties in the Town at this point in time?

Economic analysis done by the Town on those applications pointed to other important questions for the Town's future:

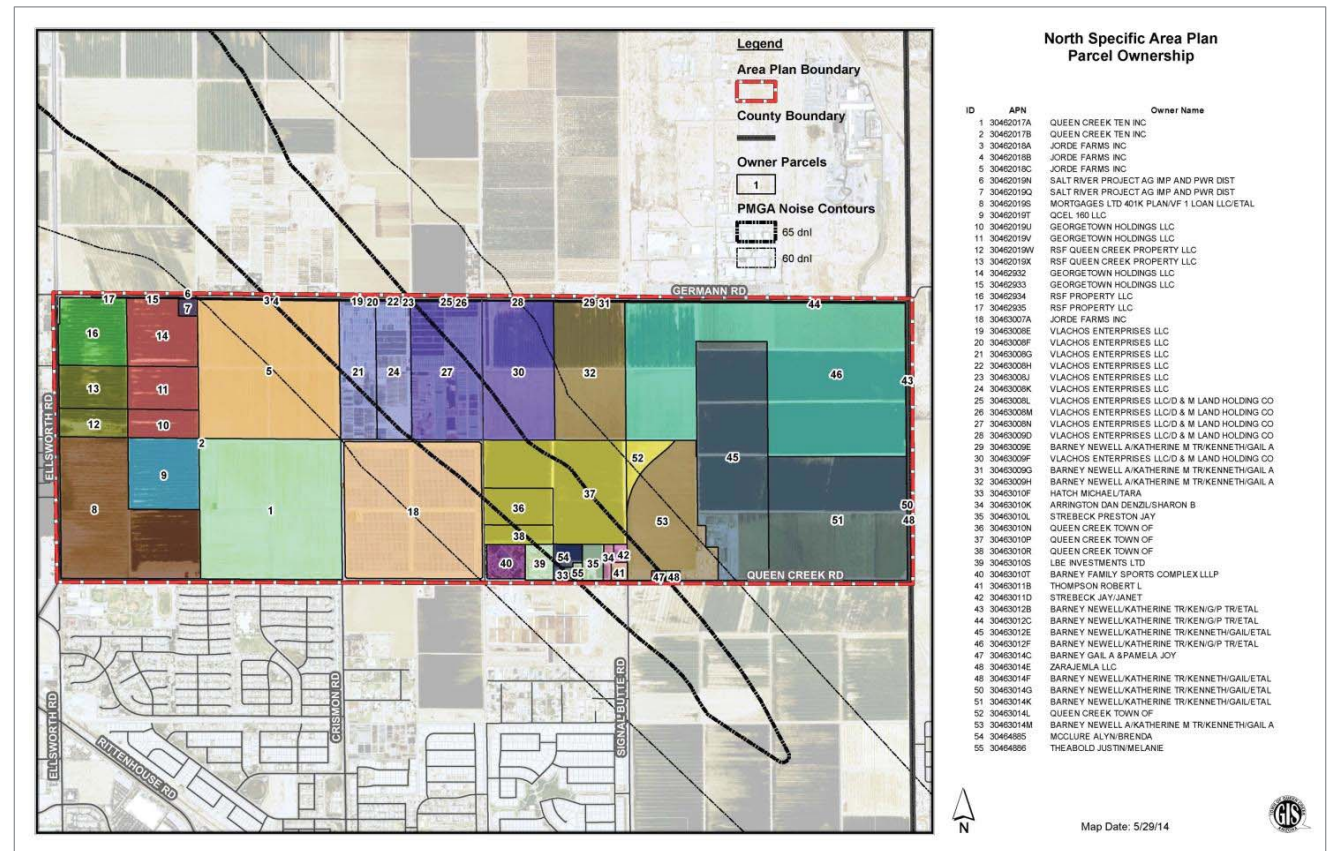
- Is the amount of desired industrial and retail property reflected in the current General Plan well balanced to be absorbed in harmony with other designated land uses?
- What kind of economic footing does the General Plan put the Town on for economic sustainability in the medium and long term?



In early 2014, staff and the property owners determined that the specific area plan approach to development offered the best opportunity to ensure the proper development of the area. In February 2014, Town Council members approved the idea and authorized staff to begin the process to establish a specific area plan for this area.

The two main benefits of incorporating all the elements for the Town's North and South Specific Area plans are:

1. A cross-departmental approach is required to ensure work plans within Development Services, Utilities, Economic Development, and Finance are brought to the table during the development of these plans. There will be a higher level of coordination and less conflict with regard to planning and executing development for these areas of the Town in the future.
2. Much of the work that is already happening across Town department lines will receive more concentrated focus, improved documentation, and an accelerated approach to completion.



ATTRIBUTES OF THIS PLAN

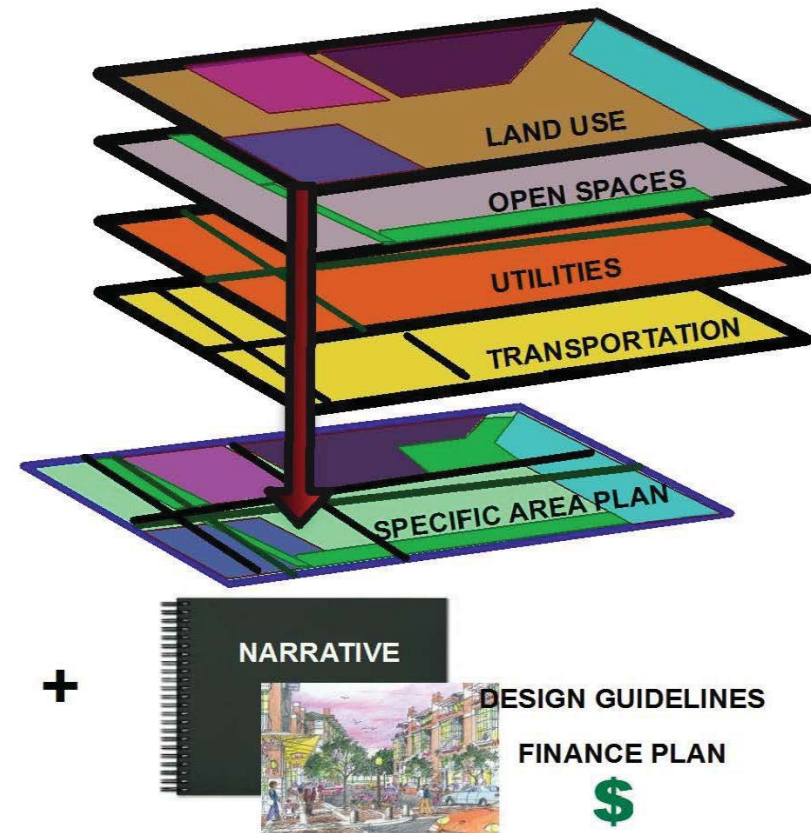
The purpose of this NSAP is to improve the tools for managing growth towards the stated and desired outcomes for the Town. These include job growth, compatible land uses near the airport, transportation and land use planning that increases the quality of life for residents; design of buildings and open spaces that reflects the community; and the long-term financial viability of Queen Creek.

The NSAP is designed to meet the goals and policies of the General Plan, providing for a more balanced land use framework for future development. This NSAP provides a coordinated development program for residential, commercial, employment, open space and retail uses to guide future public and private development.

All the features of this NSAP are consistent with the goals and policies set forth in our Town's General Plan, which establishes a vision for the entire Town. This Specific Area Plan explicitly denotes a mix of land uses for the area, based on Town-wide zoning designations. Any issue not covered in this plan shall be subject to the applicable standards of the Town of Queen Creek Zoning Ordinance, Town Code, Town of Queen Creek General Plan, Town of Queen Creek Subdivision Ordinance and Architectural Design Standards for the Town of Queen Creek.

The goals included at the end of each section of this document are intended to provide guidance to the public and Town officials while considering future development in the NSAP area.

Implementation of this plan will be achieved through detailed development standards, design guidelines, and land use regulations established for in future applications within this NSAP.





HOW THIS DOCUMENT IS USED

This NSAP contains the majority of undeveloped properties in the north half of the Town that have yet to be specifically planned for projects. Preserving the Town's uniqueness and enhancing its character while this growth occurs have been topics of consideration by all the contributors to this plan. **Chapter 2: Character and Vision.**

The properties proposed in this NSAP contain the heart of the Town's mid- and long-range potential for future employment growth. **Chapter 3: Economic Development Analysis.**

The NSAP encompasses approximately 1,920-acres and is surrounded by various land use types. Employment areas are extensive in Mesa located directly north of this NSAP. Residential properties enjoying large lots and agricultural uses have long been part of the community to the west of this SAP, along with existing neighborhoods south of this SAP. **Chapter 4: Land Use.**



This area is ideally located to serve as a major gateway into the Town with the close proximity to Phoenix-Mesa Gateway Airport (PMGA), approximately 1-2 miles from the north border. The NSAP is accessible by major transportation corridors. Area transportation growth will eventually put freeway access within two miles of Queen Creek's northern border and this area. **Chapter 5: Transportation.**

The capacity for the NSAP to produce development and jobs when surrounded by neighboring municipalities' "shovel-ready" industrial sites is currently limited by a lack of infrastructure (sewer, water, streets, and telecommunications). **Chapter 6: Infrastructure.**

Within the NSAP, the Town's largest planned community park, at 60 acres, has been also been sited within the Specific Plan Area. **Chapter 7: Open Space.**

Overall design philosophies that serve to support the character and vision described in Chapter 2, but that can more specifically address the types of development proposed in chapters 3-7 are considered as part of this NSAP. **Chapter 8: Design Standards.**

Finally, an assessment of the financial impacts of this plan is also incorporated into the document. Analysis includes the one-time and ongoing operating projections for development under the current General Plan, and with adoption of this NSAP. **Chapter 9: Financial Analysis.**



Chapter 2 Character and Vision

CHARACTER AND VISION

PURPOSE OF THIS CHAPTER

This chapter serves to encourage theme and design cohesion between the various properties within the NSAP.

This cohesion is one way to establish shared expectations for these properties when describing what and how these properties should develop over time.

Examining “Character and Vision” begins with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to help identify how the NSAP can shore up negative attributes of these properties, while also leaning on other, existing positive attributes.

Development themes, interaction between land uses, and guiding design philosophies are outcomes of this analysis and chapter.

ANALYSIS

Upon detailed area analysis, PMGA was identified as one of the major strengths of the area to improve connectivity and encourage the economic development of the area.

Lack of direct access to freeways was identified as one of the weakness of the NSAP that may cause a hindrance to the growth of the area.

The Town's East Park site, owned by the Town, and proposed plan for Regional Park was identified as a major recreational opportunity for the area.

Lack of regional transportation funds might act as a threat to the goals of the NSAP and the Town's continued progress.

The NSAP has several location-oriented advantages that position the area for strong growth in the future. However, an oversupply of employment land uses will serve to dampen short- and long-term absorption rates. Not only does Queen Creek have significant employment areas, the City of Mesa does as well. In all, it is estimated that between Mesa and Queen Creek, the area has nearly 14,000 acres (21 square miles) of land designated for employment.

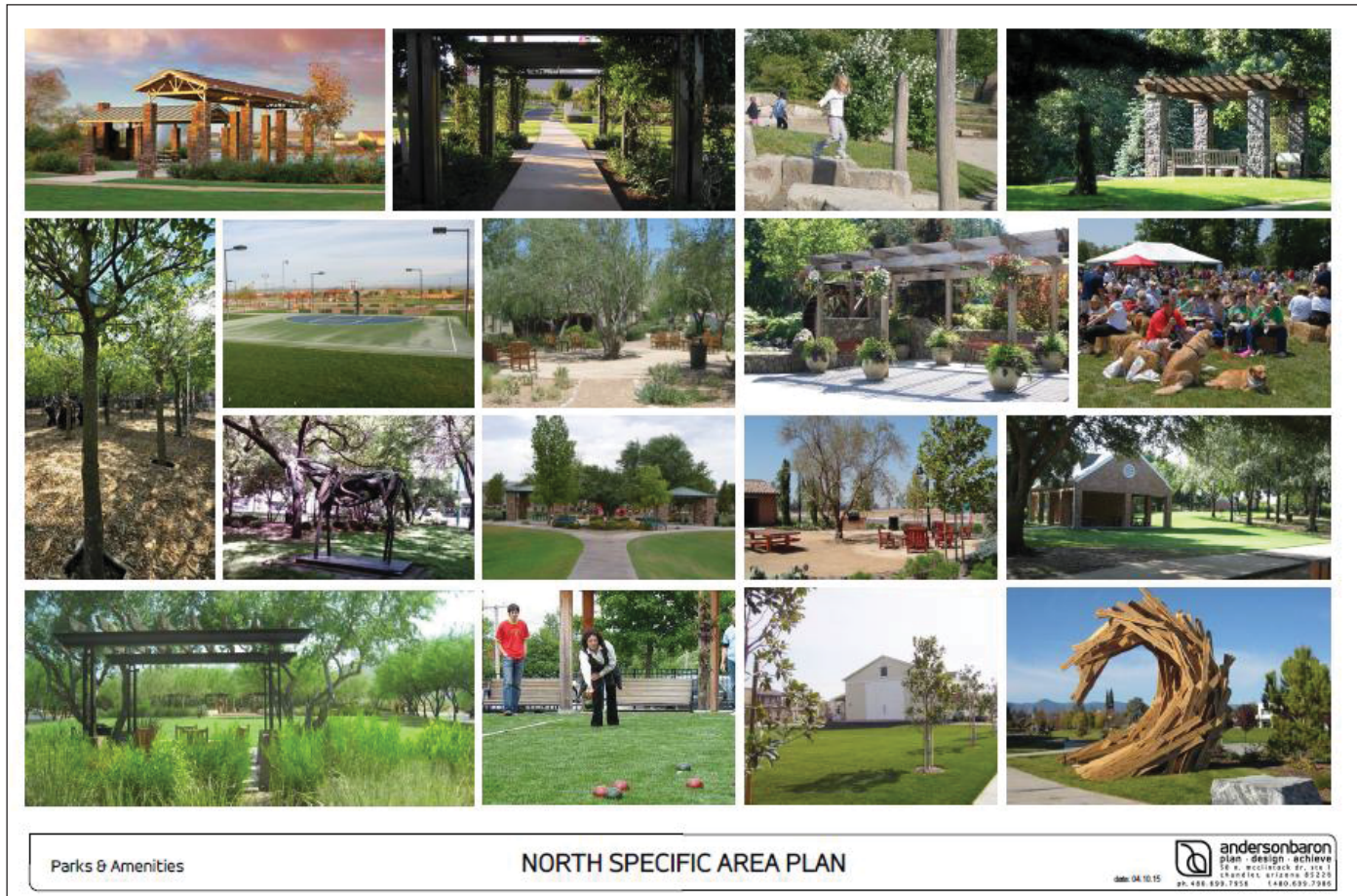
Strengths <ul style="list-style-type: none">• Gateway to Queen Creek• Barney Family Sports Complex• Charter Schools• Phoenix-Mesa Gateway Airport• SR 24 and North-South Corridor Extension• Economic prosperity• Available Land• Major property owner timelines and plans for development is compatible with industrial use	Weaknesses <ul style="list-style-type: none">• PMGA overflight (noise contours)• Limited transportation continuity• No direct freeway access• Competing employment land• Distance to freeway access• Lack of built infrastructure• Lack of economic incentive programs to accelerate time-to-market• Collector streets have yet to be defined in study area• Lack of business-level infrastructure for telecommunication or data
Opportunities <ul style="list-style-type: none">• Regional Town park location• Office and employment centers• Diversity of residential housing• Promote improved quality of life• Walkable Neighborhoods• Access to SR 24 at Ellsworth and Signal Butte alignments• Mesa Gateway and Eastmark's continued success• Germann Road as “industrial corridor”• Current housing density below market demand• Housing development can install needed industrial infrastructure• Establish long-term financial sustainability• Enhance attractiveness of industrial properties• Contiguous undeveloped industrial parcel, with the potential for one large user or a campus of multiple users over time• Major fiber optic trunk lines exist on S. Ellsworth Road	Threats <ul style="list-style-type: none">• Lack of Regional Transportation Funds• Incompatible development adjacencies• Currently zoned residential in flight overlays• Zoning incompatible with current General Plan• Regional employment capacity• Lack of infrastructure to Town industrial properties.

DEVELOPING WITH CHARACTER

When the NSAP land uses are sensitively and compatibly re-purposed, this area can better realize its great potential. Part of this great potential includes recognizing and perpetuating the rural heritage of the Town which provides the “uniqueness” of Queen Creek within the East Valley.

With tremendous employment opportunities, mixed density residential, commercial, and industrial development along with pedestrian connectivity and integrated regional trail network, this area is envisioned as a vibrant part of the community with livable and walkable neighborhoods.

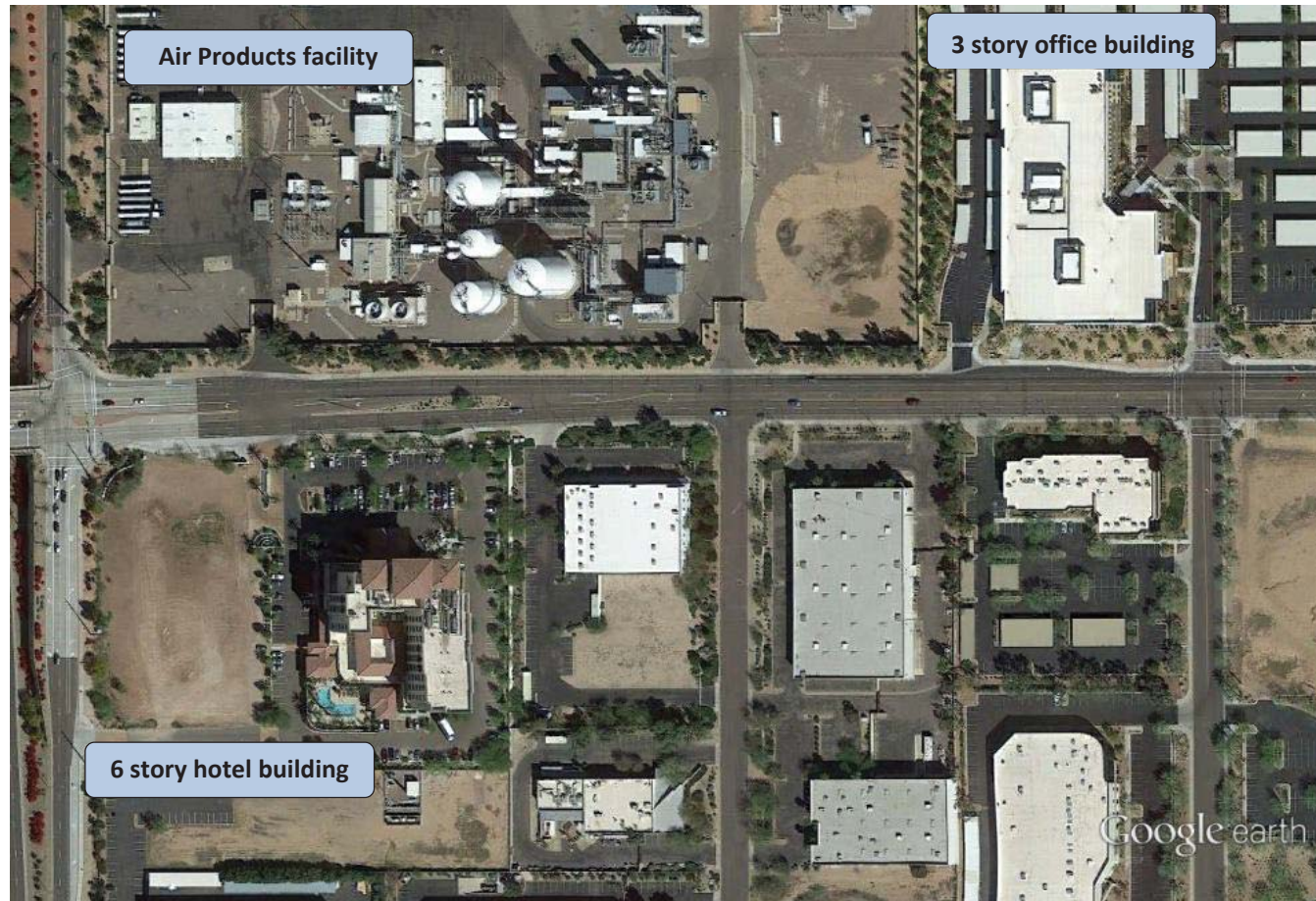
The North Specific Area is identified as one of the prime areas of the Town for employment, with significant industrial and commercial uses. While it will take a number of years for all of this potential to become a reality, this development can be a coordinated effort over time. The residential development is expected to occur prior to industrial development. Protections through good design, integrated trails and open spaces, all thoughtful investments in infrastructure should ensure this area grows in harmony.



CHARACTER COMPATIBILITY

This is an example of an existing East Valley industrial site, situated within an area of commercial uses, incorporating landscape buffers in advance of continuing development.

In addition to airport noise disclosures for new residents who will choose to call neighborhoods within the NSAP home, the Town should consider additional disclosures addressing the impacts of residing near designated industrial property.



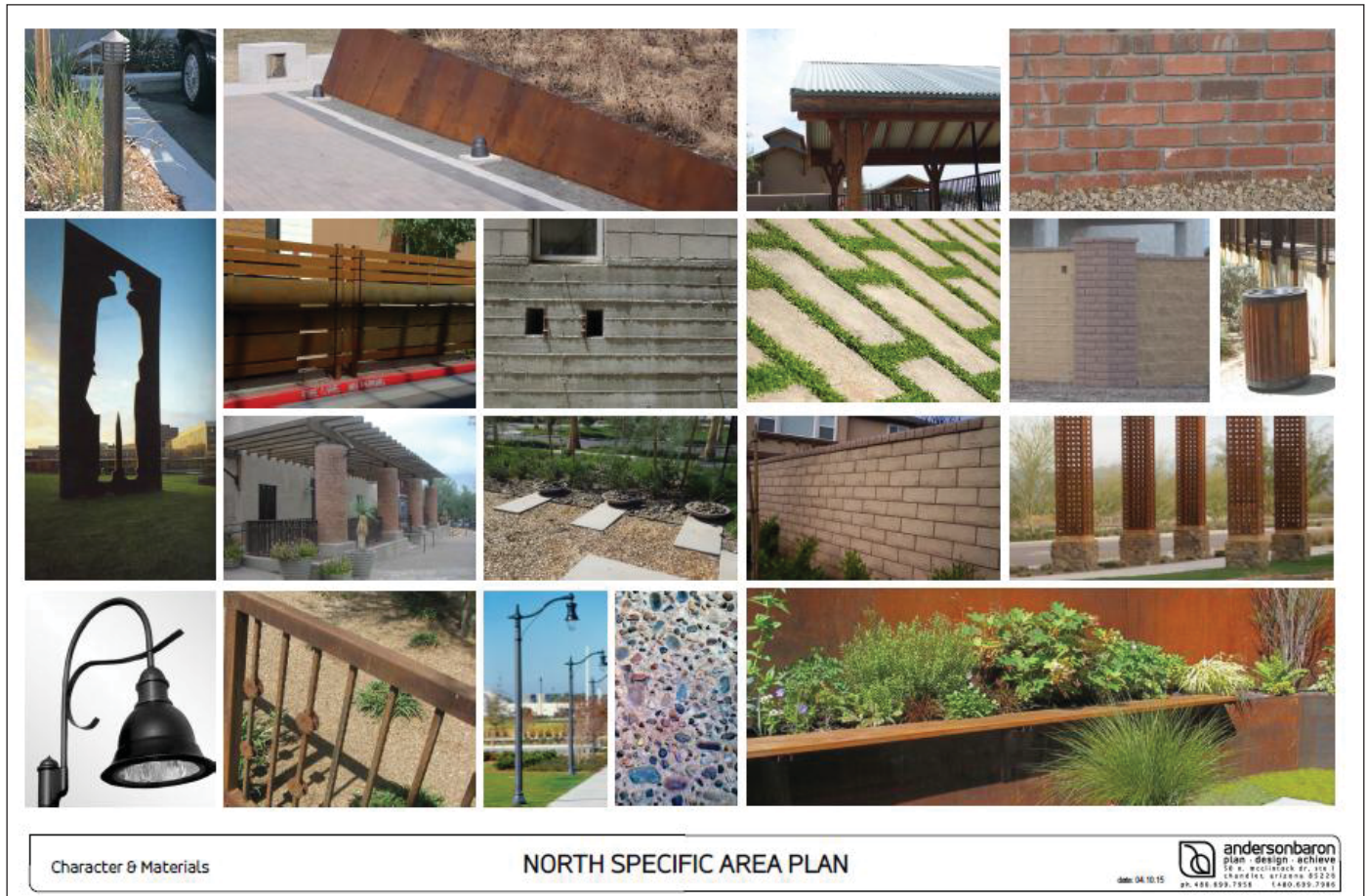
CHARACTER

The proximity of the PMGA presents a significant opportunity to provide the Town of Queen Creek high-paying jobs.

Further enhancing and supporting this vision is the presence of the Arizona State University (ASU) Polytechnic campus and the Town's closest proximity to freeway access.

An integration of different land uses creates vibrant areas to meet the basic needs of residents and promotes active and healthy lifestyles.

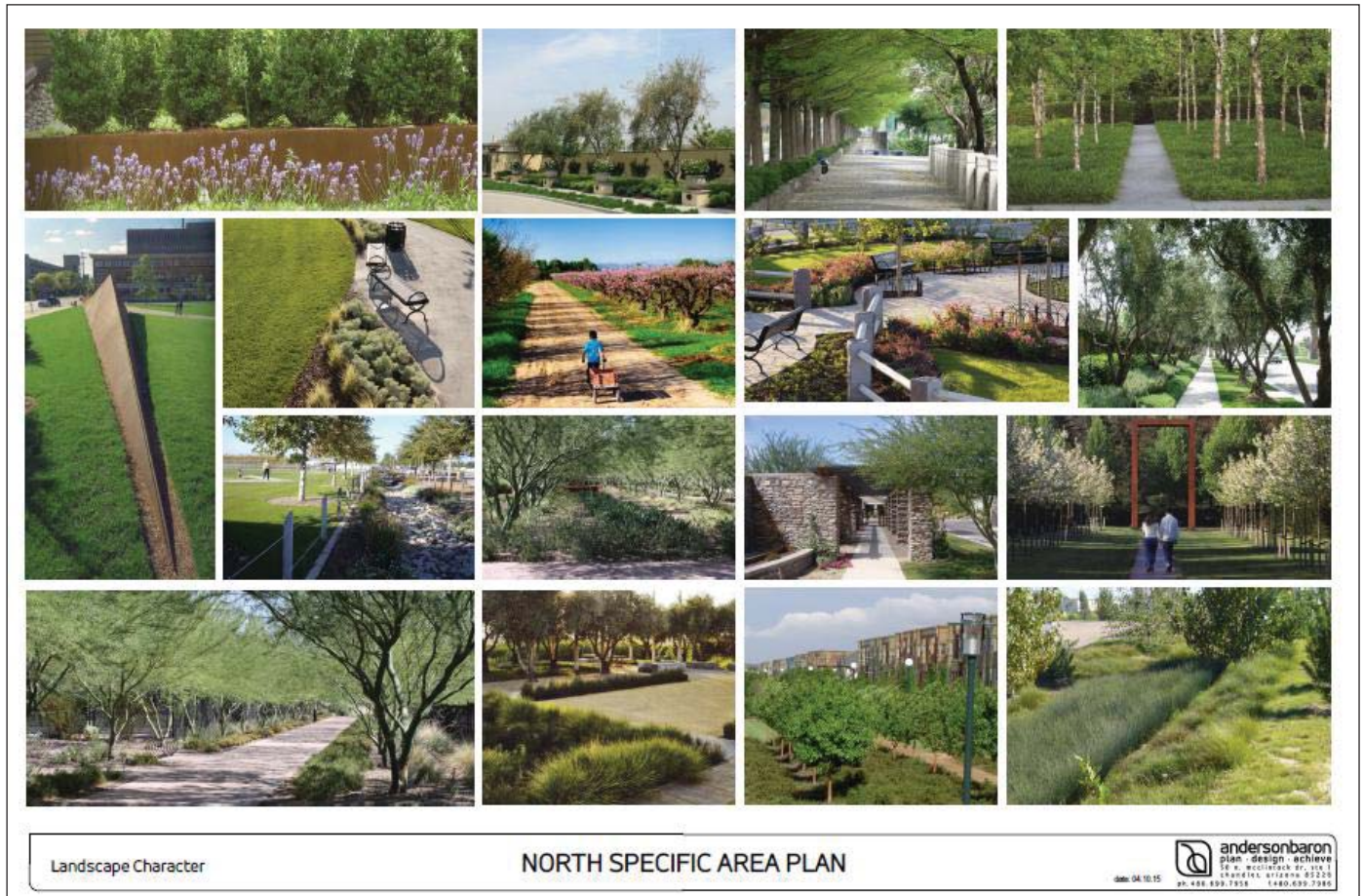
People increasingly desire to live in communities which are walkable, accessible, diverse, and in close proximity to their place of work. Mixture of uses provides safety, retains the character of the neighborhood and encourages neighborhood stability. Proximity of place to work near place to live increases social interaction that leads to knowledge spillovers and higher rate of innovation, which in turn improves the performance of the economy; thus stabilizing the long term vitality of the economy and increasing the social capital of the Town.



THEME

The heritage of a place is not only built of physical objects, such as structures and materials, but also of intangibles, such as the sense of community, tradition, emotions, and memories. The textures and materials of the North Specific Area will represent timelessness, durability and stability, all the ideas that exist today in the traditional structures that grew from the Town. The architectural materials such as block, brick, stone, wood and steel used in the North Specific Area will exhibit the key characteristics (i.e. simple, traditional lifestyle) of the Town.

The residents have established the unique character of the Town through the traditions of agriculture, rural entertainment and hospitality. These traditions have provided a strong foundation to define this NSAP's theme: an agrarian and family-oriented community that celebrates the history and culture of Queen Creek for the North Specific Area. The theme of the area will evoke a sense of a live/work/play community that is already engrained in the history of the Town.



VISION

The intent of the North Specific Area Plan is to guide the establishment of a place where Queen Creek residents may have their personal, social and economic needs met in harmony with a built environment that best represents the cherished past and greatest opportunities of the Town's future.



NEIGHBORHOODS



Residential
Architectural Character

NORTH SPECIFIC AREA PLAN

date: 04.10.15

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CHANDLER, ARIZONA 85225
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COMMERCIAL PROJECTS



Commercial & Office
Architectural Character

NORTH SPECIFIC AREA PLAN

date: 04.10.15

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CHARACTER AND VISION GOALS



- Goal 1** Consistently recognize the history and culture of the Town of Queen Creek.
- Encourage the use of landscape materials and design that have cultural significance to the Town of Queen Creek.
 - Encourage the use of architectural forms and styles in residential and commercial development that harmonize with the architectural character that is a foundation of the agrarian and rural traditions of the Town of Queen Creek.
- Goal 2** Continue the ideals of timelessness, durability and stability that exist today in the Town of Queen Creek.
- Promote the use of architectural detailing that harmonizes with the agrarian character of the community.
 - Encourage the use of materials that are true and authentic to the character of a rural community including block, brick, stone, wood, and steel.
- Goal 3** Continue to build on the sense of community that exists today in the Town of Queen Creek.
- Create a character in the landscape that is unique to the NSAP area.
 - Provide an open space network that allows for and encourages the exploration of the entire district.
 - Provide open spaces that vary in scale to allow for the assembly of residences of all sizes.
 - Promote the integration of public art that ties all parts of the district together.
- Goal 4** Create visually interesting communities:
- Promote the use of landscape systems that utilize symmetry and repetition.
 - Promote the development of architecture that has architectural character and massing for all elevations that are visible to the public.

Chapter 3 Economic Development Analysis

ECONOMIC DEVELOPMENT ANALYSIS

PURPOSE OF THIS CHAPTER

This chapter serves to frame the identified goal and policy needs that should be addressed to further the goals of this NSAP.

Major needs identified in the development of this chapter include:

- The amount of acres identified in the current General Plan that are dedicated to retail and industrial development appear to be too heavily weighted for the post-recession economy and transportation potential.
- Market conditions, timing, and needs for non-residential investment (and related job creation) for the community.

RESEARCH AND BACKGROUND STUDIES

Prior to the initiation of this North Area Plan, various studies had been performed, both before and following the "Great Recession," which indicated that the Town may have too much land designated for employment. These studies are detailed on the following pages of this chapter.

Employment Land Supply/Demand Analysis, Town of Queen Creek, Arizona, November 2004:

This report was prepared for Circle G Property Development by Elliott D. Pollack & Co. and concluded at the time that the Town had designated approximately three times as much employment land (based on MAG population projections) than the community will need over the long term to serve its future employment base. The report suggested that it would be reasonable for Queen Creek to consider reducing its employment inventory to be more consistent with projected demand.

Employment Land Supply/Demand Analysis Town of Queen Creek, Arizona

Prepared for:
Circle G Property Development.

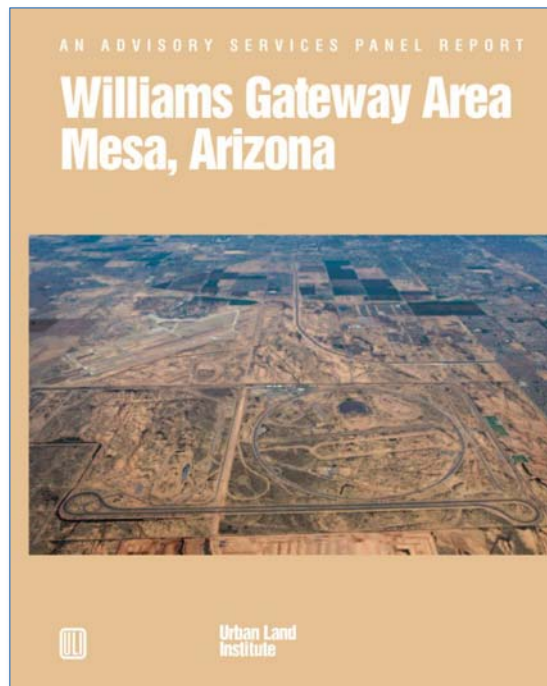
Prepared by:
Elliott D. Pollack & Company
7505 East Sixth Avenue, Suite 100
Scottsdale, Arizona 85251
(480) 423-9200

November, 2004

Advisory Services Panel Report, Williams Gateway Area, 2006:

The Urban Land Institute panel of experts conducted this report for the entire Gateway area. The panel reinforced the need to preserve appropriate amounts of employment land. However, this needs to be balanced with the factors of supply and demand, as well as potentially appropriate areas for residential development.

"Successful communities consist of a broad spectrum of uses and activities—commercial, retail, industrial, institutional, infrastructure, recreational, and open-space—but communities are all driven by the presence of people—people who need places to live. Successful and desirable communities are the ones that balance these uses most appropriately." (ULI, Pg. 9)



Town of Queen Creek Long Term Employment Land Supply and Demand Analysis, Final Report, November 2009 (Applied Economics):

This report was prepared by Applied Economics for Landmark Land Investments in 2009, and evaluated the demand for employment land uses through the year 2030. The population and employment projections used in the report were from the MAG socioeconomic estimate series dated 2007. Applied Economics used MAG's population and employment projections to estimate the aggregate demand for employment land. The methodology included using employment per acre rates by employment type, an applicable Floor-Area-Ratio (FAR), as well as an 85 percent gross-to-net land ratio. The results conclude that 634 total net new employment acres will be needed by 2030, with the breakdown as follows:

Total Net New Employment Acres by 2030:	
Industrial	445
Office	112
Other	76
Total Acres	634



Fiscal Balance Report, October 2013.

This report was prepared by Applied Economics for Maricopa Association of Governments (MAG). A summary of the report is best described in the table shown here.

Notable information includes: **Section 4.8.1** Industrial Development. This section outlines that, "Industrial development generates a moderate positive fiscal impact for most cities. For Queen Creek that has a relatively high local property tax rate, the ratio of revenues to expenditures for industrial development ranges from 1.63 to 2.55 indicating a strong positive impact." **Section 4.8.2** Office Development. This section outlines that office development creates a positive impact for most cities, with the ratio of revenues to expenditures ranging from 0.68 to 2.53. The greatest positive impacts are in cities with both high sales tax and property tax rates which include Queen Creek. The report outlined that retail development has the greatest positive impact and highest revenue to expenditure ratio at 15.09 for Queen Creek.

FIGURE 4-6
NET IMPACTS PER ACRE OF DEVELOPMENT BY CITY AND LAND USE TYPE
AND REVENUE TO EXPENDITURE RATIOS

		Industrial	Office	Retail
Phoenix	Revenues	\$2,665	\$15,347	\$38,154
	Expenditures	\$2,761	\$13,803	\$3,681
Mesa	Revenues	\$1,967	\$9,880	\$33,107
	Expenditures	\$2,920	\$14,602	\$3,894
Glendale	Revenues	\$3,660	\$17,013	\$54,921
	Expenditures	\$2,920	\$14,602	\$3,894
Scottsdale	Revenues	\$2,617	\$14,204	\$31,838
	Expenditures	\$2,920	\$14,602	\$3,894
Chandler	Revenues	\$2,574	\$11,691	\$29,237
	Expenditures	\$2,937	\$14,685	\$3,916
Tempe	Revenues	\$4,417	\$21,610	\$40,498
	Expenditures	\$2,881	\$14,407	\$3,842
Gilbert	Revenues	\$2,016	\$10,116	\$28,817
	Expenditures	\$2,920	\$14,602	\$3,894
Peoria	Revenues	\$3,270	\$16,131	\$35,320
	Expenditures	\$2,881	\$14,407	\$3,842
Avondale	Revenues	\$3,470	\$20,664	\$48,778
	Expenditures	\$2,541	\$12,707	\$3,389
Surprise	Revenues	\$4,637	\$22,382	\$43,850
	Expenditures	\$2,881	\$14,407	\$3,842
Goodyear	Revenues	\$3,744	\$22,738	\$48,907
	Expenditures	\$2,941	\$12,707	\$3,389
Fountain Hills	Revenues	\$3,815	\$18,741	\$50,896
	Expenditures	\$2,205	\$11,026	\$2,940
Paradise Valley	Revenues	\$3,385	\$16,368	\$49,272
	Expenditures	\$4,752	\$23,758	\$6,336
El Mirage	Revenues	\$5,878	\$29,131	\$58,803
	Expenditures	\$2,303	\$11,514	\$3,070
Buckeye	Revenues	\$4,138	\$28,894	\$58,175
	Expenditures	\$2,541	\$12,707	\$3,389
Guadalupe	Revenues	\$4,162	\$22,675	\$75,835
	Expenditures	\$3,945	\$19,723	\$5,260
Wickenburg	Revenues	\$3,927	\$19,972	\$42,918
	Expenditures	\$4,191	\$20,954	\$5,588
Tolleson	Revenues	\$4,516	\$21,920	\$49,102
	Expenditures	\$5,281	\$26,405	\$7,041
Litchfield Park	Revenues	\$2,789	\$17,360	\$53,376
	Expenditures	\$3,233	\$16,165	\$4,311
Cave Creek	Revenues	\$3,912	\$19,175	\$57,729
	Expenditures	\$2,318	\$11,589	\$3,090
Queen Creek	Revenues	\$4,634	\$25,212	\$44,369
	Expenditures	\$2,205	\$11,026	\$2,940
Youngtown	Revenues	\$2,934	\$18,331	\$57,117
	Expenditures	\$4,173	\$20,865	\$5,564
Carefree	Revenues	\$3,912	\$19,175	\$57,729
	Expenditures	\$4,749	\$23,747	\$6,332
Gila Bend	Revenues	\$3,506	\$20,590	\$57,563
	Expenditures	\$3,971	\$19,856	\$5,295
Apache Junction	Revenues	\$3,128	\$15,696	\$42,715
	Expenditures	\$1,925	\$9,625	\$2,567
Florence	Revenues	\$2,968	\$18,886	\$39,060
	Expenditures	\$2,541	\$12,707	\$3,389
Maricopa	Revenues	\$4,164	\$20,562	\$40,513
	Expenditures	\$2,981	\$14,905	\$3,389
Pinal County	Revenues	\$5,953	\$28,158	\$13,529
	Expenditures	\$3,025	\$15,123	\$4,033
Maricopa County	Revenues	\$1,587	\$8,290	\$1,216
	Expenditures	\$1,036	\$5,182	\$1,382

Source: Applied Economics, 2013.

These studies provide important background information to consider for the three square miles of this plan. Throughout the course of developing this NSAP, the Town has taken careful consideration of the current land use designations in the General Plan, evaluating them against the proposed changes outlined in this NSAP. In addition, the timeframe for various land uses to be put to productive use and create the employment, taxes and activity that helps Queen Creek establish and maintain a quality of life that is economically sustainable over the near, mid, and long-term was also considered.

Queen Creek's northern tier, or main employment area, is also set in the regional context of existing "shovel-ready" sites in the East Valley, including development planned at Phoenix-Mesa Gateway Airport (PMGA). For these three square miles, understanding the transportation and infrastructure needed to encourage investment and development, as well as potential absorption rates for employment lands, is vitally important in determining how Queen Creek will achieve its development goals.

For the last decade, the amount of employment land reserved for future development in the Town, and specifically in the northern tier, has been discussed and debated. Protecting PMGA and preserving sufficient employment lands are critical to the long-term sustainability of Queen Creek; however, as the Town matures the question of marketable employment land, absorption rates and quality job creation is at the forefront. Over the years, several reports have been conducted on the demand and supply for employment land and uses for Queen Creek. Most recently the TischlerBise *Market Demand and Absorption Analysis* and the *Employment Land Use Demand Analysis* by ESI Corporation were commissioned to provide updated perspectives on this critical topic.

The Town commissioned the TischlerBise *Market Demand and Absorption Analysis* to provide a market assessment designed to inform future development decisions, and related land use planning. The market analysis sought to identify and define opportunities for the Town.

The holding capacity of currently zoned land was not addressed; nor was the potential for future boundary adjustments. The market analysis relied on information gathered through a variety of means including:

- Analysis of Town-maintained data, and discussions with staff.
- Examination of local, regional, state, and national demographic and development trends.
- Review of secondary available data, such as that from the U.S. Census Bureau, the State of Arizona and others.
- Independent research.
- Proprietary computer modeling.
- Previous surveys of households and their spending patterns conducted by The Chesapeake Group for other efforts in the Greater-Phoenix metropolitan area.
- Experience of The Chesapeake Group's principals involved with the effort.



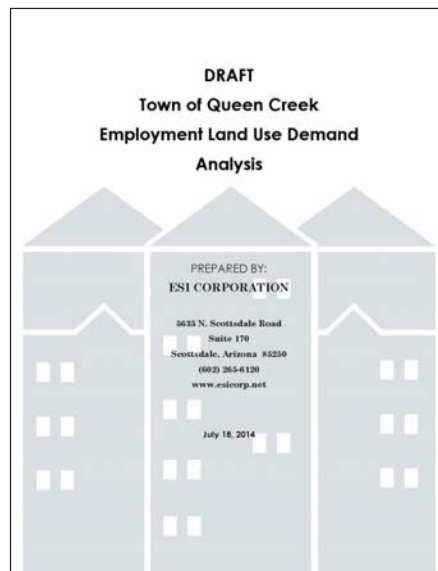
The TischlerBise study suggests that given the market projections described in this report, there is a potential projected need for a high of approximately 860 acres to a low of 430 acres for net new retail, office and industrial development combined. It should be noted that the acreages shown reflect the needs for the land uses identified only and do not account for a need for reserve capacity or other needs. Although this conclusion was in line with past studies, the premise of decreasing the Town's supply of land for retail, office and industrial development is a complete paradigm shift from the current, voter-approved General Plan.

Figure 1: Summary of Projected 40-Year Market Demand: Square Footage and Estimated Land Area

Land Use	Net New Square Feet*	FAR Range			Net New Land Area Range (Sq. Ft.)			Net New Acres		
		Lower	Mid	Higher	SF at Lower FAR	SF at Mid FAR	SF at Higher FAR	Ac. at Lower FAR	Ac. at Mid FAR	Ac. at Higher FAR
Retail	1,370,000	0.20	0.30	0.40	6,850,000	4,566,667	3,425,000	157	105	79
Office	1,400,000	0.20	0.30	0.40	7,000,000	4,666,667	3,500,000	161	107	80
Industrial	2,380,000	0.10	0.15	0.20	23,800,000	15,866,667	11,900,000	546	364	273
Total	5,150,000				37,650,000	25,100,000	18,825,000	864	576	432

*Source: The Chesapeake Group; TischlerBise

To provide additional context and to verify the findings of the TischlerBise study, staff commissioned ESI Corporation to conduct the *Employment Land Use Demand Analysis*.



The market demand and absorption analysis was also conducted on employment land uses within the retail, office and industrial categories for the currently incorporated areas of the Town of Queen Creek (exclusive of the larger “planning area”). ESI also reviewed the number of existing reports related to existing and future land use demand and ascertained their findings and the methodology that was used. A comparison of approach and applicable findings to this analysis was documented. These reports included:

- Infrastructure Improvements Plan, Land use Assumptions, and Draft Development Fees, January 2014 (TischlerBise)

- Town of Queen Creek Long- Term Employment Land Supply and Demand Analysis – Final Report, November 2009 (Applied Economics)
- Market Demand and Absorption Analysis, Draft January 2014 (TischlerBise)
- Fiscal Balance Report, October 2013 (Applied Economics)
- Employment Land Supply/Demand Analysis, Town of Queen Creek, Arizona, November 2004 (Elliott D. Pollack & Co)
- Advisory Services Panel Report, Williams Gateway Area, 2006 (Urban Land Institute)

Table 8 – Market Demand Comparison

Chart 1: TischlerBise Analysis		FAR			Net New Square Feet Demand			Net New Acres		
Land Use	Net New SF	Lower	Mid	Higher	SF at Lower FAR	SF at Mid FAR	SF at Higher FAR	Ac. at Lower FAR	Ac. at Mid FAR	Ac. at Higher FAR
Retail	1,370,000	0.20	0.30	0.40	6,850,000	4,566,667	3,425,000	157	105	79
Office	1,400,000	0.20	0.30	0.40	7,000,000	4,666,667	3,500,000	161	107	80
Industrial	2,380,000	0.10	0.15	0.20	23,800,000	15,866,667	11,900,000	546	364	273
Total	5,150,000				37,650,000	25,100,000	18,825,000	864	576	432
Source: TischlerBise										
Chart 2: ESI's Analysis Using TischlerBise FAR's		FAR			Net New Square Feet Demand			Net New Acres		
Land Use	Net New SF	Lower	Mid	Higher	SF at Lower FAR	SF at Mid FAR	SF at Higher FAR	Ac. at Lower FAR	Ac. at Mid FAR	Ac. at Higher FAR
Retail	2,508,245	0.20	0.30	0.40	12,541,227	8,360,818	6,270,613	288	192	144
Office	3,945,697	0.20	0.30	0.40	19,728,486	13,152,324	9,864,243	453	302	226
Medical Office, Hospital & Other	1,258,275	0.20	0.30	0.40	6,291,377	4,194,251	3,145,688	144	96	72
Industrial	3,903,958	0.10	0.15	0.20	39,039,576	26,026,384	19,519,788	896	597	448
Total	11,616,175				77,600,665	51,733,777	38,800,333	1,781	1,188	891
Source: ESI Corp and TischlerBise										
Chart 3: ESI's Analysis Using MAG's FAR's		FAR			Net New Square Feet Demand			Net New Acres		
Land Use	Net New SF	Low FAR	Target FAR	Max FAR	Low FAR	Target FAR	Max FAR	Low FAR	Target FAR	Max FAR
Retail	2,508,245	0.02	0.24	4.69	143,328,309	10,451,022	534,807	3,290	240	12
Office	3,945,697	0.01	0.35	8.26	394,569,719	11,273,421	477,687	9,058	259	11
Medical Office, Hospital & Other	1,258,275	0.01	0.37	4.99	100,662,024	3,400,744	252,159	2,311	78	6
Industrial	3,903,958	0.01	0.26	2.47	390,395,755	15,015,221	1,580,550	8,962	345	36
Total	11,616,175				1,028,955,807	40,140,408	2,845,203	23,622	921	65
Source: MAG, ESI Corp										

ESI used the latest population and employment projections and target floor to area ratios (FARs) from the Maricopa Association of Governments (MAG) in the analysis. This differed from the assumptions and information used by TischlerBise and a comparison of the results of the analysis is summarized in Table 8 of the ESI report.

The TischlerBise analysis suggests that 5.1 million square feet of new nonresidential development can be supported, which translates into 576 acres of retail, office and industrial land at the mid FAR range, or 864 acres at the lower FAR range. However, when comparing that to ESI's findings utilizing the TischlerBise FAR's, there are 11.6 million square feet of new nonresidential development or 1,188 acres within the mid FAR that can be supported. The last approach shows ESI's findings which incorporates MAG's FAR's. This yields 11.6 million in net new square feet of space for retail, office and industrial development, and translates into 922 acres within the target FAR.

Commercial Uses: New Land For Entire Incorporated area (in acres) ¹				
	Per Current QC General Plan	Per Proposed North and South area plans	TischlerBise: Maximum acres absorbed by 2053	ESI: Maximum acres absorbed by 2050
<i>Retail</i>	1,506	879	157	240
<i>Industrial</i>	1,942	1,447	546	345
<i>Office</i>	311	243	161	337
<i>Agritainment</i> ²	0	208	0	0
Total	3,759	2,777	864	922

¹The Current General Plan includes 60% of total Mixed Use acres (502 of 837 total acres). Since total Mixed Use is reduced by 227 acres in the SAP, this impacts retail acres in the SAP significantly. Office figures also include 30% of Mixed Use acres in both of the Current General Plan and SAP columns. In the fourth column, ESI findings, the office figure includes medical office, hospital and related uses as well.

²Agritainment use is located in the South Specific Area Plan which is a companion document to the North Specific Area Plan and is being processed separately. It is shown here to identify the total acreage anticipated to be included in this category.

Summary of Findings:

- Column 1, (blue): Summary of the Incorporated Town Limits, per the Current General Plan.
- Column 2, (orange): Summary of Incorporated Town limits, with North and South Specific Area Plans adopted.
- Column 3, (green): TischlerBise recommended land use mix.
- Column 4, (yellow): ESI recommended land use mix.

In all the discussions with property owners and consultants, the Town has used the more conservative number provided by the TischlerBise study for the 864 net new acres for retail, office and industrial development. The 864 acres from the TischlerBise study compared with 922 acres from the ESI's report illustrates a very similar message. Queen Creek has an excess of land set aside for retail, office and industrial development.

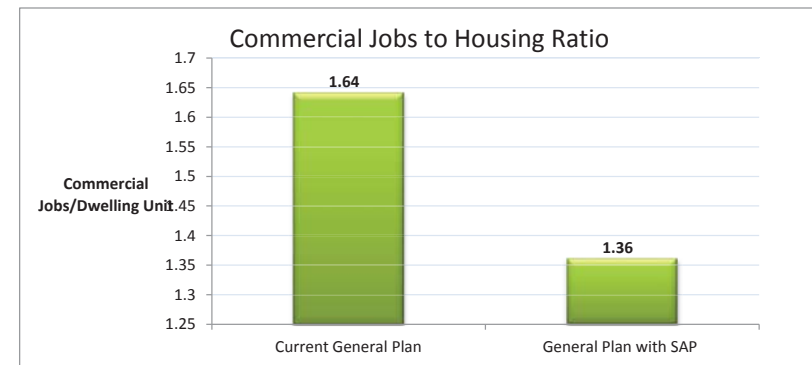
It was noted in the ESI findings that Queen Creek could support a greater need for retail acreage.

Also, it was found that based on the current land mix in the General Plan; the North Specific Area has a job-to-housing ratio of 5.07. According to the American Planning Association, the ideal ratio of jobs to housing is 1.5 to 1.

While the North Specific Area has a 1.90 job to housing ratio, when viewed as a whole, the current Town of Queen Creek General Plan calls for a projected 1.64 job-to-housing ratio. This remains significantly high; especially considering the relative lack of access to freeway infrastructure the Town expects to have at build-out.

In reviewing other Valley cities, we see a range of jobs to housing ratios, from 0.16 in Maricopa up to 2.34 in Tempe, the latter revealing that there are 2.34 jobs for every household in Tempe. Built density and access to four major freeways is a factor in Tempe's higher ratio. It must be noted that in this analysis, the most recent housing data is from 2013, and the most current jobs data is from 2012, so presumably within the last two to three years, these numbers may have changed for all communities.

Some cities, like Mesa and Maricopa, have significantly more households than they do jobs, explainable for Mesa by its tremendous size and for Maricopa by its relative early growth phase as a community.



Current Jobs to Housing Ratios	
Maricopa	0.16
Queen Creek	0.48
Gilbert	0.60
Mesa	0.62
Chandler	0.97
Scottsdale	1.14
Phoenix	1.29
Tempe	2.34

Source: 2012 OnTheMap Census application for jobs data and 2009-2013 ACS 5- Year Estimates for housing data.

Phoenix, Scottsdale and Tempe also have larger employment bases due to their relative location to transportation infrastructure, location in the geographic middle of the region's population center, and longer periods of growth and development. Despite a sizable amount of housing units, there is still a larger amount of jobs, reflected in each of these city's jobs to housing ratios of over 1. Phoenix has the 5th largest employer in the state (the City of Phoenix) as well as the majority of the operations for the 7th largest employer in the state (Maricopa County). Tempe is home to the largest operations of Arizona State University, the 6th largest employer in the state, and along with Scottsdale have historically been net-importers of jobs, a trend that is expected to continue.

Thus, Queen Creek's projected jobs to housing ratio of 1.64 in the current General Plan, higher than the current ratios of Scottsdale and Phoenix, reveals an abundance of land designations that are more conducive to jobs than homes. While some land designations that are more conducive to jobs are proposed in this NSAP to be replaced by residential land uses, the Town's General Plan land use mix remains heavily weighted towards job creation.

Given Queen Creek's location in the southeastern part of the Valley and planned access to freeways at build-out, a ratio of 1.36, (a figure higher than that for today's Chandler) remains ambitiously high. This remains the case even when considering the nearby population of potential workers from the San Tan Valley who may choose employment in Queen Creek in the future. There are also lands outside the scope of this study, within the Town's Planning Area, that may represent additional commercial and industrial (and resulting job) opportunities for decades to come. Future transportation opportunities may also alter commute patterns (commuter rail; transit and airport growth; self-driving automobiles), however the Town's General Plan land use mix following the adoption of this Plan remains heavily weighted to position Queen

Creek as a significant job center when compared to the land use mix of communities in our region.

INDUSTRIAL POTENTIAL

Over-supply of industrial opportunity sites may tend to have a negative long-term effect on the existing developments nearby and on the balance of land uses in the Town.

Three years into the regional economic recovery, there is minimal development activity close to the activity cores along Pecos, Ray, and Elliot Road corridors west of Ellsworth Road. All of these areas have advantaged access to freeways and sewer infrastructures compared to the Town's NSAP industrial properties, and are much closer to the current centers of activity.

There are properties at Power and Ray Roads in Gilbert with full improvements, full infrastructure, retail amenities, and adjacent freeway interchange access that are not yet developed.

Current East Valley development activity is centered at the Price Road corridor and Chandler Airpark area, and has not yet expanded further east to these other areas. Our regional development history has demonstrated that industrial projects generally grow from the "center" out, and it can be reasonably expected that over time, development will extend along the 202 reaching the Power and Ray site, the Elliot and 202 site, then along the Elliot, Ray, and Pecos corridors west of Ellsworth. Regionally significant investments may then proceed east of Ellsworth to the Mesa sites, before reaching south into Queen Creek.

There will likely be unique small exceptions to this established growth pattern, especially in the areas already designated for heavy industrial use; however, this projection describes the overall development pattern that has been demonstrated valley-wide as transportation and utility infrastructure has developed following housing growth and population centers.

At the current development pace, it will likely take anywhere from 10 to 20 years for the properties close to the PMGA region to reach substantial build-out, and for the NSAP properties to reach their ascendancy in the market place.

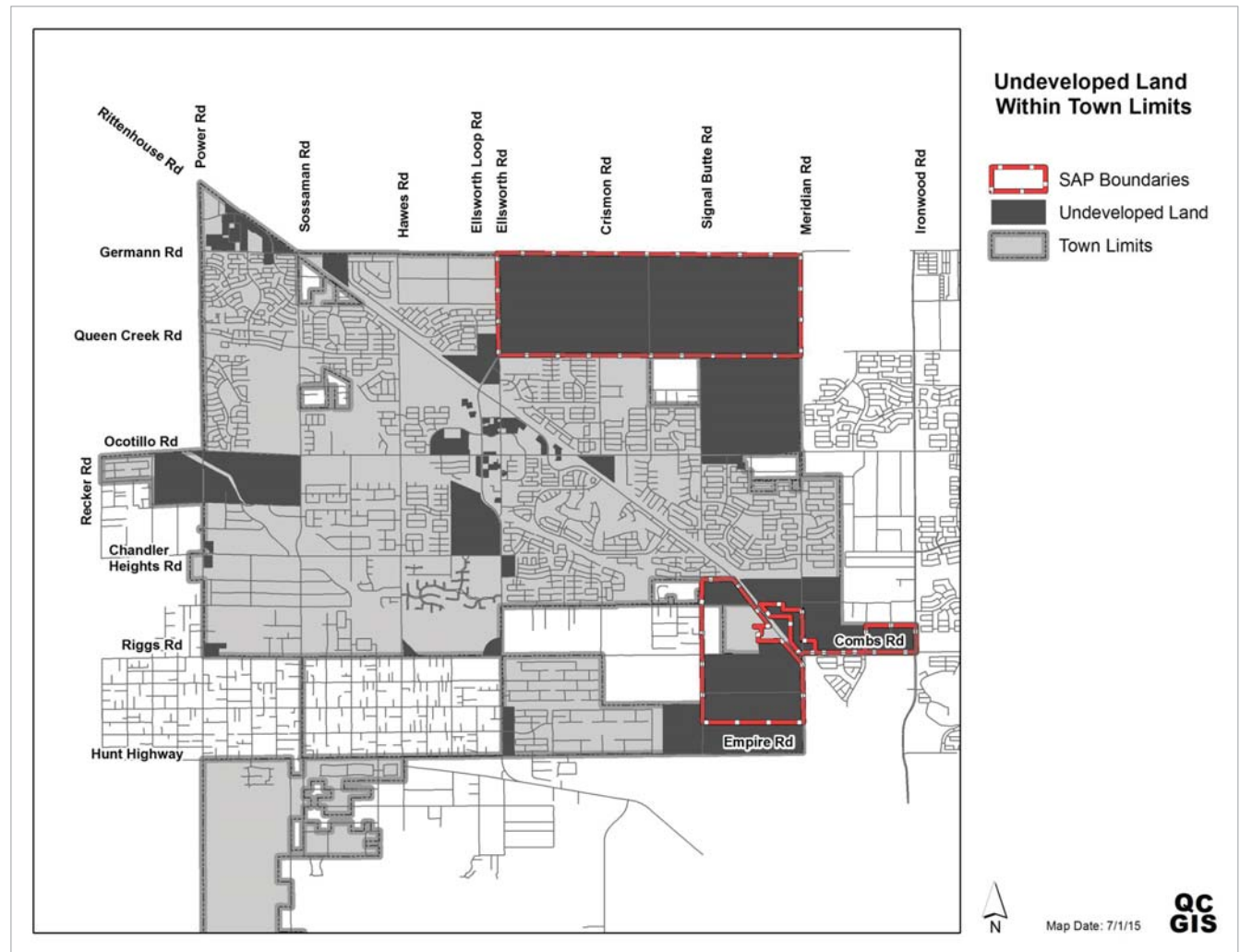
Queen Creek can accelerate that timing by leveraging the financial and development capacity of residential growth to provide needed street and utility infrastructure to our industrial sites. However, the basic economic drivers of supply, demand, and pricing will continue to dictate the timing for industrial development in the NSAP.

The PMGA region anticipates absorbing approximately 1,500 acres of employment area in the next 25 years. PMGA property currently has 1,000 acres of on-airport property with more advantageous infrastructure that is in the same market with surrounding employment properties.

With PMGA containing two-thirds of the projected total employment land needed in this region, development of the surrounding areas will continue to be impacted by a ready supply of available, developable land until PMGAA approaches build-out. Queen Creek's NSAP properties will be impacted by this abundant supply.

AVAILABLE LAND

This map shows the proposed North and South Area Plans in context with the remaining properties within the Town that are likely to be “developed” in future years. The North and South Area plans comprise the bulk of land in Queen Creek that have yet to be planned for development.

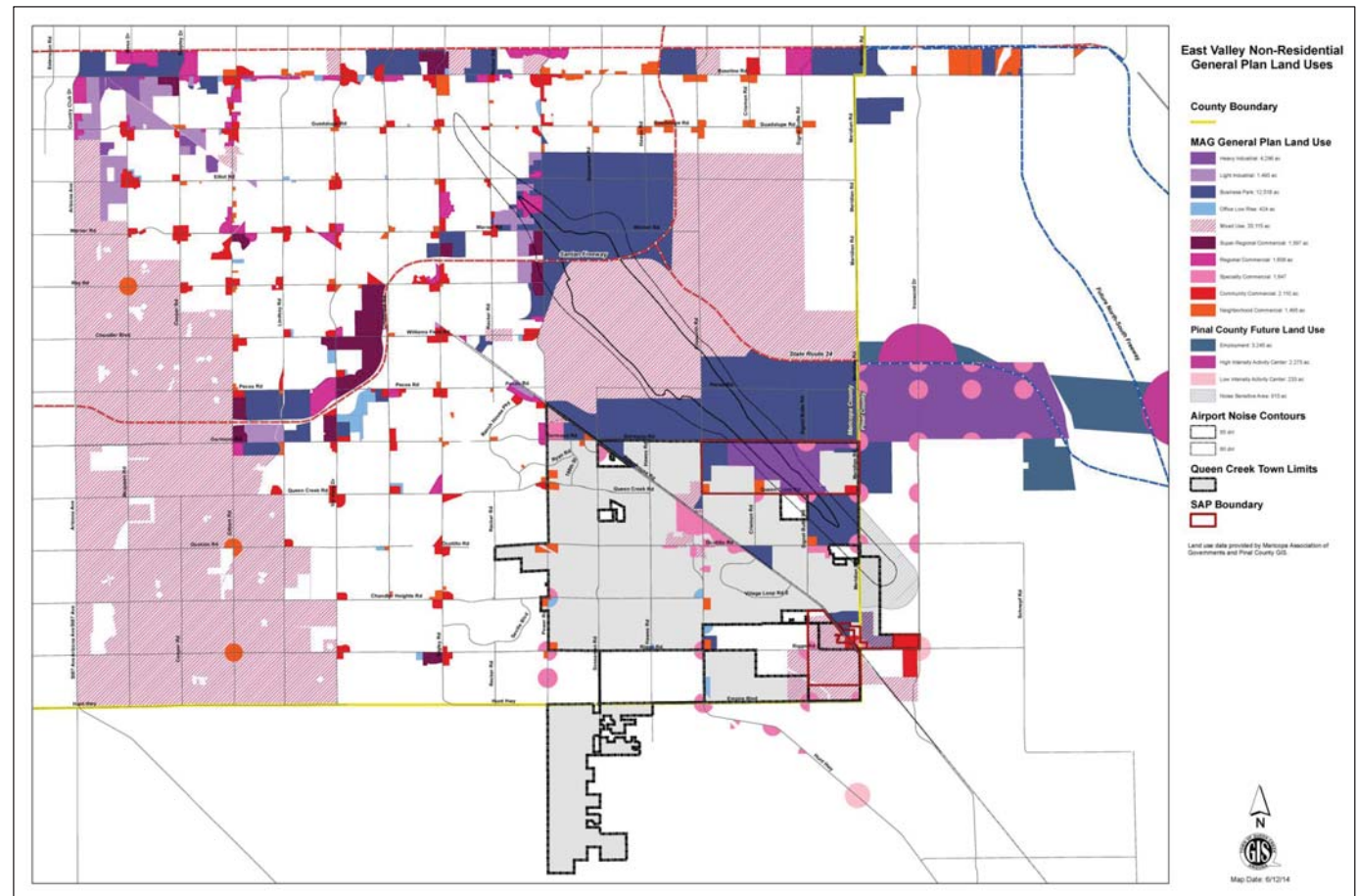


EAST VALLEY AS A REGION

This map shows the proposed North and South Area Plans in context with the far East Valley region.

There are years of investment potential in this region for commercial and industrial properties in the area between currently active sites (under active planning and construction) and the Town's North and South Specific Areas. Close proximity to freeways is a catalyst for investment in these sectors.

Should historic patterns of investment continue, Queen Creek should plan on home construction in the short-term; retail/commercial growth in the mid-term; and industrial growth in the longer-term.



What is being preserved in the NSAP for longer-term job growth and expansion of the tax base?

The following sites are operating job and commerce centers in the East Valley region. Some are completed and operating, some are currently under construction, and some are planned and competing in today's marketplace for tenants. They are identified here for reference in the succeeding analysis that demonstrates the development potential of today's General Plan, and then the development potential of this NSAP.

Cotton Center



Cotton Center

One of the most successful business parks at Sky Harbor Airport, Cotton Center features over 868,000 square feet of total leasable space, with Aetna, LabCorp and Freeport-McMoran Copper as tenants. Residential, commercial and other industrial properties surround this business park.

Cotton Center is a five minute drive from Sky Harbor Airport.

ASU Research Park



ASU Research Park

Over 25 years in development and still under active development and leasing, ASU Research Park is a 320-acre park, providing over 20 buildings totaling 1.8 million square feet. Through municipal improvement bonds, the City of Tempe contributed utilities, streets, landscaping and the lake system to the park. The park is owned by Arizona State University and leased by Sunbelt Holdings. The businesses located in ASU Research Park include Edward Jones, Avnet Technology Solutions, Iridium Satellite LLC, Air Products and Go Daddy. As of the end of 2014, the Research Park had a vacancy rate of 8.3%.

The site is adjacent to the 101 Freeway, including to arterial interchanges. It is a 15 minute drive from Sky Harbor Airport.

Intel Chandler Campus

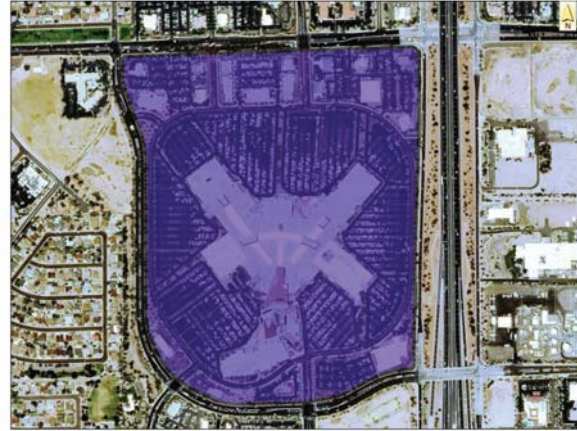


Intel Chandler Campus

The Intel Chandler Campus is a product of billions of dollars of investment from Intel. The City of Chandler invested \$10 million in infrastructure improvements, including roads, water and sewer systems, landscaping, and water features into the Price Road Corridor. The drive to bring businesses to the corridor began over 50 years ago, from when the manufacturer Gold and Rogers Corp. became the first tech company to locate there. As of the end of 2014, the vacancy rate for the Corridor was 11.7%.

The Intel Chandler Campus enjoys close proximity to freeways and a very large workforce within a 20-minute drive.

Chandler Fashion Square



Chandler Fashion Center

Chandler Fashion Center is one of the major regional malls, serving the East Valley, but also the Phoenix metropolitan area as a whole. The center contains over 1.3 million square feet of retail space.

Chandler Fashion Center is located along the 101 Freeway and an arterial intersection.

Rio West



Rio West Business Park

Originally designated for open space and recreation, the City of Tempe sold the property for business park development in 2004. The sale included an eight-year tax abatement and provisions for offsite drainage.

Rio West Business Park is a high-density office park that created new jobs and corporate offices in an area challenged by overflight restrictions of Sky Harbor Airport. Tenants include America/US Airways and Beazer Homes. Two limited service hotels are adjacent to the project.

Rio West is a five minute drive from Sky Harbor International Airport and Arizona State University, and is located one mile from the 202 freeway.

The Grand at Papago Park Center



The Grand at Papago Park Center

The Grand at Papago Park Center is a 58 acre mixed-use development, offering "shovel-ready" parcels with over 3.1 million square feet of space designed for office, retail and hotel uses.

The project has a 10-25 year growth horizon to projected build-out.

The Grand site is a five minute drive from Sky Harbor International Airport and Arizona State University, and is located adjacent to two light rail stations and the 202 freeway.

Liberty Center



Liberty Center

Liberty Center is a one million square foot, mixed-use development, featuring both office and flex-space, and follows the completion and occupancy of Rio West Business Park.

The project is currently under construction on land acquired by the City of Tempe over 15 years ago and recently sold for the purpose of job creation, the attraction of corporate offices, and continued growth of the city's industrial base. The site has a 5-10 year growth horizon to projected build-out.

Liberty Center is a five minute drive from Sky Harbor International Airport and Arizona State University, and is located one mile from the 202 freeway.

Tempe Town Lake



Tempe Town Lake

Through partnerships with state and regional agencies, and an initial \$40M investment, the City of Tempe reclaimed floodplain land for beneficial use as a business park and regional recreation area. Over the next 10 years, the public investment grew to \$200M in total for park, utility and roadway improvements and strategic property acquisitions. These investments have yielded over \$1.3B in private capital investment in the project since 2000 and annual revenues from jobs, events, tourism, and construction activity of over \$5M.

The project has another 15 to 25 years of growth to projected build-out. Arizona State University is re-purposing land adjacent to the project for office/industrial/housing redevelopment over the next 30 years.

The project is located five minutes from Sky Harbor Airport, and adjacent to the 202 Freeway, two light rail stations, and Arizona State University.

2008 GENERAL PLAN LAND USE MAP FOR NORTH SPECIFIC AREA PLAN:



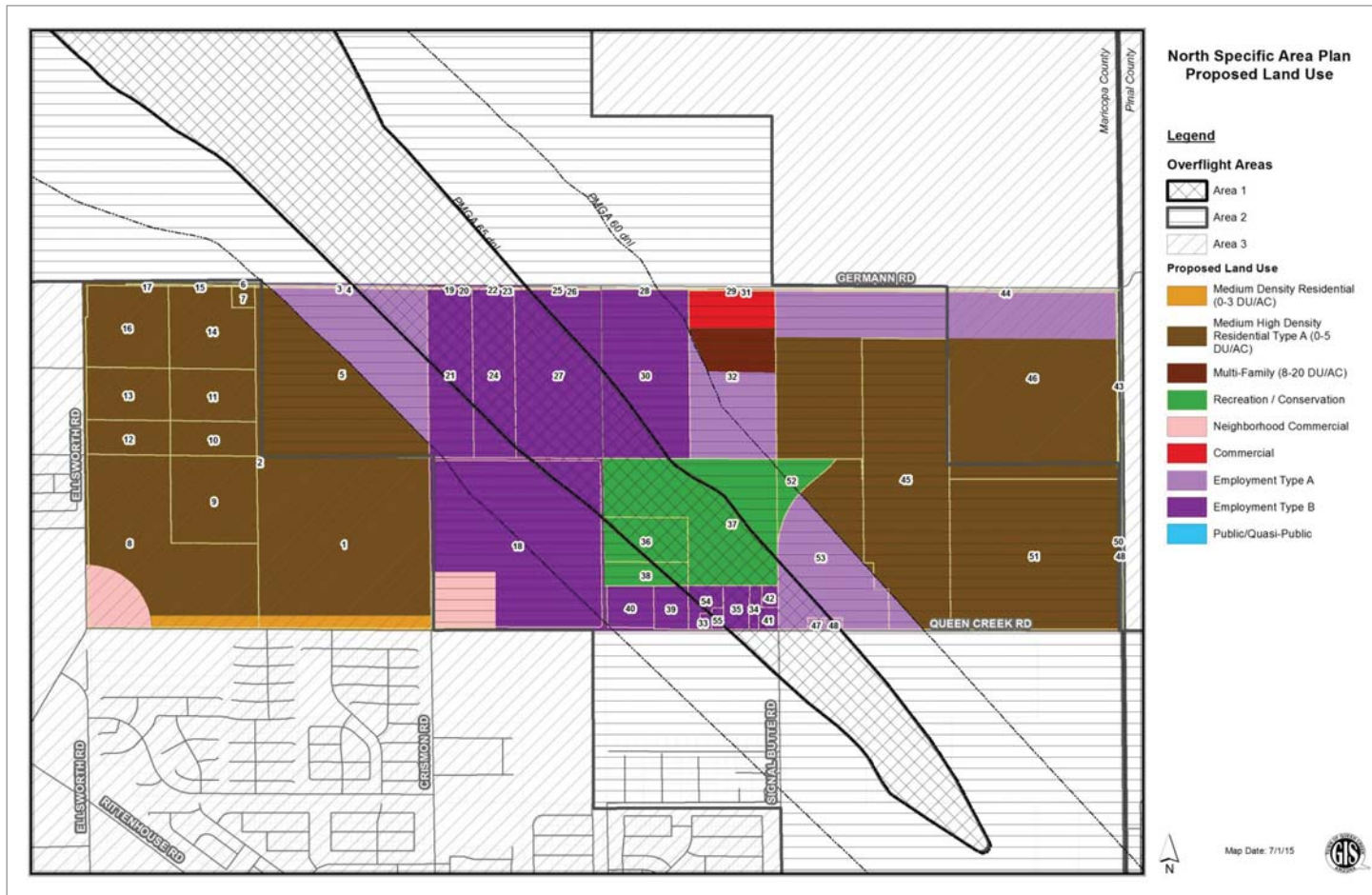
1,132 Acres currently designated for Employment/Industrial use

AREA STUDY EXHIBIT USING 2008 GENERAL PLAN:

This exhibit is used strictly as an area capacity study to depict the land capacity of the Town's current industrially designated lands per the adopted 2008 General Plan for the North Specific Area Plan. This exercise considers the land area independent of its proximity to transportation realities (car, rail, air); current demographics; taxing structures; or clustering.



PROPOSED LAND USE MAP FOR NORTH SPECIFIC AREA PLAN:



677 Acres designated for Industrial use

AREA STUDY EXHIBIT USING NORTH SPECIFIC AREA PLAN LAND USE MAP:

Similarly, this exhibit is strictly an area capacity study to depict the land capacity of industrially designated land in this NSAP.



ECONOMIC DEVELOPMENT GOALS



- Goal 1** Encourage developments in north Queen Creek that are compatible with Phoenix-Mesa Gateway Airport (PMGA) and provide areas for regional economic development.
- Goal 2** Recruit employers and businesses that use or could benefit from the close proximity of PMGA, SR 24 and the regional freeway system and/or the ASU Polytechnic campus.
- Goal 3** Work with landowners to develop a plan to advance infrastructure to enhance the competitiveness and absorption rate of employment in the North SAP area.
- Goal 4** Support the reduction of Queen Creek's over supply of employment land by narrowing employment uses within restricted overflight areas.
- Goal 5** Provide areas for local retail development to prevent retail sales leakages and promote the capture of retail sales tax.
- Goal 6** Encourage a range of residential densities to support local retail and enhance our sales tax base.

Chapter 4 Land Use

LAND USE

PURPOSE OF THIS CHAPTER

This chapter serves to establish a new mix of recommended land uses that should be considered to advance the goals of this NSAP.

Major needs addressed in the development of this chapter include:

- Designated uses for land
- Compatibility between land uses
- Impacts to PMGA operations and the permitting of construction in the PMGA area of influence

EXISTING LAND USE

The current General Plan designates for the 1,920 acres in the North Specific Area as a major industrial and employment center, with majority of the land use identified as "Employment A" (light industrial) and "Employment B" (heavy industrial). The intent of these designations is to facilitate the development of employment/job producing uses, while simultaneously limiting residential growth in the areas south of the runways at PMGA.

The other General Plan land uses within this boundary include: Medium Density Residential (0-3 DU/AC); Medium-High Density Residential (MHDR) Type A (0-5 DU/AC); Neighborhood Commercial; Community Commercial; Commercial; Public/Quasi-Public; and Recreation/Conservation.

2008 GENERAL PLAN LAND USE PLAN:



The current Land Use plan does not reflect adjustments made to the Town's East Park site. The NSAP proposed land use plan reflects the redistribution of park lands, while designating land uses for the former park site.

LAND USE AND ZONING ENTITLEMENT

There is a significant incongruity between the General Plan and current zoning entitlements of the properties within the NSAP. The current zoning entitlements the NSAP property owners have rights to allow for construction of single family homes on approximately 40% of these three square miles, which are distributed in all three overflight areas.

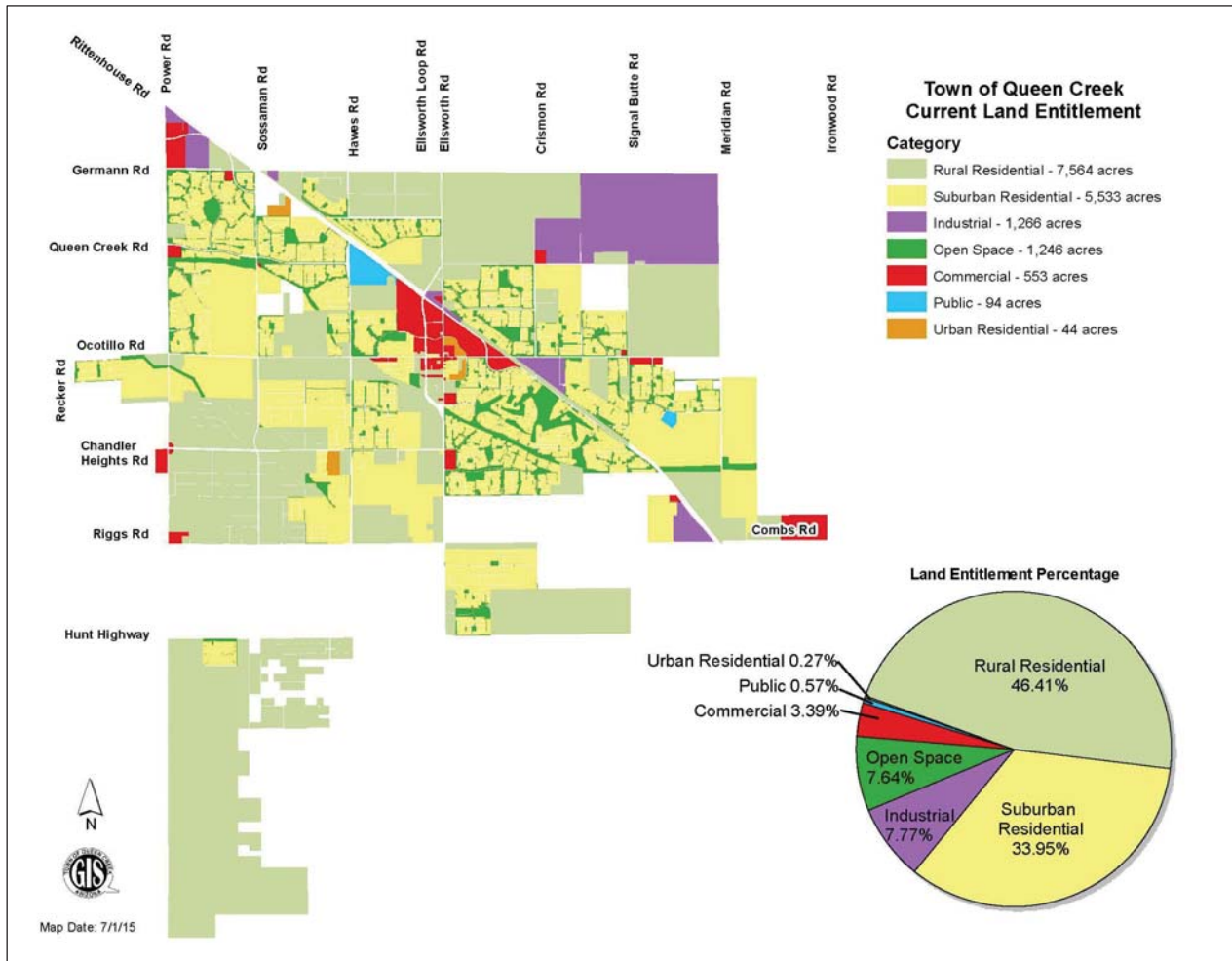
As evidence of this incongruity, a single family residential development project, on a site not far outside of the NSAP area, where the General Plan called for industrial uses but the underlying zoning is residential is now in construction. There is no reasonable expectation that the same circumstances and development pressures would not apply to these NSAP properties. The Town is not in the regulatory position to dictate other development types on lands that currently enjoy residential zoning rights.

CURRENT ZONING MAP:



CURRENT ZONING MAP:

This map shows the mix of existing zoning designations for properties in the Town.



PMGA OVERFLIGHT AREA MAP:

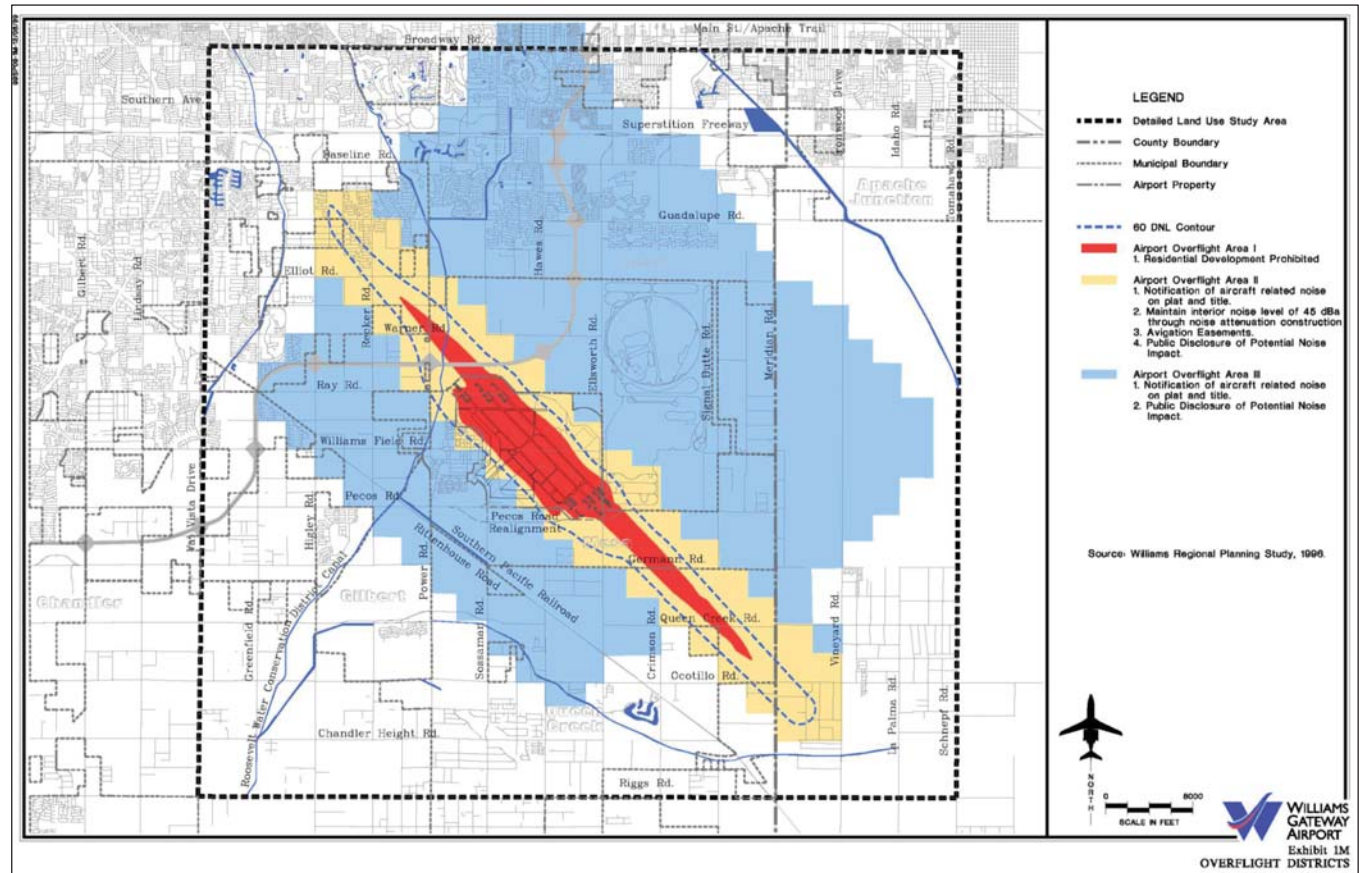
In 1996, the Williams Regional Planning Study (WRPS) was completed on behalf of the partner agencies that make up the former Williams Redevelopment Partnership, which included the Town Queen Creek. This study was adopted by the Town Council (Resolution 115-96) to show its desire to protect the economic development potential of the airport and promote compatible land uses while also supporting the property rights of land owners.

The Town committed to modify existing planning and zoning documents to support the recommendations contained in the study. These modifications included establishment of an Airport Overflight zoning district that outlined notification requirements and development standards for affected properties.

The study included this map as an exhibit. It depicts the established 60 and 65 DNL noise contour lines. DNL is the day-night average sound level, established by the Federal Aviation Administration, to measure noise exposure. The map also depicts the additional area that slightly expanded the overflight areas by an additional ½ mile “squared-off” boundary for ease of enforcement of the required Airport Overflight Areas.

It is important to note that at the time the study was completed, the information

provided as part of the research study included Queen Creek’s 1996 General Plan which showed the entire three-square-mile area that is included in the NSAP as Employment Use. Underlying zoning within those three square miles then and now includes single family residential uses. This area has since been modified in subsequent General Plan editions to arrive at the General Plan the Town maintains today.



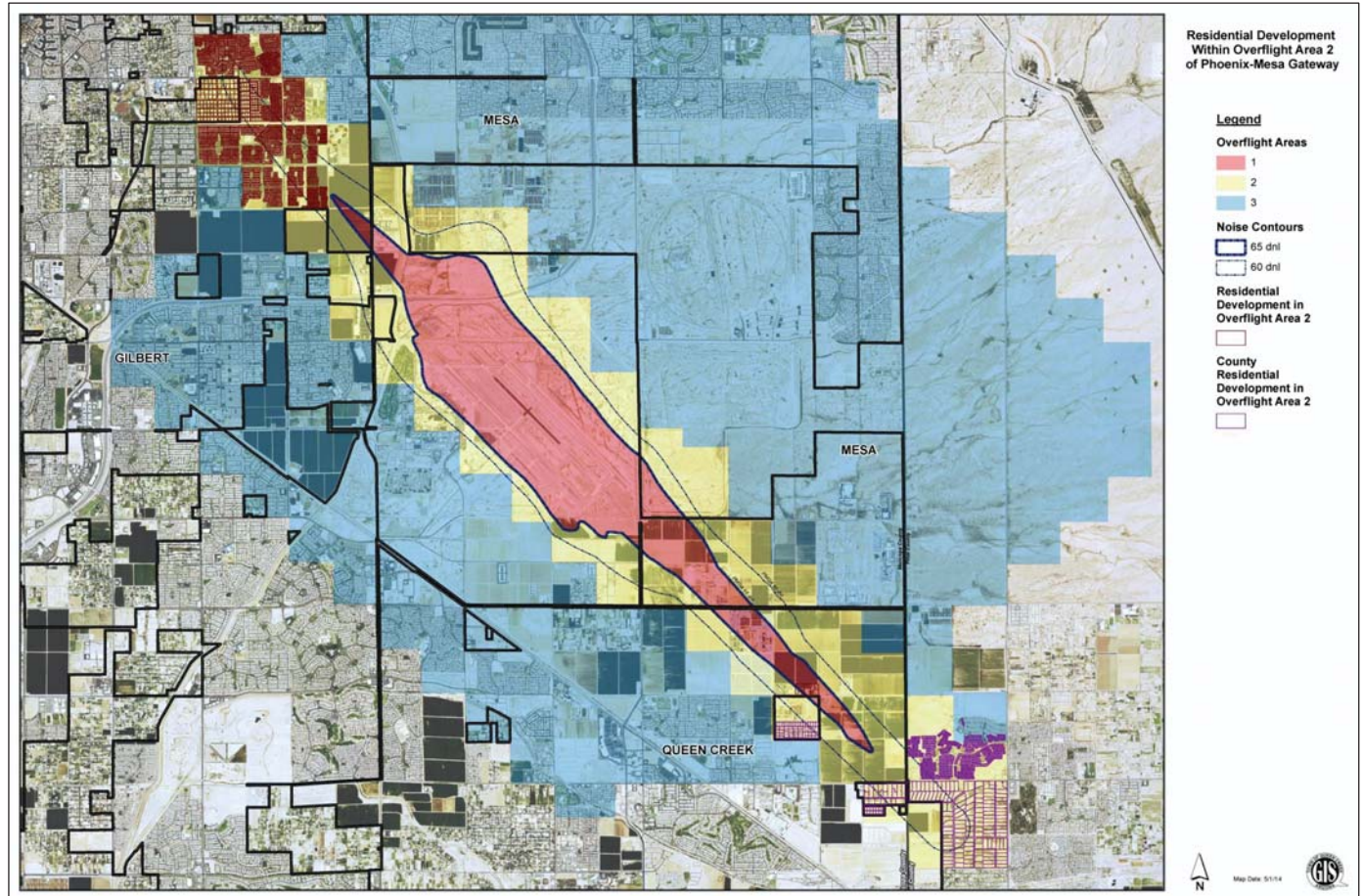
AIRPORT OVERFLIGHT AREA

This map depicts the existing residential structures identified in Town of Gilbert and Town of Queen Creek within the Airport Overflight Area 2 (AOA2) zone and noise contour lines surrounding PMGA.

Due to historical development patterns and regional growth, the Town of Gilbert has a significant number of homes in AOA2, and within the 60 DNL contour line. The North side of PMGA has homes as close as two miles from the end of the runway. In comparison, proposed residential development in the Town's NSAP area is 1.4 to 3.7 miles from the end of the runway, and proposes no future residential growth inside the 60DNL line.

Queen Creek remains committed to protecting the long term success of PMGA. The land use plan in this NSAP seeks to achieve a balance between mitigating the potential for noise conflicts that exist today, while establishing a development plan that makes sense for Queen Creek's long term growth and sustainability.

RESIDENTIAL LOTS IN AIRPORT OVERFLIGHT AREAS:

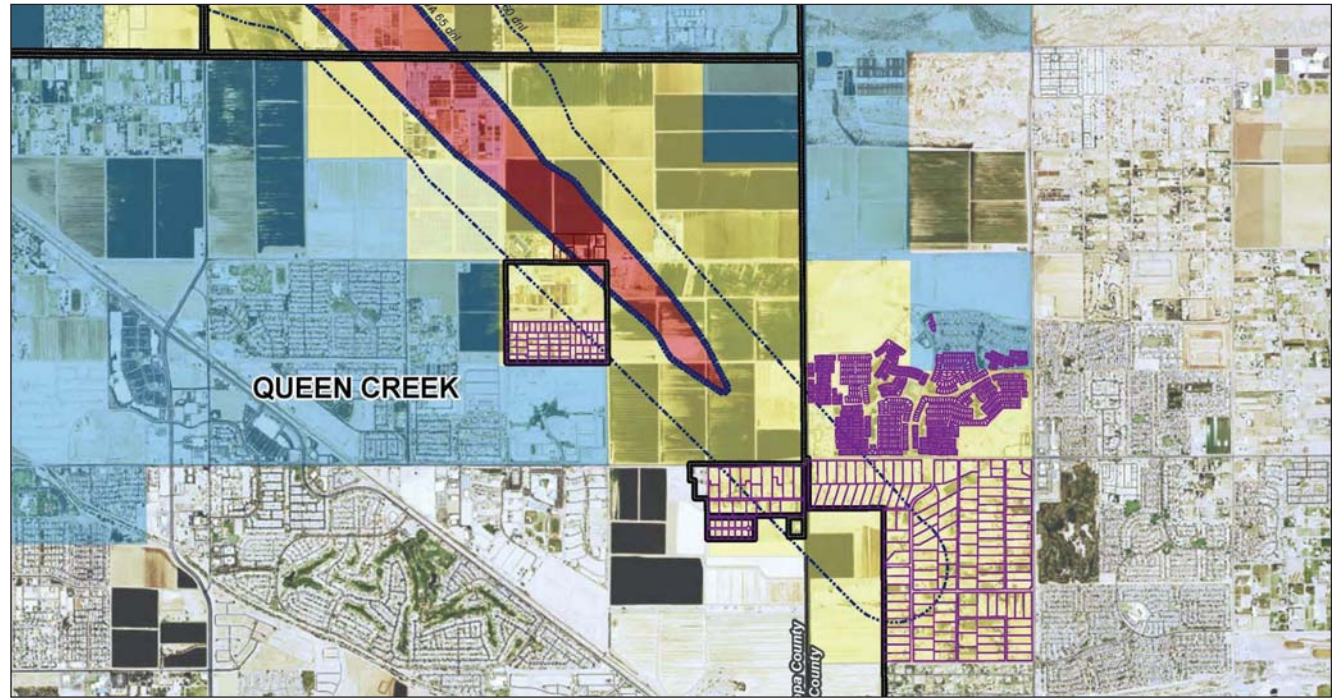


QUEEN CREEK OVERFLIGHT AREA

At the Queen Creek end of the PMGA runway, there are currently residential structures within Areas 1 and 2. Current zoning on these properties would allow an additional 140 residences in Area 1 and 100 residences in Area 2. With the adoption of the NSAP, and properties subsequently re-zoned into conformance with the NSAP, zero residential properties would develop in Area 1 or within the 60 DNL for the NSAP. Future residences would only be permitted outside the 60 DNL in the North Specific Area Plan (NSAP).

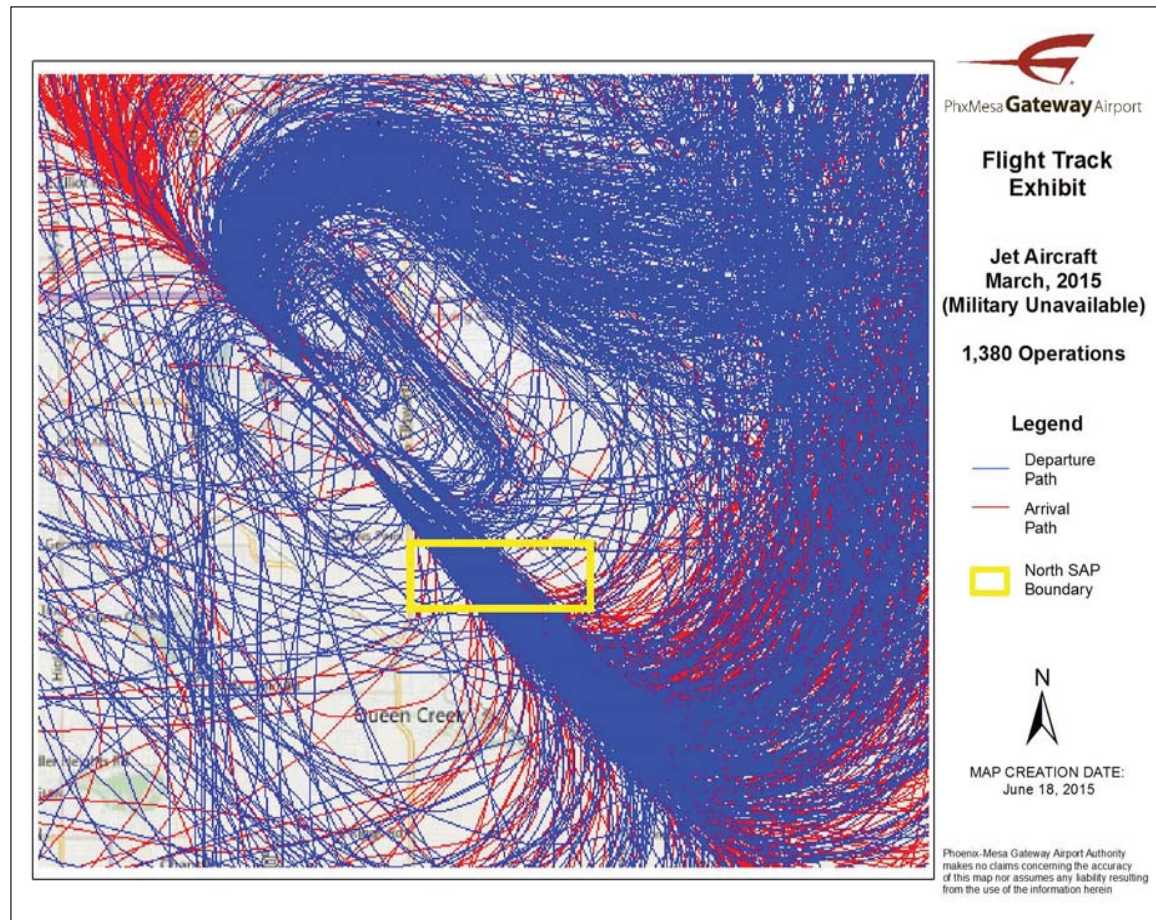
Potential Residential Lots within Overflight Areas			
	Area 1 65 DNL	Overflight Area 2 Inside 60 DNL	Overflight Area 2 Outside 60 DNL
Existing Land Use			
Existing Homes	7	111	1,025
Future Land Use			
Maintain 2008 General Plan	140	100	80
With North SAP	0	0	1,392

QUEEN CREEK RESIDENTIAL LOTS IN AIRPORT OVERFLIGHT AREAS:



PMGA FLIGHT PATHS

This map depicts the radar flight tracks of non-military jet aircraft take-offs and landings (operations) out of Phoenix-Mesa Gateway Airport during the month of March, 2015. This includes 1,380 total jet operations, whose routes are directed by Air Traffic Control. General aviation (propeller and rotor) operations are not included in the exhibit. Phoenix-Mesa Gateway Airport arrivals and departures are largely routed away from Phoenix Sky Harbor airspace. Aircraft utilizing the Airport's Instrument Landing System (ILS) arrive from the south, aligning with the runway and passing over Queen Creek.



LAND USE MIX IN NSAP

It is advantageous for the Town to have a variety of land uses to achieve economic and social benefits, however it is necessary to have a balance and appropriate relationship between different land uses in order to avoid conflicts and achieve harmonious land use pattern within the Town.

Reflecting on the work in the previous chapters of this NSAP, the appropriateness of the existing land use arrangements and patterns in the north specific area as identified in the 2008 General Plan has yielded issues and concerns related to land use:

- The area is heavily zoned with industrial and employment uses
- Significant residential development potential exists in all three over-flight areas
- Lack of identified internal and regional connectivity
- Lack of identified mix of density for residential land uses
- Standard transitional buffer zones may not be adequate between industrial and residential areas

The North Specific Area is envisioned as Live/Work/Play center providing a coordinated development between residential, employment and commercial uses. With the current land use patterns called for in the General Plan, challenges exist to create vibrant and livable communities with employment opportunities and mixed residential densities.

The largest apparent challenge is the large supply of designated employment land in this NSAP. Compared to other segments of the Gateway region, Queen Creek is the furthest away from critical freeways, and has the least developed local roads and infrastructure, presently placing the employment center at a competitive disadvantage.

This NSAP begins to address this circumstance by establishing employment land use acreages at levels that can be absorbed in

harmony with Town growth and build-out. At the same time, by increasing residential land use opportunities in this NSAP at the east and west ends, a condition is promoted where earlier development of critical roads and utility infrastructure necessary is promoted to bring industrial property from its current un-marketable condition, closer to “shovel ready” for development and job growth.

The effort to develop this NSAP has brought together property owners, Town staff, and consultant teams for the first time to address these and other challenges in a deliberate way with consideration of shared needs, desires, and aspirations. Additional aspects of this plan include:

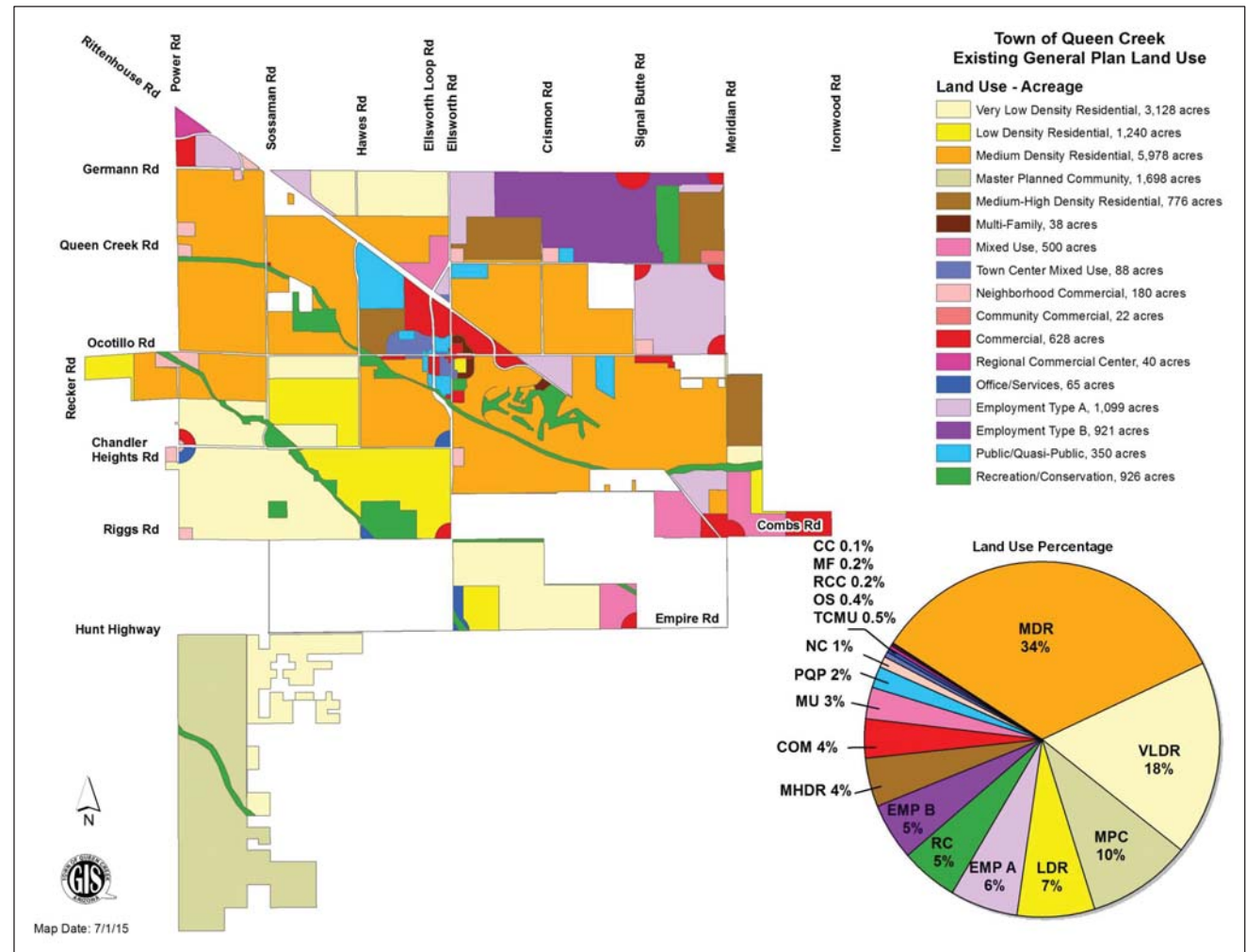
- The provision of short- to mid-term development opportunities on the sites designated for housing communities now, leading to longer terms opportunities for employment in pace with our regional marketplace.
- Town East Park site development that works in concert with the East Mesa Drainage plan, and provides the potential to maintain a balance of living and recreational opportunities that our current and future residents expect and deserve.
- The recognition of needed transitional zones between two different types of land uses in order to achieve a balanced land use pattern, and minimize future conflicts
- The provision of water and sewer infrastructure to employment lands in the NSAP from the housing opportunities presented to the east and west of the NSAP (more on this in Chapter 6, Infrastructure).

An updated streets plan for the NSAP that takes into account the need to identify collector streets, future transportation corridors, and address the burden of “cut-through” traffic in our community (more on this in Chapter 5, Transportation).

EXISTING LAND USE MIX

The map below shows the various categories of land uses in the General Plan as adopted in 2008, and provides a breakdown of the existing acreage in each category.

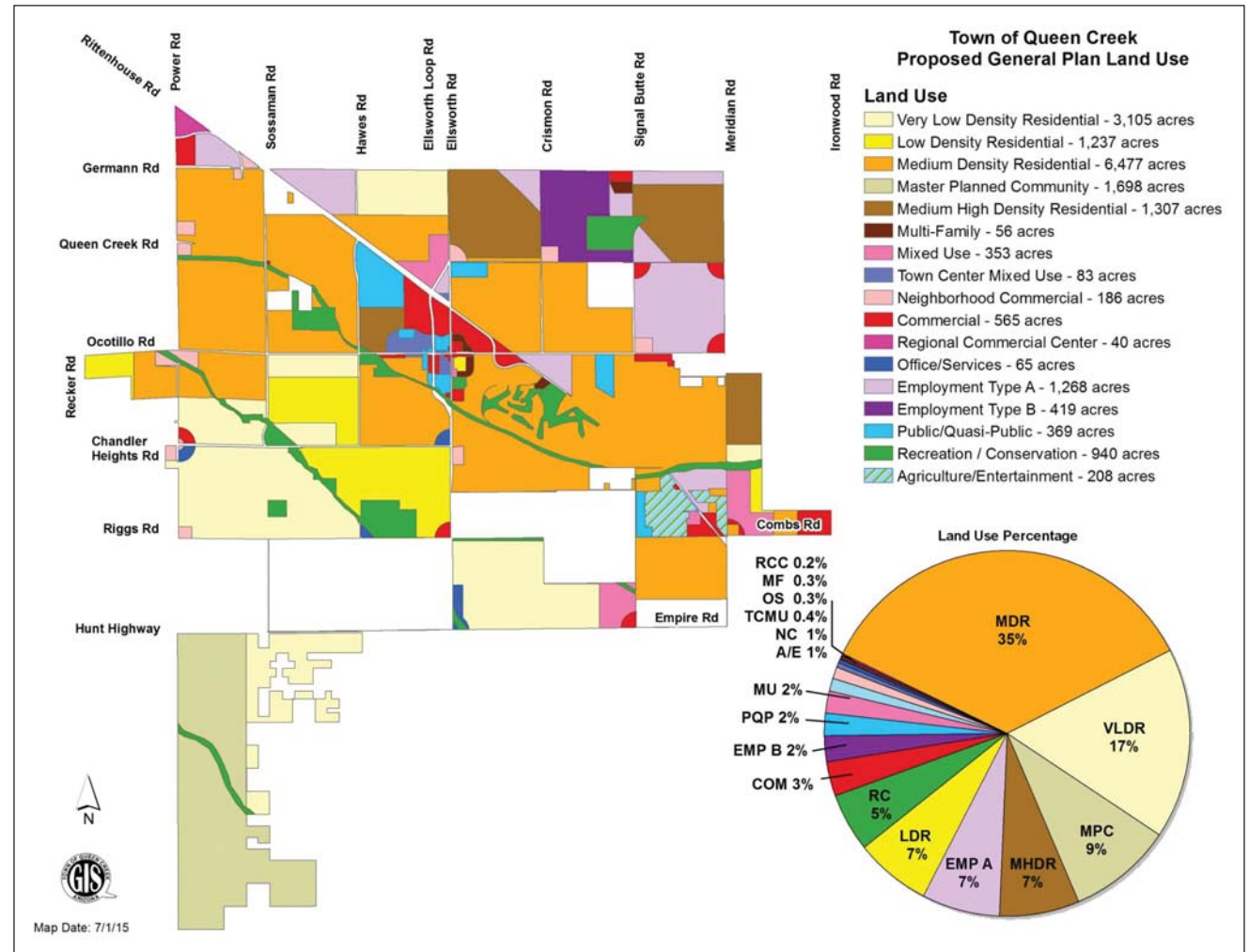
2008 GENERAL PLAN MAP:



PROPOSED LAND USE MIX

In comparison, this map shows the same information as the previous map throughout the town, and incorporates the proposed land uses for the North Specific Area Plan and the South Specific Area Plan.

2008 GENERAL PLAN MAP WITH PROPOSED LAND USE MIX:



PROPOSED LAND USES

The new land use pattern has been proposed to better address the efficient use of the land in the North Specific Area that can further the Town's goals for responsibly managing continued growth.

The new land use pattern is projected to provide a balance between industrial opportunities and mixed residential density, along with preservation and expansion of open space features and integrating the regional trail network (more on this topic in Chapter 7, Open Space).

The medium high density residential areas will provide comfortable housing for people working in the area who prefer residences close to the identified job centers and the Town East Park site.

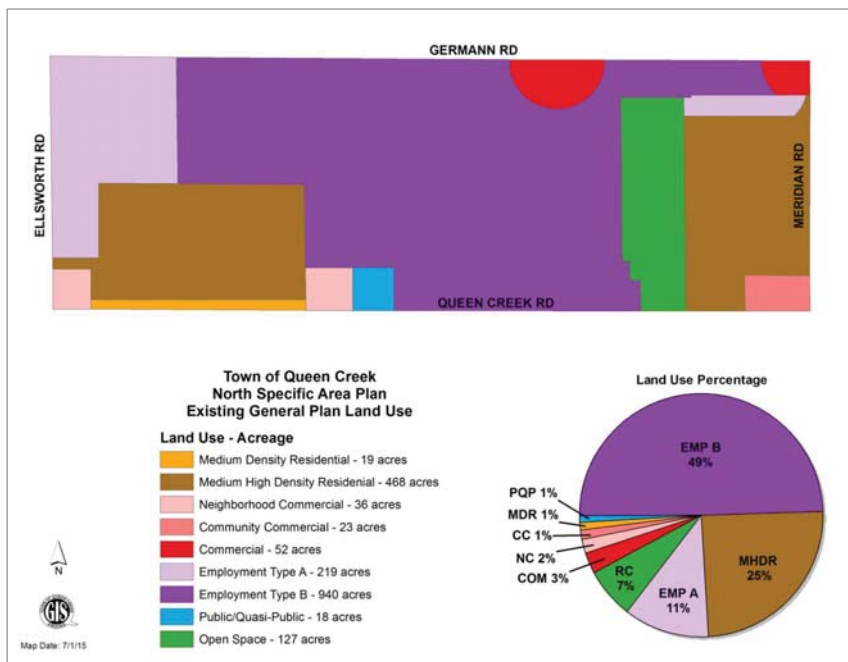
NORTH SPECIFIC AREA PLAN PROPOSED LAND USE MAP:



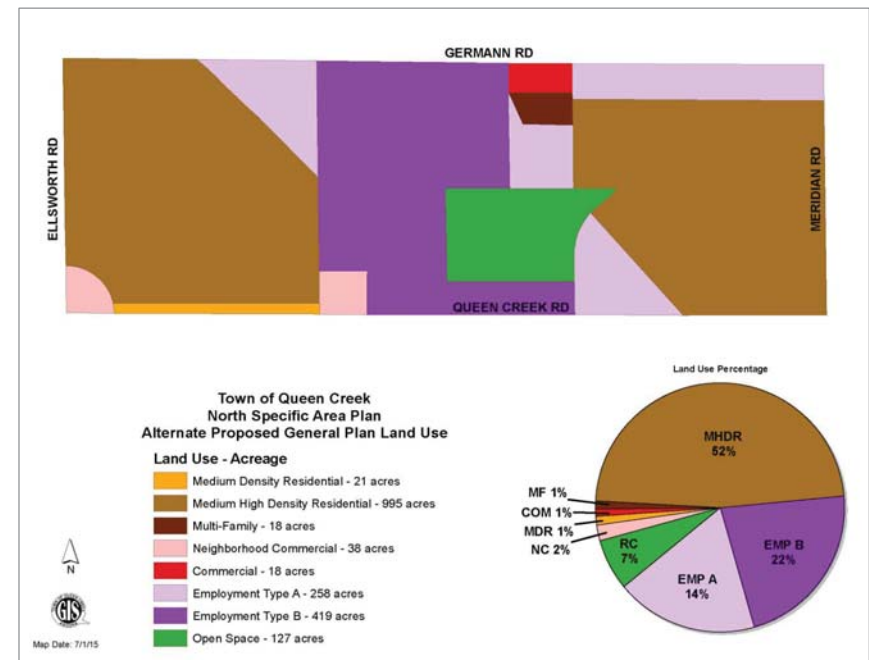
NSAP SUMMARY ANALYSIS

Shown here is a summary of the current General Plan land use information in a side-by-side comparison with the proposed land uses for the three square miles in the North Specific Area Plan:

CURRENT GENERAL PLAN:



PROPOSED NORTH SPECIFIC AREA PLAN:



PMGA COMPATIBILITY

The three-square-mile area within the NSAP is also within the Phoenix-Mesa Gateway Airport Authority's (PMGA) Planning Area and overflight zones. PMGA's Noise Compatibility Program from the FAR Part 150 Study was adopted by the PMGA Board on November 16, 2000. This study, along with the 1996 Williams Regional Planning Study, created and updated the Airport Planning Area, planning scenario contours and overflight zones. The updated contours from the Part 150 Study are still used today.

The Williams Regional Planning Study created, and the Part 150 Study later updated, the "stair step" boundaries at the outer edges of the planning scenario contours (60 and 65 DNL) in an attempt to provide specificity and clarity when analyzing land use development proposals in relation to forecasted future noise levels. The contours run diagonally, which can present challenges when owners are considering real estate transactions or development opportunities. The Airport Planning Area's lines follow established or proposed roadway corridors giving more specificity to prospective development that may occur near the overflight contour areas. The resulting "stair step" configuration provides boundaries that do not split across parcels. At the time of their establishment, Queen Creek had few established projects north of the railroad tracks, and a Town population of 4,316 (in 2000). In the overall Airport Planning Area, the population has grown 155%, from approximately 92,000 in 2000 to approximately 234,000 in 2010.

As cited in the Town's current General Plan, residential uses are discouraged within the 60 DNL planning scenario noise contour. The Town's General Plan and the PMGA planning studies result in land use conflicts. The desire for growth and development are likely to result in incompatible development as planned for in 2000. The NSAP lands have a similar arrangement and development pressures.

One objective of this NSAP is to recognize this fact, and adjust the plans accordingly to obtain the best possible outcomes for the Town, PMGA, and owners who have short, near, and long-term desires to build out their properties.

HOW THIS NSAP ADDRESSES COMPATIBILITY

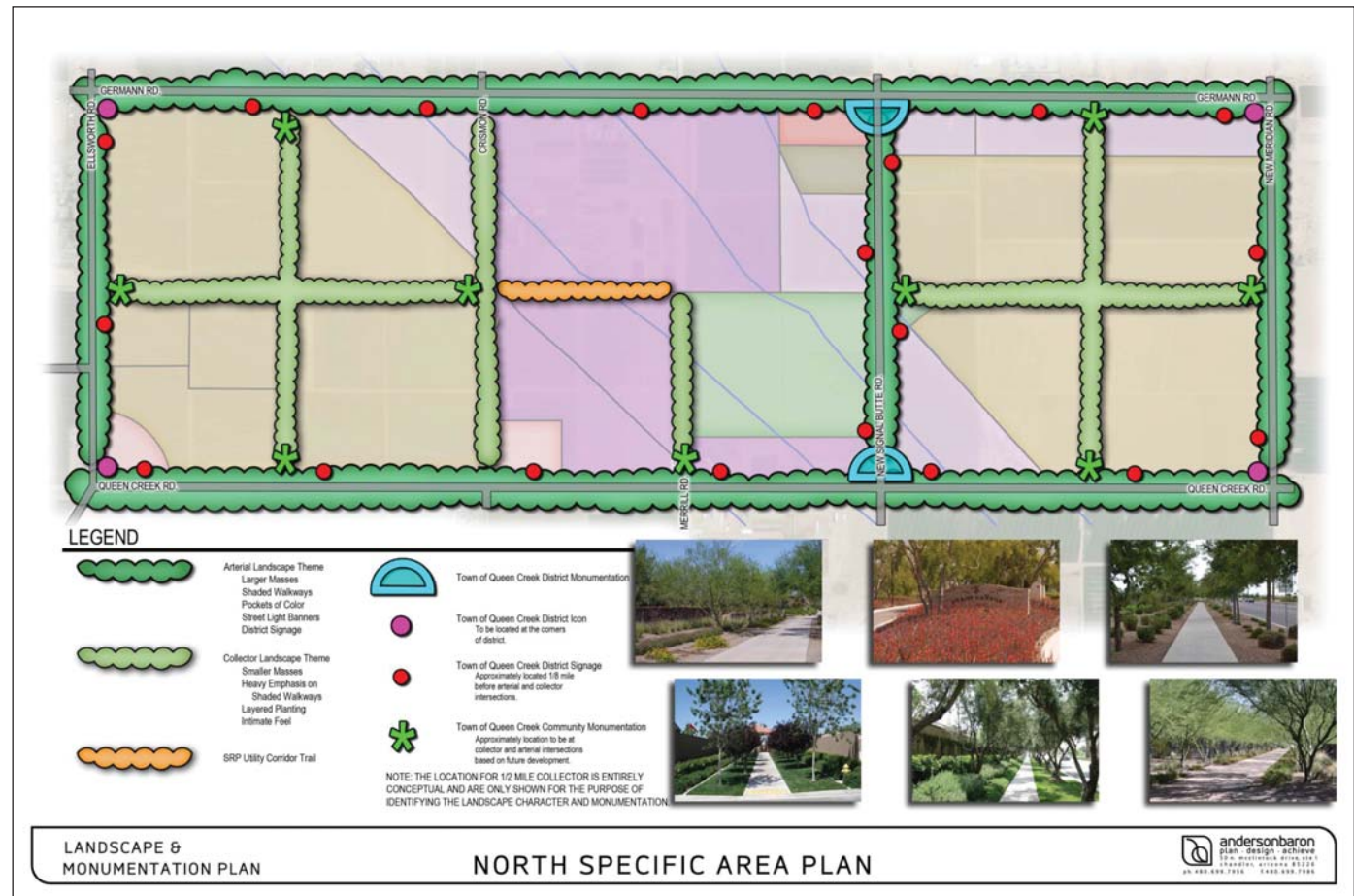
1. Consolidates properties designated industrial "in the middle" of the study area, under the most impacted flight operation area.
2. Removes General Plan residential designation of lands within the 60 DNL planning scenario noise contour.
3. Provides a single, current, coordinated vision for desired land uses plan from the major property owners in the NSAP.
4. Relocates the Town East Park site to introduce a more compatible land use within planning scenario noise contours.
5. Encourages property owners to re-zone land currently designated residential within the 60 DNL planning scenario noise contour to be in conformance with this NSAP.

LAND USE BUFFER ZONES

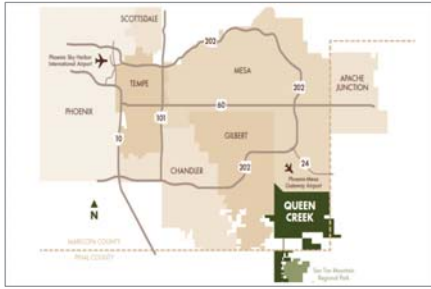
Buffers are a key component when locating non-compatible land uses adjacent to one another, such as Heavy Industrial adjacent to Residential. These buffers can take on various forms. In addition to landscaped open space areas, buffers can take the form of roads; utility corridors; local or regional storm water management systems; or parks or other compatible uses. The use of can create use compatibility, develop more pedestrian friendly communities, and enhance the quality of neighborhoods.

Special attention should be paid to the implementation of buffers between lands designated for heavy industrial uses and those that are designated for single family residential uses. In all likelihood, residential development will precede industrial growth within the NSAP. Residential developments should take the surrounding planned land uses into consideration when developing their properties. Open spaces, roads, and on-site retention should be considered adjacent to non-compatible land uses to minimize the number of residences in proximity to the non-compatible land use.

Residential properties are required to implement the Town's required buffering standards. When possible, opportunities should be discussed to use those standards to mitigate future conflict between existing residential and future industrial uses. It is anticipated that residential projects should fully landscape buffers adjacent to industrial properties to allow time for landscaping to mature in advance of industrial development.



LAND USE GOALS



Goal 1 Promote compatible land uses that protect the vitality and growth of Phoenix-Mesa Gateway Airport.

- Discourage new residential uses within Airport Overflight Zones 1 and the 60 DNL.
- Consider standard conditions of approval for Overflight Area 2, outside the 60 DNL:

New projects located within Overflight Area 2 that include a noise sensitive use shall comply with the following:

- Final Plat shall note the potential for objectionable aircraft noise.*
- Sales offices for new single-family residential shall give notice to prospective buyers that the project is within an overflight area.*
- Leasing offices for new multi-family residential shall give notice to prospective lessees that the project is within an overflight area.*
- Public reports filed with the Arizona Dept. of Real Estate shall disclose the location of the Airport and potential aircraft overflights.*
- Construction of any human-occupied buildings shall consider Town recommended Noise Level Reduction (NLR) construction.*
- Owners of the new project shall execute an Avigation Easement with the recordation of the final plat or approval of a final site plan.*
- Properties located in this Overflight District may still be located within the 65 DNL. These properties shall be deed restricted denoting the 65 DNL.*

- Focus higher intensity and industrial oriented uses in established overflight zones.
- Establish land use boundaries along identified geographic boundaries.
- Protect against uses and features that could result in wildlife attractants or excess glare in established overflight zones.
- Coordinate with Phoenix-Mesa Gateway Airport Authority staff in the review of proposed projects within the North SAP area.

Goal 2 Bring forward for Town Council consideration recommendations and policies of Phoenix-Mesa Gateway Airport Land Use Compatibility and related studies.

- Restrict development of buildings or structures whose maximum structure height creates an obstruction by exceeding or penetrating Phoenix-Mesa Gateway Airport procedure surfaces.
- Review and adopt a shared definition of maximum structure height.
- Develop coordinated review procedures with Phoenix-Mesa Gateway Airport Authority staff in for projects within the North SAP area, so that PMGA may provide timely comments to recommend for compatible developments within the NSAP.



- Revise checklists and procedures to be submitted to the Town for applications within designated overflight areas.
- Continue to encourage compatible uses in open spaces and recreation areas under overflight zones.
- Utilize guidelines and implementation strategies to protect the airport and its navigable airspace as the Town grows.
- Provide educational opportunities for future residents to understand the noise impacts on the community before they move to the area.
- Work with PMGA to incorporate airport protection measures to future project approvals within the NSAP to include coordinated development review; height, noise, and overflight considerations.

Goal 3 Provide acknowledgement and notification of noise generation and overflight activity from Phoenix-Mesa Gateway Airport operations:

- Consider noise implications and use of appropriate noise mitigation techniques in the design and location of new projects.
- Require completion and filing of noise disclosure statement to acknowledge presence of airport associated noise generation.
- Require completion and filing of aviation easement allowing rights and protections of overflight activity over the property.
- Coordinate with Phoenix-Mesa Gateway Airport Authority staff in review of proposed projects within the North SAP area.

Goal 4 Continue coordinating with PMGA staff for future land use planning, capital improvement programs and other future growth management plans for the lands near PMGA.

Goal 5 Establish notification and disclosure procedures to developers and future residents regarding planned industrial uses within the NSAP.

Goal 6 Advance efforts to re-designate and rezone properties to conform to this Specific Area Plan.

Chapter 5 Transportation

TRANSPORTATION

Purpose of this Chapter

This chapter serves to establish what considerations and revisions should accompany a new land use mix from our transportation program:

- **What dollars should be spent in the near, mid, and short term to support the desired land uses and vision?**
- **What changes need to be considered for this area, given what is happening in our surrounding communities?**

CURRENT ARTERIAL STREET PLAN

Queen Creek was originally developed as a rural residential and agricultural community. With increasingly rapid growth in the Town, as well as in the nearby areas in Mesa, Gilbert and Pinal County, it became necessary to plan the roadway and other transportation system to accommodate future traffic and avoid the congestion and other transportation related problems in the Town.

The Union Pacific Railroad mainline serving Phoenix passes through the community diagonally, introducing a challenge to systematic arterial access across the Town. The number of available railroad crossings is limited, and so those crossings become key nodes as the Town's transportation system matures.

Regional access to the Town is accessed by major arterial roads linked to State Route 24, the US 60 (the Superstition Freeway) and the Loop 202 (San Tan Freeway), which connect to Interstate 10 and to the Phoenix Metro Area.

CURRENT CHALLENGES and OPPORTUNITES

Applying available resources during the Town's re-emergent growth and development presents an array of opportunities to address immediate, mid-term, and long-term transportation needs.

The hazard of applying available funding exclusively to the immediate needs of the transportation system is that with additional growth and development, those projects will present a diminished return on investment and improved quality of life over the long term.

A balanced approach of mitigating immediate needs while investing in reasonable longer-term transportation infrastructure can ensure road projects can meet the needs of current and future residents.

The volume of commuter traffic seeking to access the regional freeway system through the Town is heavy, relative to locally generated traffic. Planning to minimize this "cut-through" traffic over time can help reduce the costs for maintenance and policing of Town roadways, as well as increasing the quality of life for Town residents.

Air transportation is provided by Phoenix-Mesa Gateway Airport (PMGA), which is located two miles north of Queen Creek's northern boundary. Investment and growth in and around the airport during the past five years has had regional costs and benefits, both direct and indirect for the Town.

With the strong residential and employment growth anticipated in the northern area of Queen Creek, it is important for the Town to plan road transportation in order to accommodate and direct future industrial traffic towards designated roadways. The Ryan Road alignment east of Ellsworth Road and Merrill Road north of Ryan Road may need to be re-planned to accommodate a consolidated commercial and industrial park, with traffic segregated from current and future neighborhoods.

In the long-term, the proposed "North-South Corridor" will act as a reliever and help the Town in reducing the congestion anticipated from the projected regional growth. This corridor will provide direct connection between southern Arizona to the eastern portion of the Phoenix metropolitan area. As a result, there will be improved access to the North Specific Area and increase opportunities for investment.

CURRENT CHALLENGES IN NORTH SPECIFIC AREA PLAN

"THE CURVE"

As a result of previous Major General Plan Amendments, the current General Plan provides for a realignment of Meridian Road through this NSAP area to an alignment with Signal Butte Road at the Queen Creek/Mesa border. The primary force behind "The Curve" was based on Meridian Road further to the south being considered a road of regional significance, moving traffic from San Tan Valley (through the then-proposed regional mall site) northward to connect to Signal Butte Road at the Town's border with the City of Mesa.

ROAD NETWORK PRIOR TO 2015:



Significant changes to the forces that generated this street plan have since occurred:

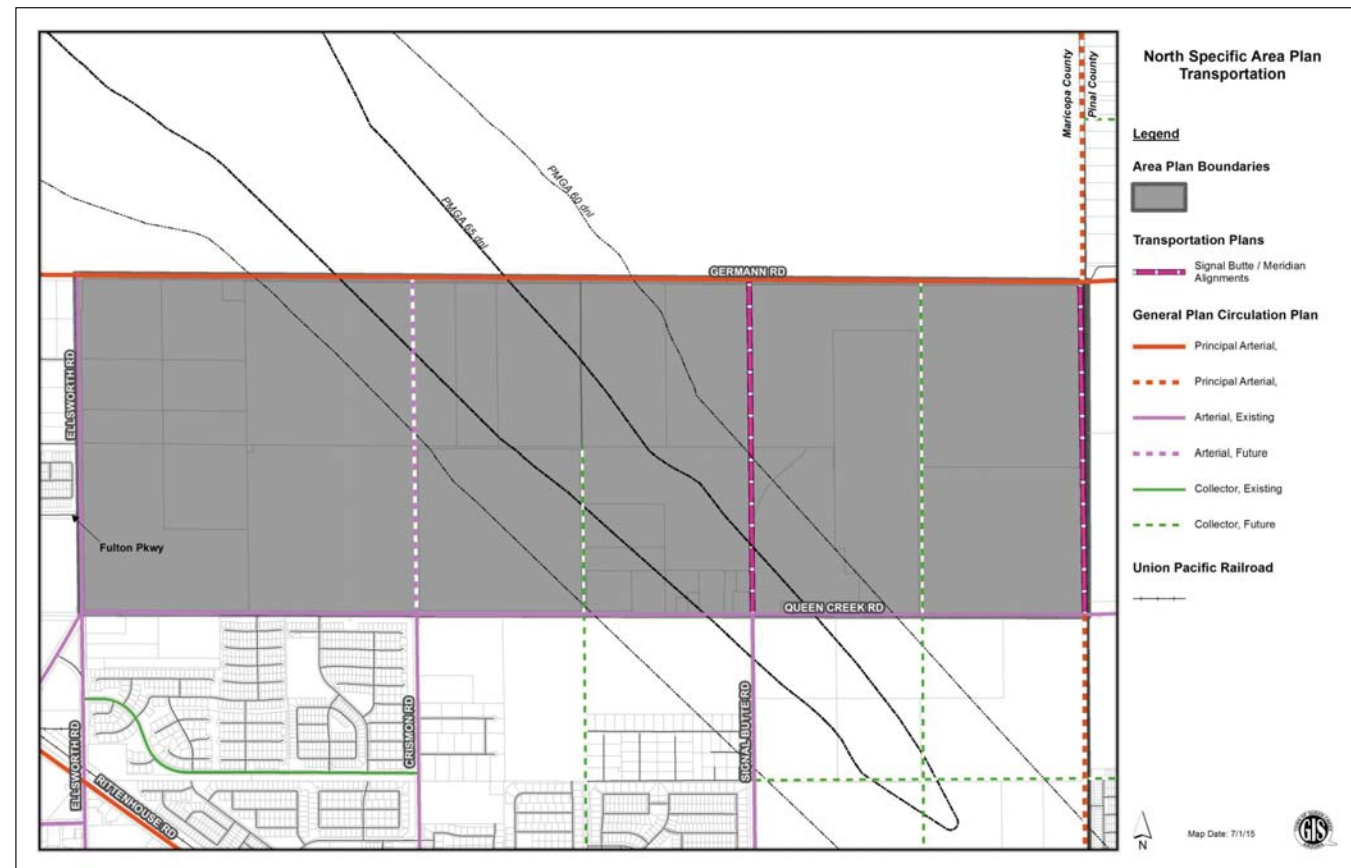
- The extension of SR 24 (also known as Williams Gateway Freeway), places freeway access within two miles of Queen Creek's northern border and has enhanced the community's accessibility.
- A revised Riggs and Meridian Road intersection has been adopted, which breaks up a direct north-south connection for Meridian Road to San Tan Valley. As a result, traffic counts going north on Meridian Road that were projected will now be reduced from those originally envisioned at the time "The Curve" was conceived.
- There is a much stronger likelihood that San Tan Valley traffic will utilize Ironwood Road and SR 24 instead of Meridian Road as a result of the new Riggs and Meridian intersection configuration, and the connection of Germann Road in Pinal County between Ironwood and Meridian Roads.
- "The Curve" encourages cut through traffic from San Tan Valley that should be routed around Queen Creek via the Ironwood/SR 24 connection.
- Much of the benefit that would come from "The Curve," at additional costs, would be temporary in nature, later becoming obsolete when Ironwood Road and SR 24 are connected.
- Increasing turning movement capacity of a more traditional, rectilinear road system can achieve increased travel capacity of "The Curve" at far less cost.
- In addition to added construction costs, "The Curve" causes negative impact to the quality of neighborhood design by bisecting what should otherwise be a very connected, walkable, contiguous community.

PROPOSED ROADWAY

While developing the North Specific Area Plan and analyzing the elements of the plan including the existing and future roadway network, significant consideration was given to the previously determined road alignments. Inter-agency discussions were held with City of Mesa, Maricopa County and Pinal County to identify the most current transportation needs given the shift in development that occurred as a result of the economic recession and updated traffic patterns.

The result of those sessions is the proposed straightened alignment of Meridian and Signal Butte Roads. The roads are now proposed to follow a traditional section line arterial road alignment.

PROPOSED NSAP ROAD NETWORK:

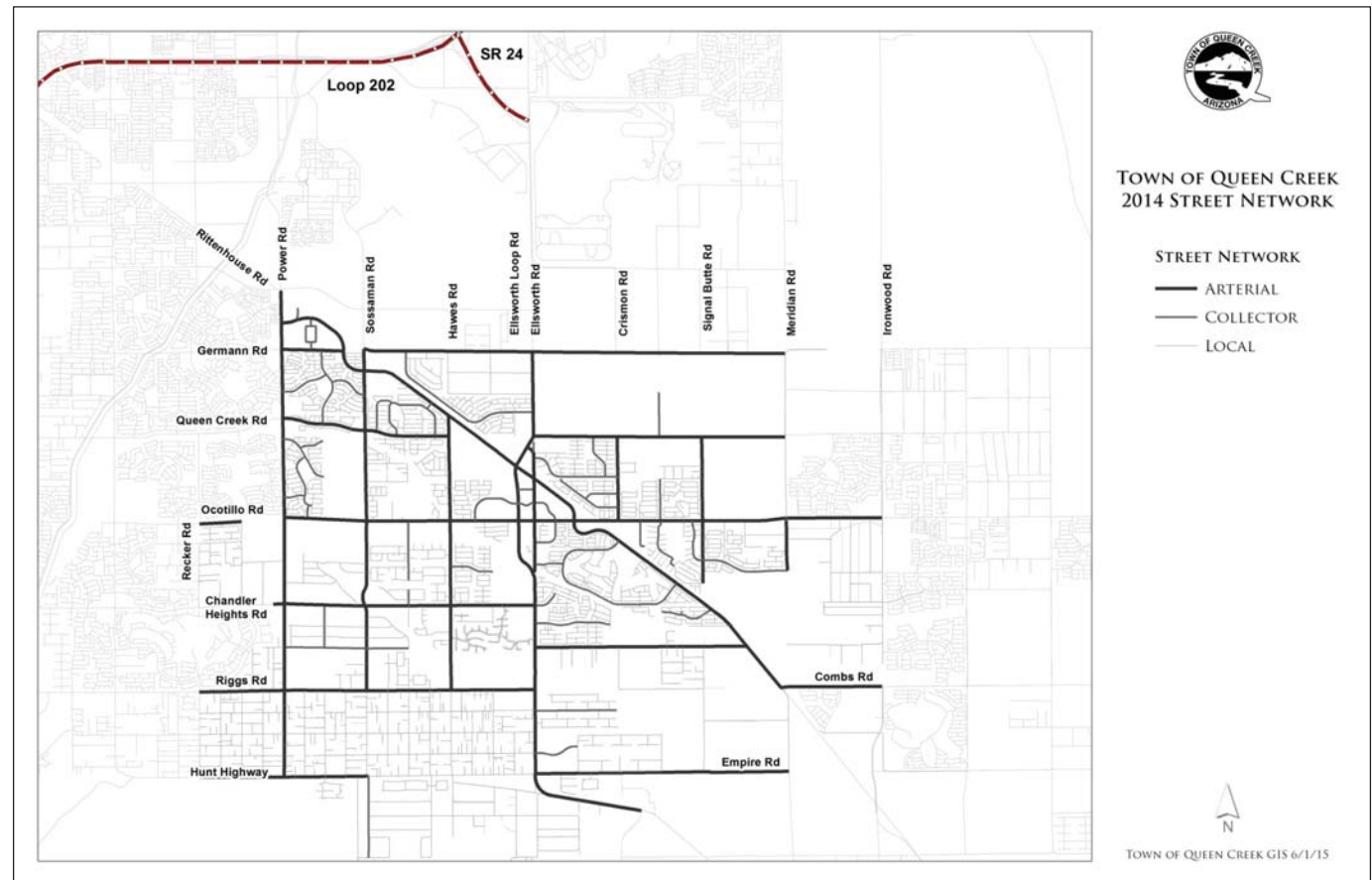


NEAR AND LONGER TERM ANALYSIS

The following series of maps shows the potential for street grid growth over time for the Town.

Series 1: Year 2014

This exhibit shows the current configuration of Town streets. Notice the lack of east-west connectivity between Ellsworth Loop and Ironwood Roads. Residents from San Tan Valley use Ocotillo Road, Rittenhouse Road, and Hunt Highway as preferred routes to the Valley's freeway system as a result of this lack of east-west connectivity in town.





TOWN OF QUEEN CREEK 2014 TRAFFIC FLOWS

STREET NETWORK

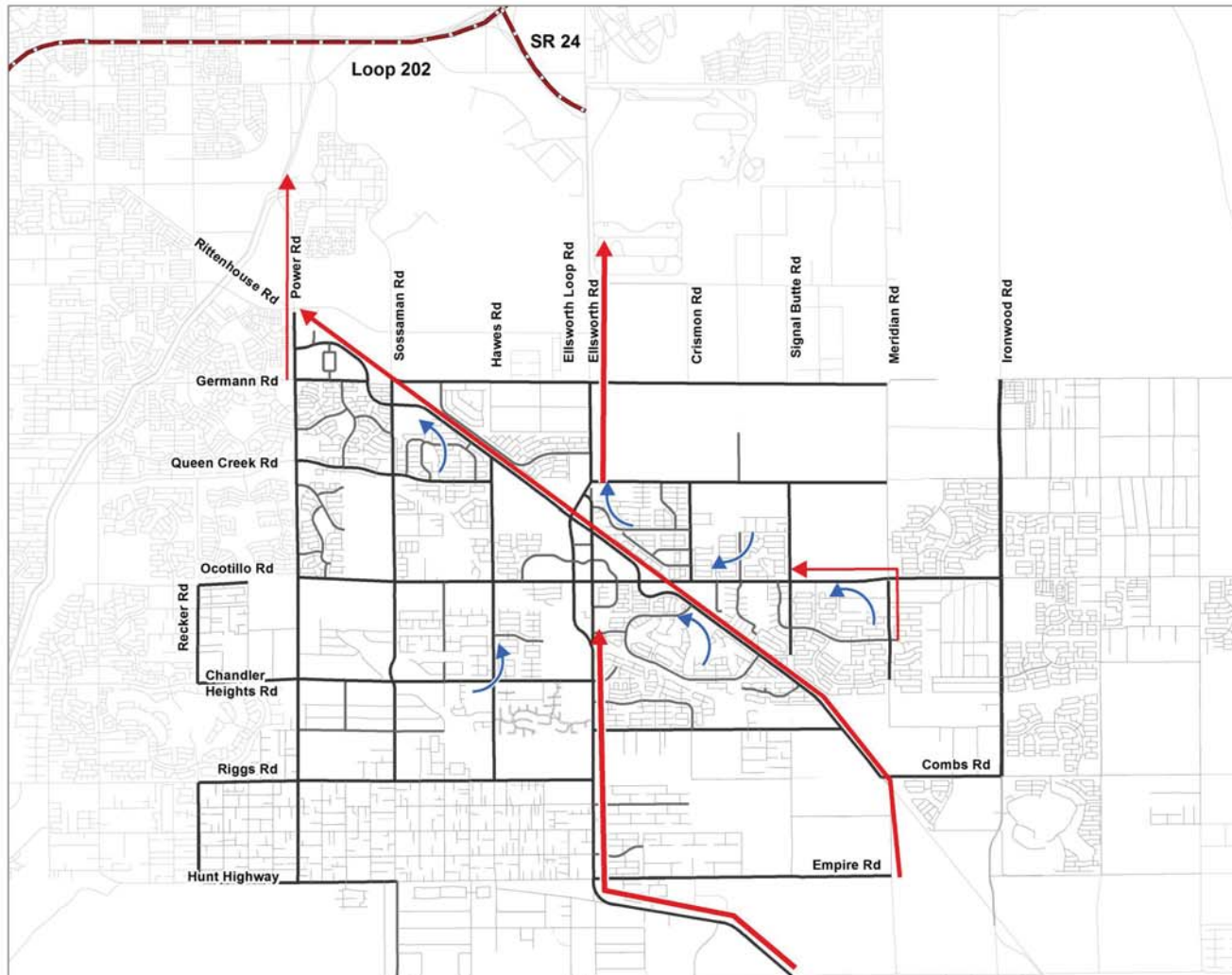
- ARTERIAL
- COLLECTOR
- LOCAL

TRAFFIC FLOWS

- PASS THROUGH TRAFFIC
- NEIGHBORHOOD TRAFFIC



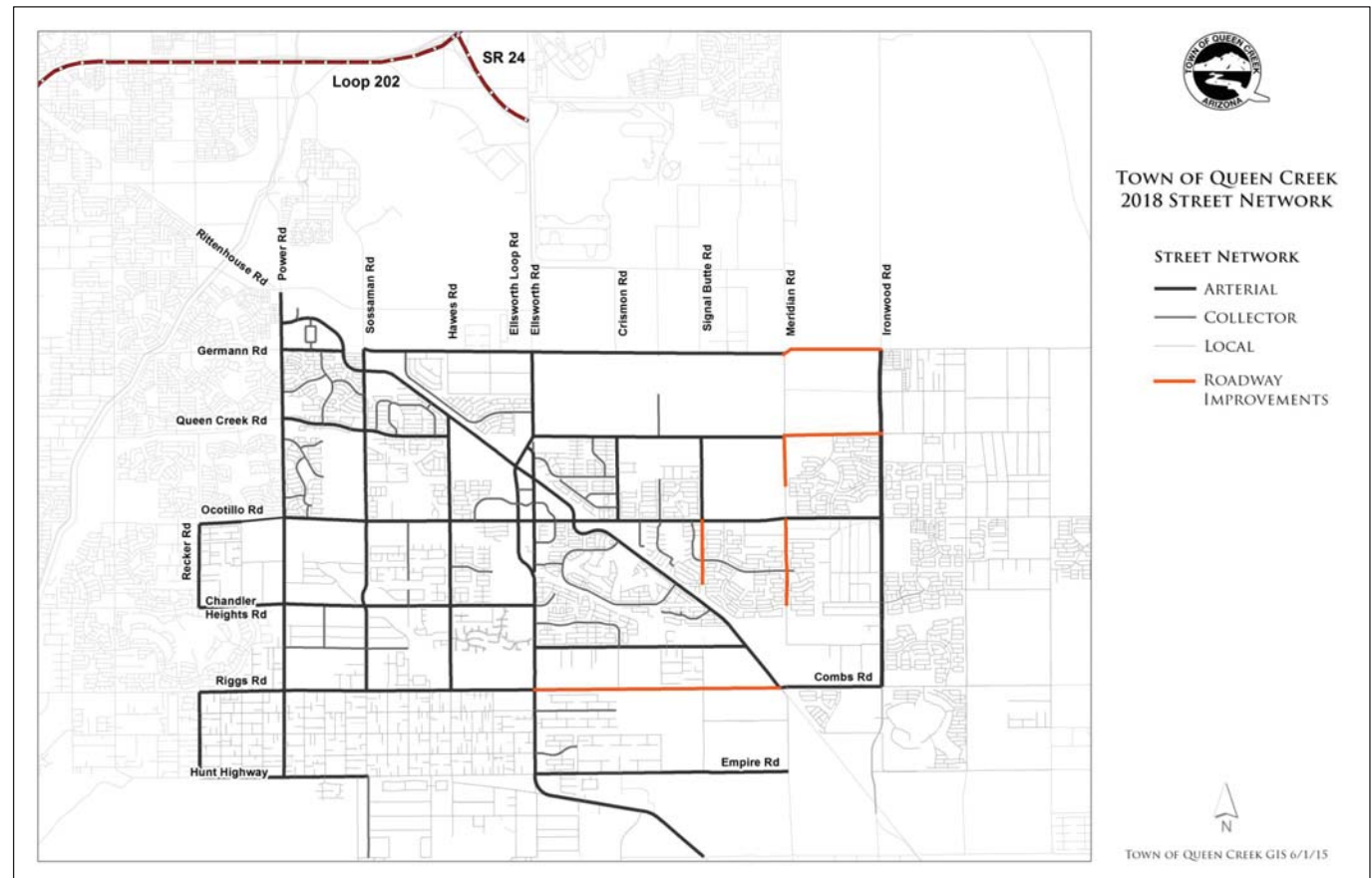
TOWN OF QUEEN CREEK GIS 6/1/15



Series 2: Year 2018

This exhibit depicts road projects that are currently funded with non-Town resources and in the process of being designed and installed.

These projects provide east-west connectivity that begins to increase the overall transportation system capacity for commuting traffic – away from Ocotillo Road and towards Germann Road.





TOWN OF QUEEN CREEK 2018 TRAFFIC FLOWS

STREET NETWORK

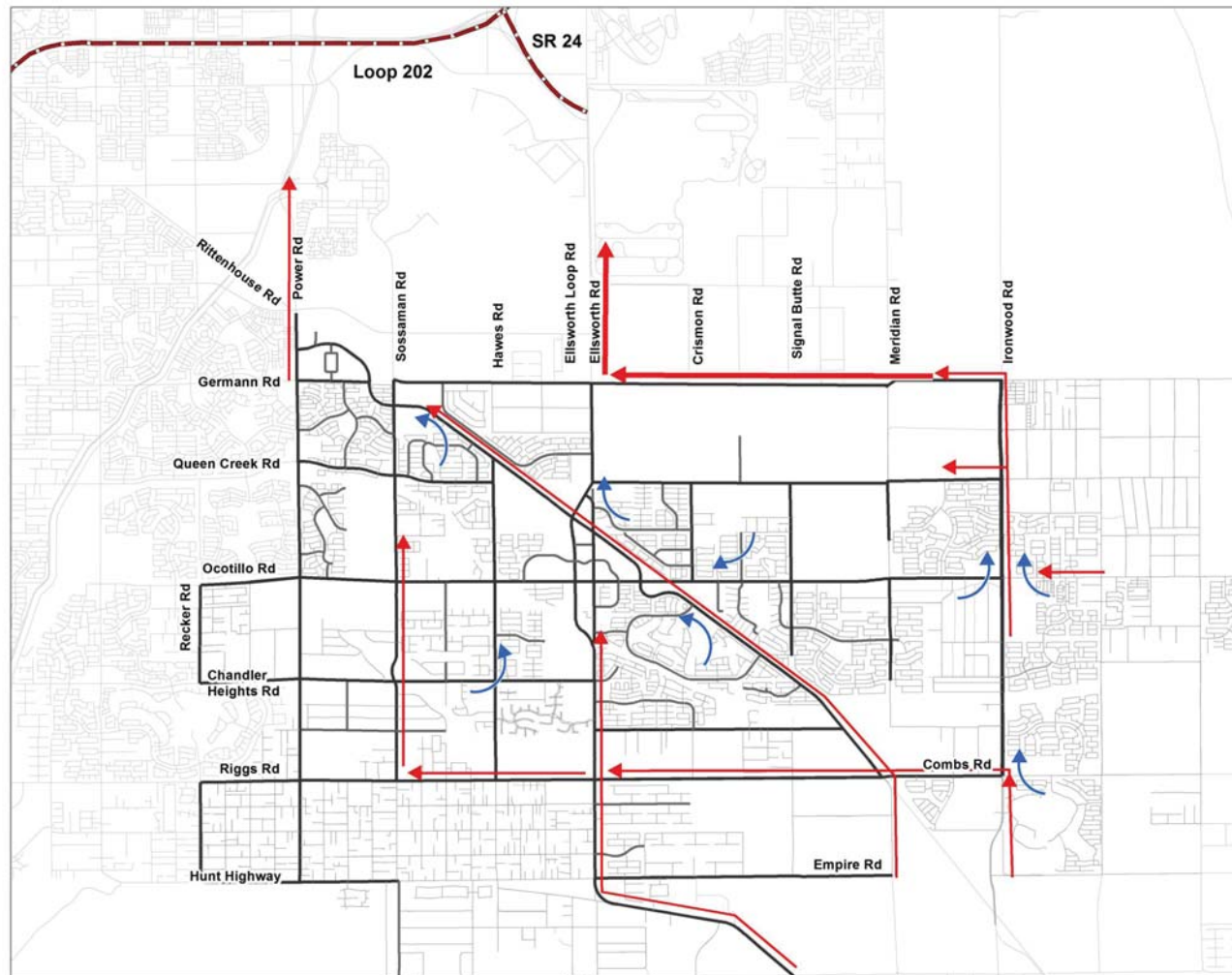
- ARTERIAL
- COLLECTOR
- LOCAL

TRAFFIC FLOWS

- PASS THROUGH TRAFFIC
- NEIGHBORHOOD TRAFFIC



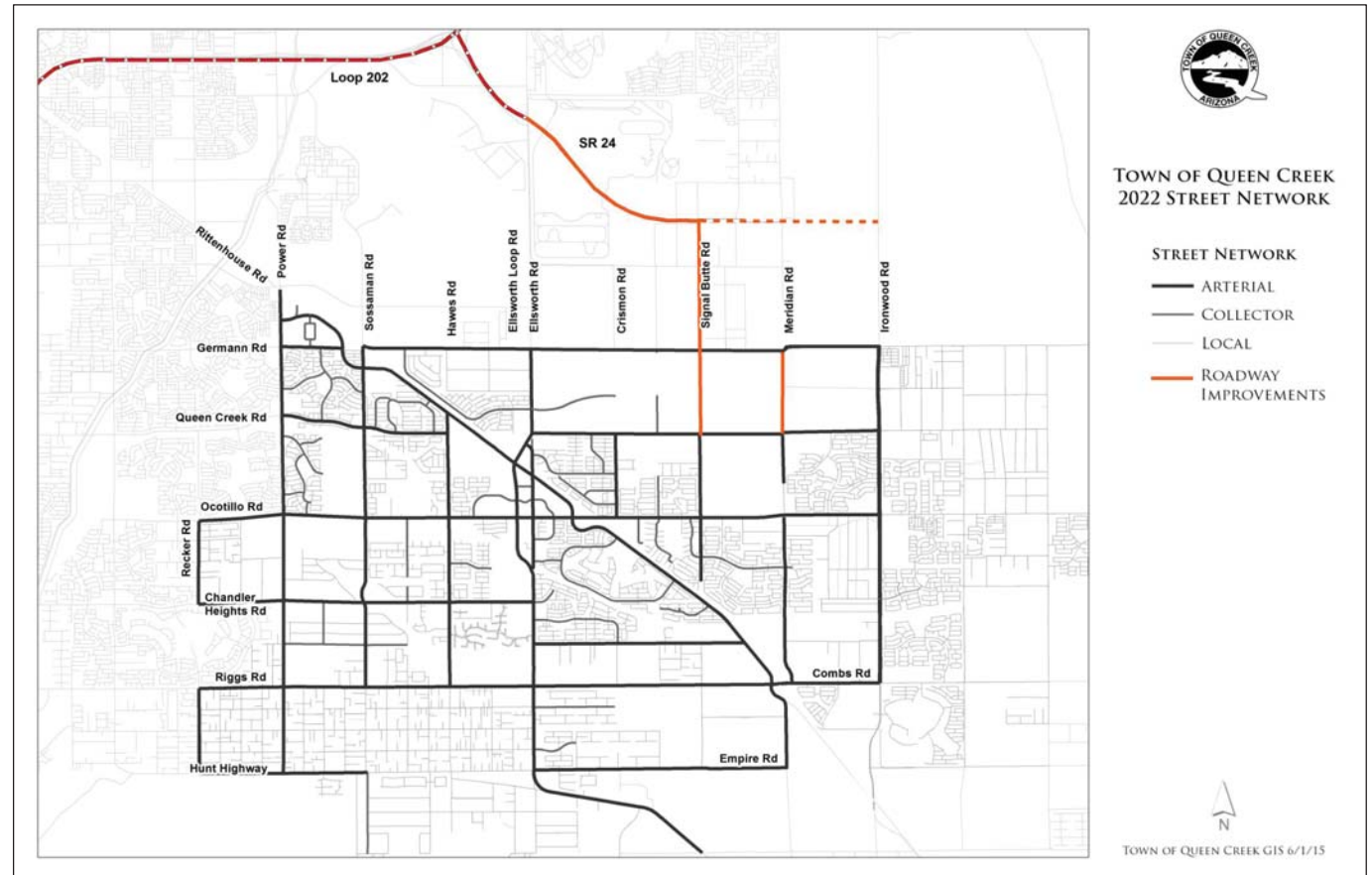
TOWN OF QUEEN CREEK GIS 6/1/15



Series 3: Year 2022

This exhibit depicts longer-term road projects that are currently planned and in the process of being funded. Ironwood Road becomes a major reliever of a portion of “cut-through” traffic for the Town, while the revised intersection at Riggs/Meridian Roads protects and preserves the Town’s “Agritainment District.”

These projects significantly impact the choices available for daily commuters, from and through the Town.





TOWN OF QUEEN CREEK 2022 TRAFFIC FLOWS

STREET NETWORK

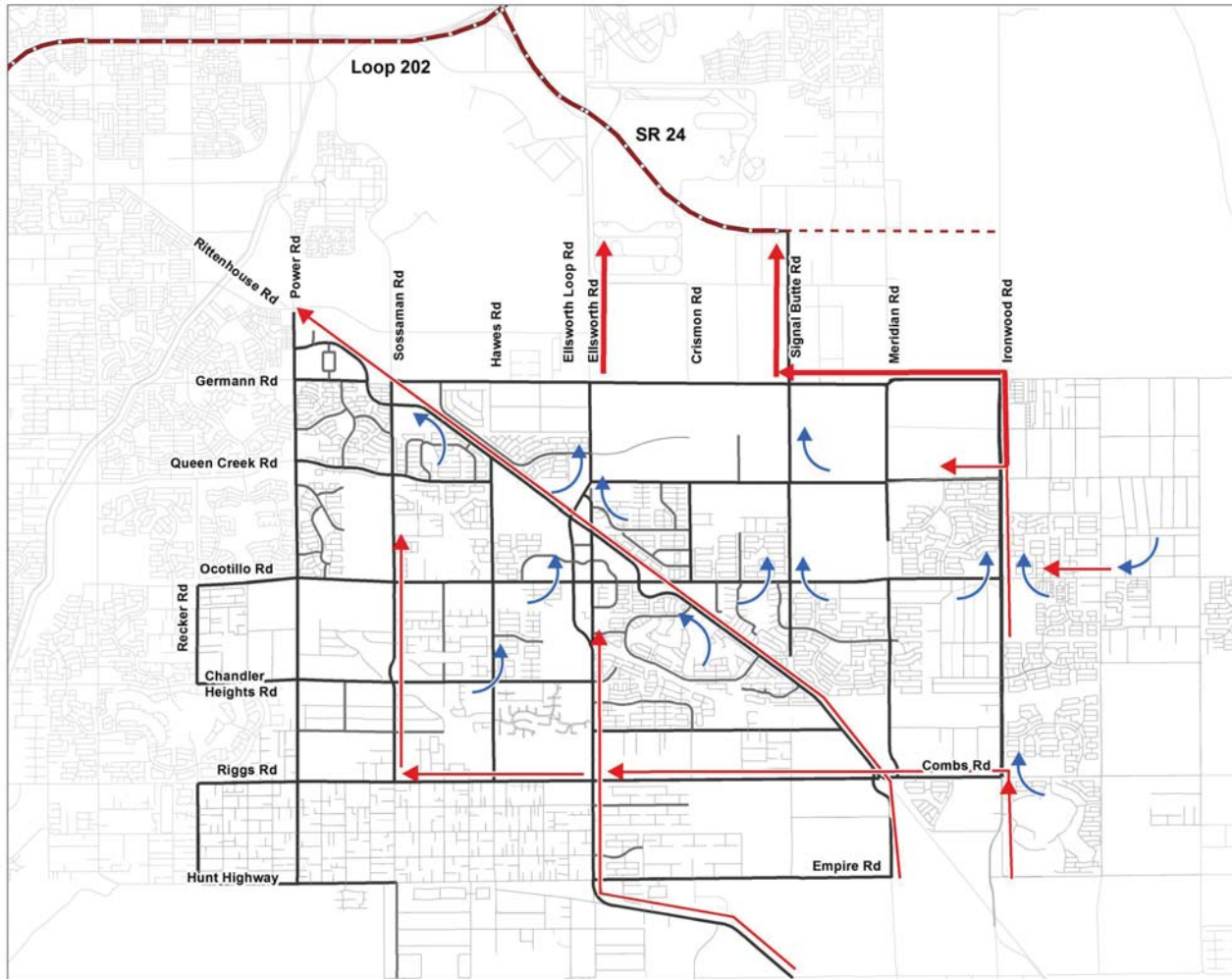
- ARTERIAL
- COLLECTOR
- LOCAL

TRAFFIC FLOWS

- PASS THROUGH TRAFFIC
- NEIGHBORHOOD TRAFFIC



TOWN OF QUEEN CREEK GIS 6/1/15

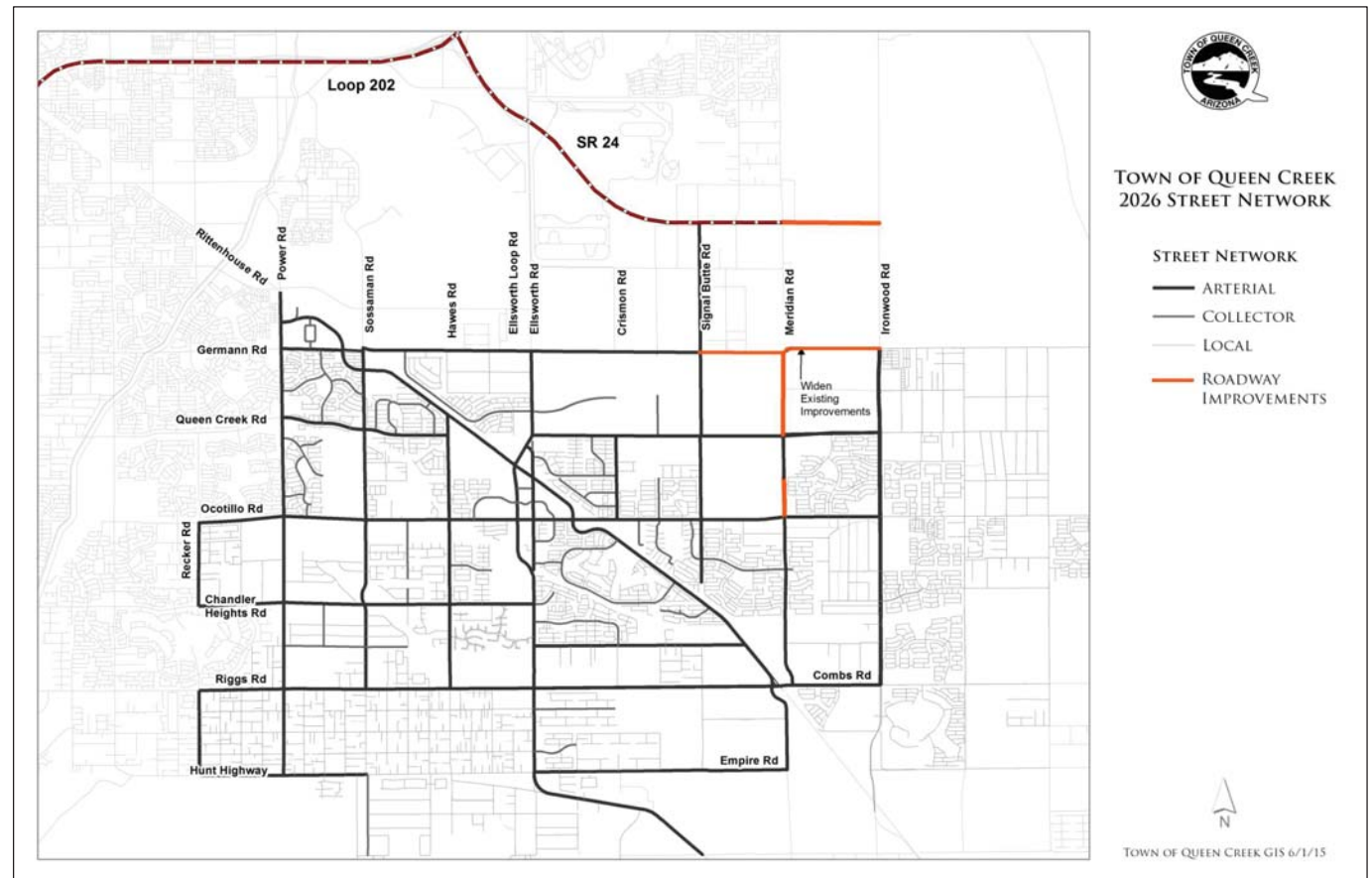


Series 4: Year 2026

This exhibit depicts longer-term road projects that should be considered in the Town's Transportation Master Plan and regional planning efforts.

As more residential neighborhoods are built in the eastern half of Queen Creek, providing both north/south and east/west connectivity will offer more direct and needed access to an extended SR 24 and the state land holdings to the northeast of Queen Creek.

These projects moderate the impact that limited railroad crossings have to the quality of life for many Queen Creek residents seeking to connect to the Valley freeway system.





TOWN OF QUEEN CREEK 2026 TRAFFIC FLOWS

STREET NETWORK

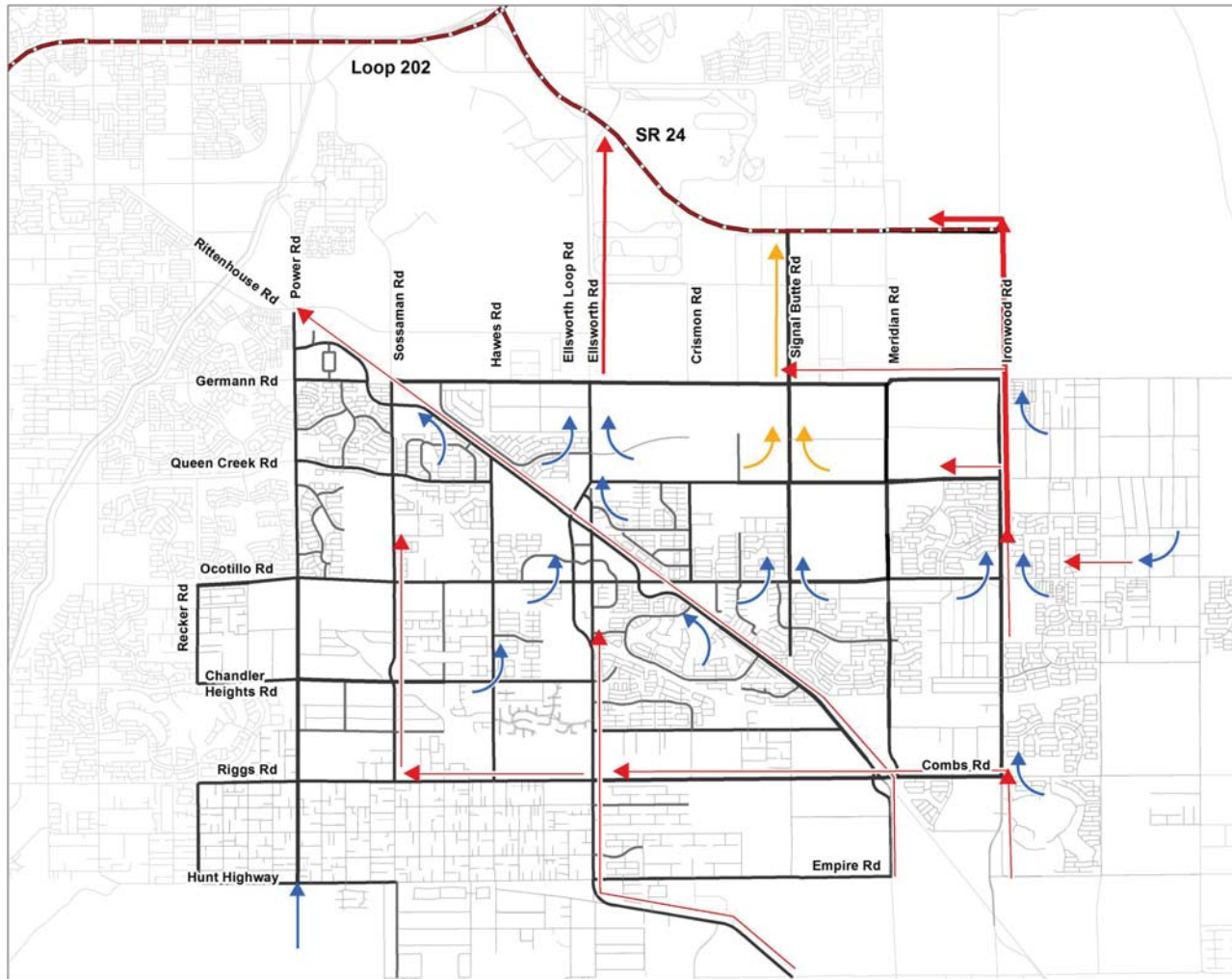
- ARTERIAL
- COLLECTOR
- LOCAL

TRAFFIC FLOWS

- PASS THROUGH TRAFFIC
- NEIGHBORHOOD TRAFFIC
- INDUSTRIAL TRAFFIC



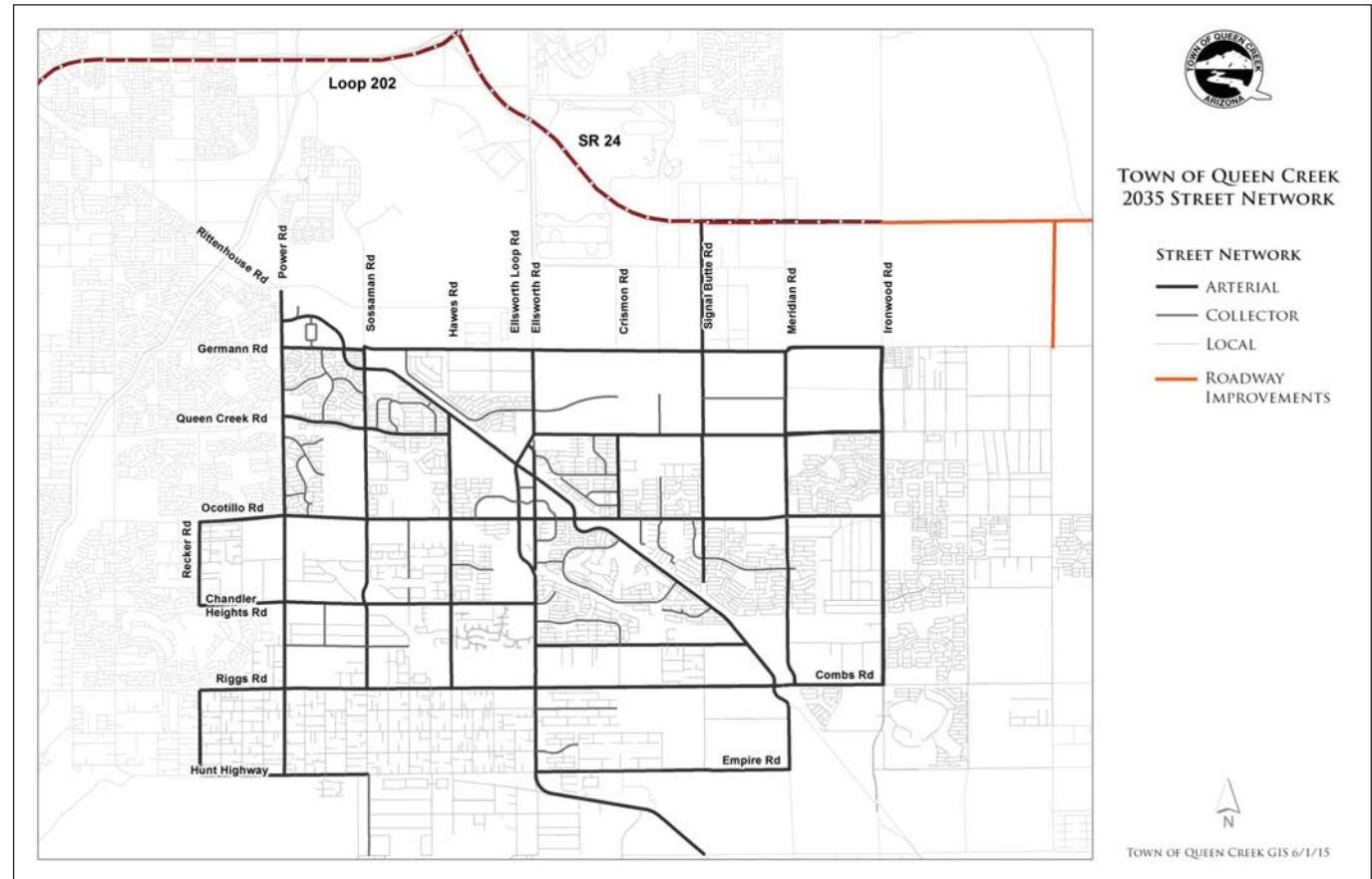
TOWN OF QUEEN CREEK GIS 6/1/15



Series 5: Year 2035

This exhibit depicts an eventual connection of the SR 24 to the North/South Freeway being proposed in Pinal County.

As the East Valley sees this level of investment in the regional transportation system, Queen Creek will see the investments in its short- and medium-range transportation capacity give way to benefits from longer-term investments in regional connectivity. Today's "cut-through" traffic capacity becomes available for additional localized traffic, with the capacity for both provided.





TOWN OF QUEEN CREEK 2035 TRAFFIC FLOWS

STREET NETWORK

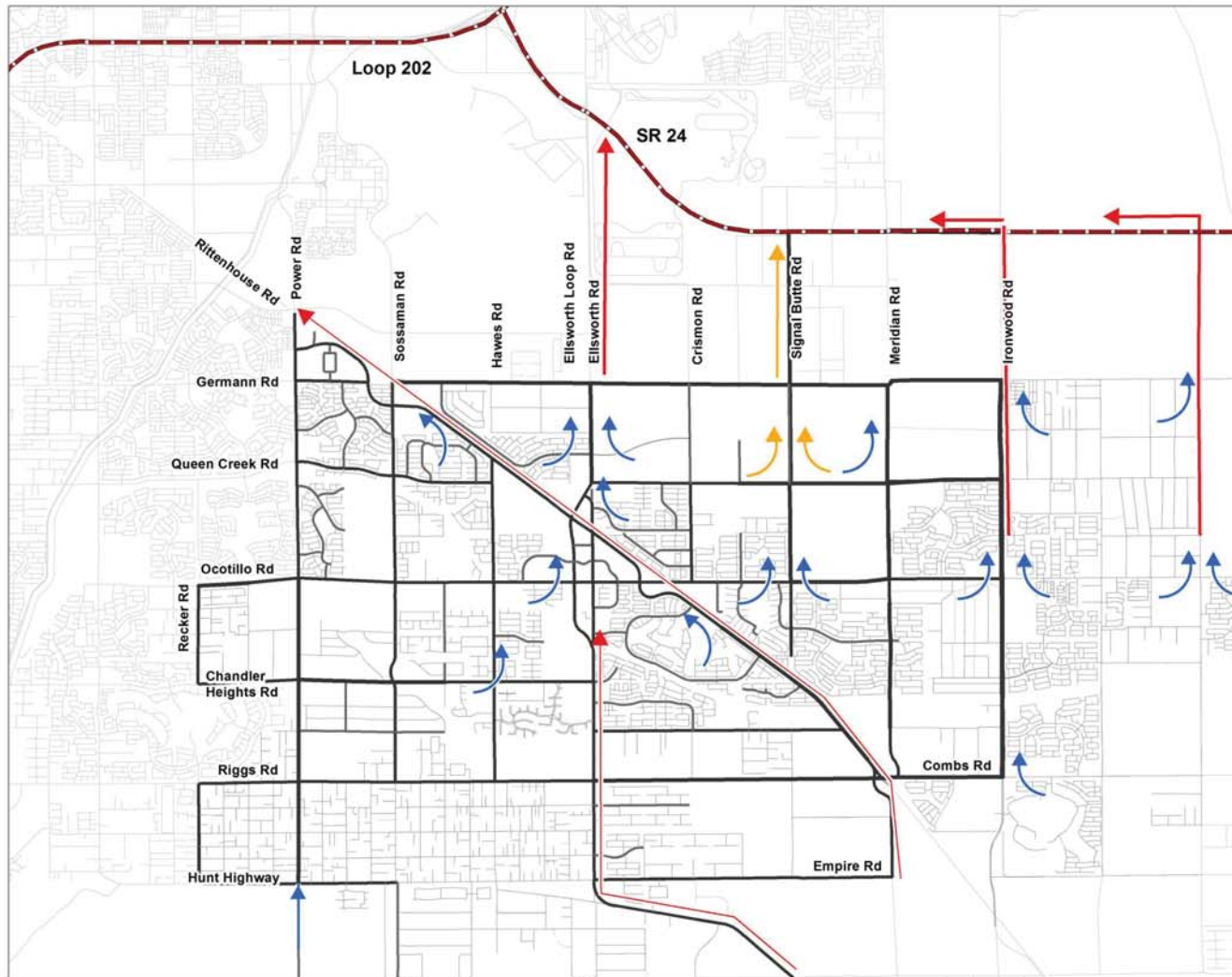
- ARTERIAL
- COLLECTOR
- LOCAL

TRAFFIC FLOWS

- PASS THROUGH TRAFFIC
- NEIGHBORHOOD TRAFFIC
- INDUSTRIAL TRAFFIC



TOWN OF QUEEN CREEK GIS 6/1/15



2015 TRANSPORTATION MASTERPLAN

The purpose of the Transportation Master Plan (TMP) is to provide a guiding document for transportation related policies and capital projects.

A TMP in 2015/16 will address a number of important transportation issues for the Town. These issues include: how transportation directly and indirectly affects economic development; component analysis of land use; modality; congestion, lifestyle and other factors. The TMP will correspond to and build upon the Town General Plan; Intersection and Circulation Plan; Arterial Street Plan, and other Queen Creek and agency plans (MCDOT, MAG, and adjoining municipalities).

This effort will guide the development and funding of the Town's transportation network, providing for mobility within the Town of Queen Creek in a way that preserves a high quality of life for residents. The TMP will establish guidance for policy decisions on how to prioritize the Town's transportation improvements and how to identify the Town's strategic interests in regional investments, adjacent transportation facilities, and funding alternatives.

SR 24 and North-South Freeway Corridor – ADOT

SR 24, also known as the Gateway Freeway, delivers connectivity and enhances the economic development potential of the Southeast Valley. The one-mile stretch of the SR 24, which is already operational, connects the Loop 202 San Tan Freeway with Ellsworth Road near PMGA. The further extension of SR 24, which will connect Loop 202 with US 60 or SR 79 near Florence Junction, will enhance the accessibility of the North Specific Area with the Phoenix Metropolitan Area.

The North-South Corridor Study being conducted by ADOT will deliver a preferred route alternative in 2016. The 45-mile-long, 900-square-mile study area is bounded by US 60 on the north; I-10 on the south; roughly the Loop 202, Gila River Indian Community, SR 87 on the west; and roughly SR 79 on the east. Local governmental entities within the study area include Central Arizona Governments (CAG); Pinal County; Gila River Indian Community; Cities of Apache Junction, Coolidge, and Eloy; and the Towns of Florence and Queen Creek.

The North-South Corridor is also part of the Sun Corridor study connecting Tucson and Phoenix to improve the connectivity between the two metropolitan areas.

The yellow boundaries in the map below show the boundary of the North South Corridor study area.



TRANSPORTATION GOALS



- Goal 1** Eliminate “The Curve”, and encourage the construction of Signal Butte Road within this NSAP for connectivity to SR 24.
- Goal 2** Emphasize the Ryan Road alignment as a utility corridor. Advance infrastructure here through partnership agreements with homebuilders.
- Goal 3** Seek to improve connectivity with SR 24, the future North/South Corridor, and other major arterial streets, with a goal of minimizing commuter “cut-through” traffic through Queen Creek.
- Goal 4** Advance efforts to work with cooperatively with the City of Mesa to complete Signal Butte Road south from the future SR 24 extension to Germann Road.
- Goal 5** Plan road systems that reduce congestion and provide appropriate access to industrial sites. Advance road system to support a large, contiguous, dedicated commercial/industrial center that can support large users or multiple users.
- Goal 6** Whenever possible, plan to direct industrial traffic to arterial roadways, and separate industrial traffic from residential traffic. Avoid directing industrial traffic to collector roadways.
- Goal 7** Pursue a Town-wide transportation master plan.
- Goal 8** Identify funding opportunities and match available resources to identified transportation needs.
- Goal 9** Encourage safe, efficient and multi-modal traffic circulation. Pursue construction of bicycle, pedestrian, and multi-use amenities in coordination with regional trails and facilities.

Chapter 6 Infrastructure

INFRASTRUCTURE

Purpose of this Chapter

This chapter serves to establish what supportive utility and traditionally public investment project and policies need to be considered for this plan to have a greater chance for implementation.

- **Do we have the capacity to make this plan happen?**
- **Do we have capacity and plans to service lands beyond this plan, including the State Lands within the Town Planning Area?**
- **How can we accelerate provision of utilities to the industrial properties in this plan to accelerate development and job growth?**

EXISTING SEWER INFRASTRUCTURE

Queen Creek currently has more than 2.5 million gallons per day of unused capacity at the regional wastewater treatment facility (total capacity of 4 million gallons per day). Wastewater collection pipes are sized to meet future demand based on land uses in the 2008 General Plan. Any amendment to the General Plan will require a detailed analysis of the overall impact on the Town's infrastructure to determine Queen Creek's ability to serve the project. The Town is proactively planning to secure the five-square miles in the northeastern tier that is in the Town's planning area but still a part of state trust land. This area will add an additional two to four million gallons per day of treatment to Queen Creek's total wastewater treatment needs. The Town's existing wastewater collection system has capacity for the additional flows from this area.

PROPOSED SEWER INFRASTRUCTURE

The Utility Department is currently working with the Owners in the NSAP on extending the 24" sewer main east of Ellsworth Road on the Ryan Road alignment adjacent to the SRP corridor.

As part of the Ellsworth Road street improvements from Ryan to Germann, the Utility Department is extending the 24" sewer line to the east side of Ellsworth Road. Several financing options are available to extend wastewater collection lines east of Ellsworth Road, including "buy-in" agreements and/or reimbursement agreements, or forming an Improvement District. Consideration should be given by the Town to lessening or eliminating the impact on industrial properties in regards to these agreements as a way to promote investment and job creation in this area. The extension of this line will most likely be completed in two phases, with the first phase completed to the Signal Butte Road alignment, and the second phase completed to the northeast corner of Meridian and Germann Roads.

North Specific Area Plan Sewer Utilities

Legend

SAP Boundaries



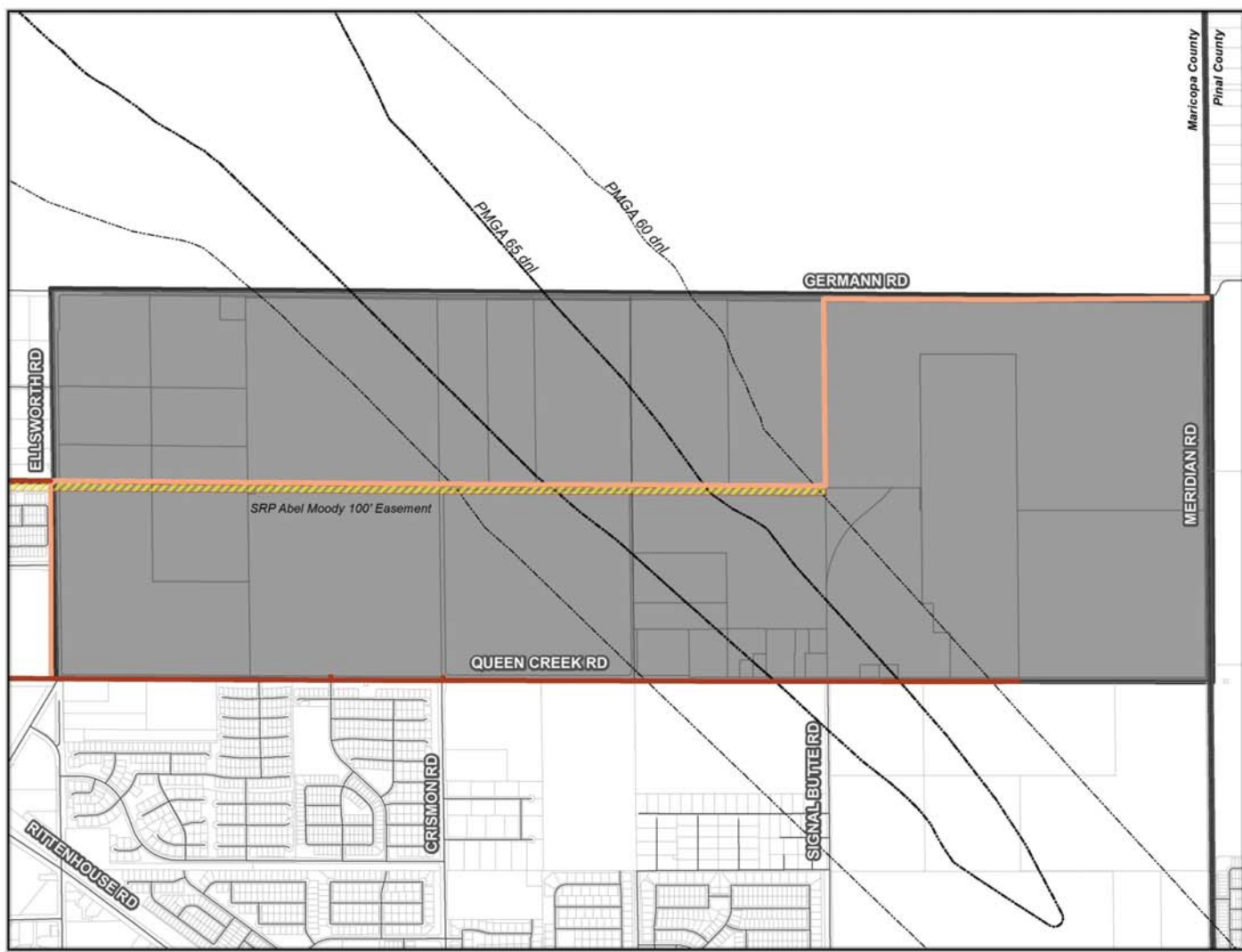
Existing Utilities



Planned Utilities



Maricopa County
Pinal County



Map Date: 7/1/15



EXISTING POTABLE WATER INFRASTRUCTURE

Potable water mains that will serve the NSAP are currently available on Queen Creek Road between Meridian and Ellsworth Roads via a 12" pipe and on Ellsworth Road between Queen Creek and Ryan Roads via a 12" pipe. The Town is currently planning to extend the 12" main on the east side of Ellsworth Road from Ryan to Germann Roads as part of the roadway improvements in fiscal year 2015/2016.

PROPOSED POTABLE WATER INFRASTRUCTURE

The proposed Water Master Plan has identified water storage facilities to be located at the Meridian corridor north of Queen Creek Road. The Master Plan also contemplates an inter-tie with the City of Mesa on the Germann Road corridor between Signal Butte and Meridian Road for the delivery of treated CAP water from a future City of Mesa facility likely to be constructed in the next decade. Other water lines will have to be extended through the NSAP to meet demand. Additional wells may be needed to supply water depending on the particular water demand of future users. Several existing agricultural wells in the area will be evaluated as potential candidate facilities that could be refitted to fill this need. Additional storage and booster pumps may also be needed to meet future fire demands.

All property owners in the NSAP have an Analysis of Assured Water Supply through a physical availability determination (PAD), granted by the Arizona Department of Water Resources (ADWR), that can be converted into a Certificate of Assured Water Supply for Subdivision Development. These owners have until 2021 to convert the PAD in to a certificate of assured water supply with two to five year extensions that take them out until 2031. Certificates of Assured Water Supply are only needed if lands are sub-divided into properties of more than five parcels.

North Specific Area Plan Water Utilities

Legend

SAP Boundaries



Existing Utilities

Water Lines

Planned Utilities

Water Lines

Maricopa County
Pinal County

GERMANN RD

MERIDIAN RD

SRP Abel Moody 100' Easement

QUEEN CREEK RD

SIGNAL BUTTE RD

CRISMON RD

ELLSWORTH RD

RITTENHOUSE RD



Map Date: 7/1/15



PROPOSED QC POLICY INITIATIVES

The results from two different land use absorption studies prepared for the Town indicate a slow absorption of industrial property located within the NSAP. This is mainly attributed to the large quantity of undeveloped industrial property located in the City of Mesa along the Town's northern boundary. In recognition of this anticipated slow absorption of industrial property within the NSAP, the Town is interested in creating a differentiated competitive advantage for NSAP Industrial property in order to help accelerate this absorption.

One competitive advantage associated with water rights is the Town's agreement to allow the future users of NSAP industrial property with the option to retain any existing water rights in conjunction with being served domestic water by the Town. In addition, the Town could allow users of NSAP industrial property the option to purchase from the Town reclaimed or recovery-well water per a stratified pricing matrix.

With the approval of this NSAP, and as allowed by state law, owners of NSAP industrial properties may retain and use any water right appurtenant to the NSAP industrial property. The Town and the owners of NSAP industrial property recognize that the owner's ability to convert existing grandfathered groundwater water rights to Type 1 non-irrigation groundwater rights may be impacted by the location of the Town's water delivery infrastructure. The Town would use reasonable efforts to communicate with the owners of NSAP industrial property on the timing and scope of expansions to the Town's service area lines in the vicinity of the NSAP industrial property. Where reasonably practicable, and without additional cost to the Town, service area lines could be located to minimize the impact on the water rights appurtenant to NSAP industrial properties. The owners of NSAP industrial properties would be responsible for filing all paperwork with the Arizona Department of Water Resources necessary for owners to preserve their ability to convert

existing rights to Type 1 non-irrigation groundwater rights. The Town could cooperate with owners of NSAP industrial property, but it would accept no liability associated with the Town's communication or location of its expanded water delivery infrastructure.

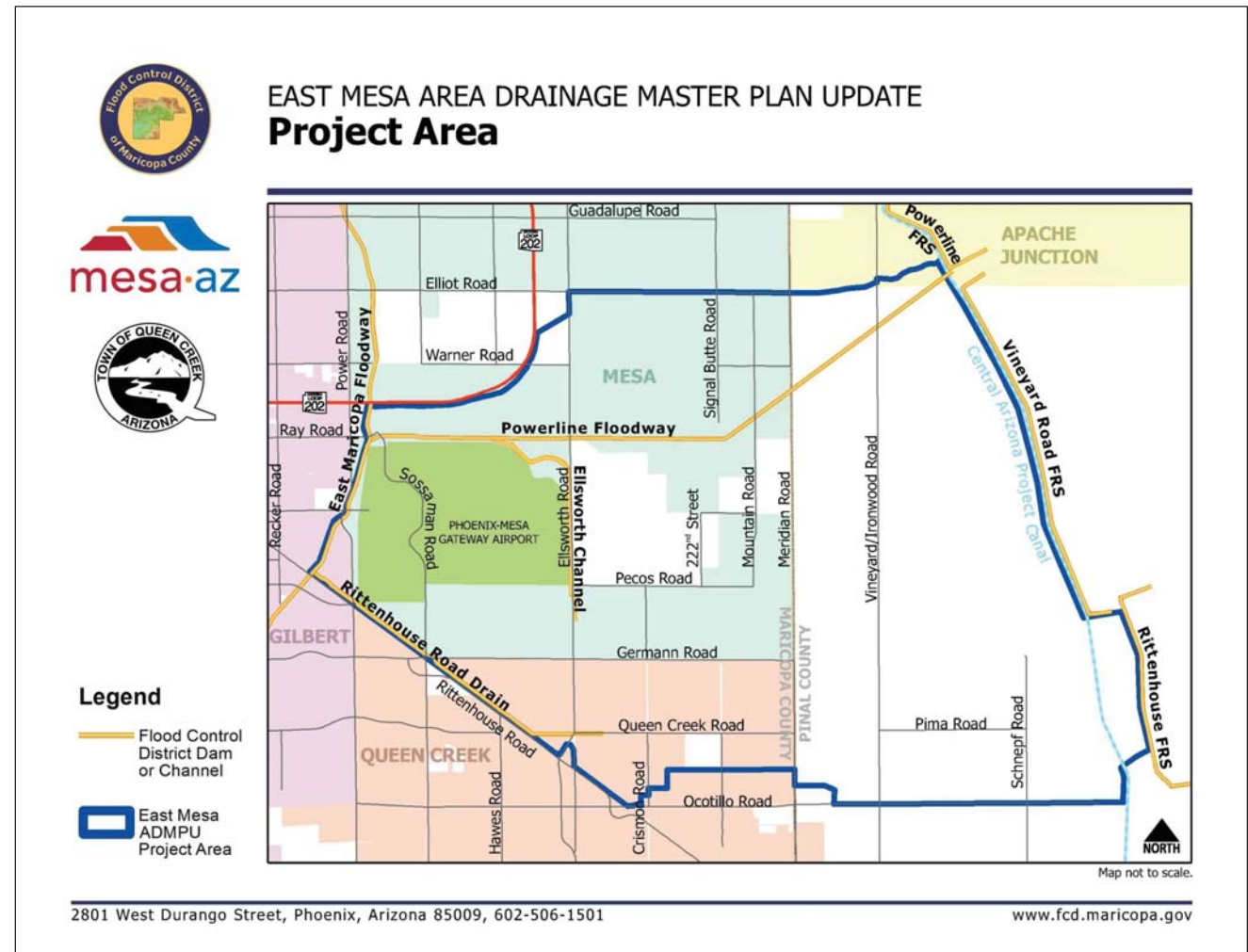
Where state law permits, the Town would serve potable water for domestic uses to an NSAP industrial property without requiring the owner to convey, dedicate, or extinguish any water rights held with the property to the Town. In addition, owners of NSAP industrial property may request recovered effluent service for industrial uses from the Town or from other water service as permitted by state law.

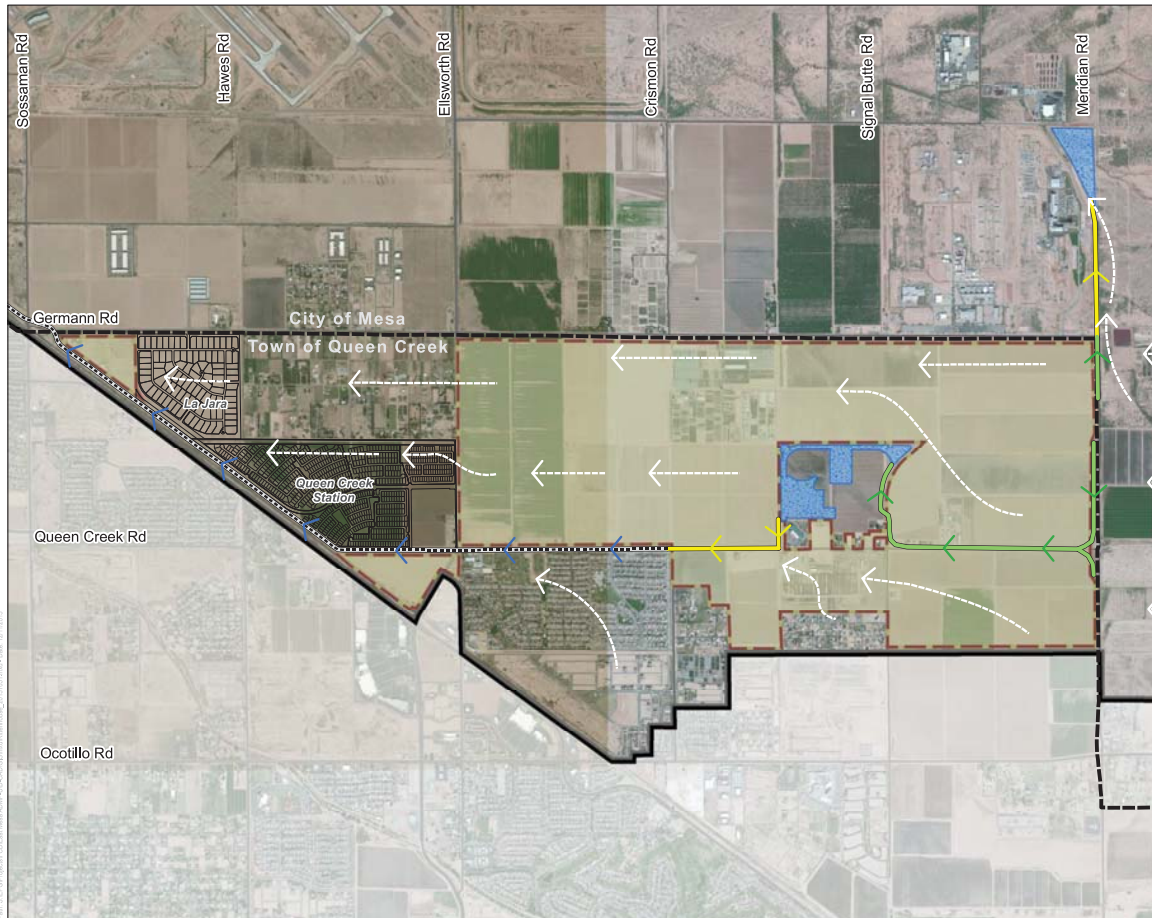
STORMWATER MANAGEMENT


In early 1990s, storm events inundated a portion of the area between Germann and Queen Creek Road. As a result, the Maricopa County Flood Control District (MCFCD) commissioned the East Mesa Area Drainage Master Plan (ADMP) to identify strategies to mitigate flooding as development occurs and increases storm water runoff.

The East Mesa ADMP Update was completed in March 2014. The study area was divided into three sub-areas for the purpose of developing solutions to the unique flooding problems for each area.

The portion in Queen Creek recommended innovative strategies that involved contributions from both the public and private sectors. The public participation to increase drainage capacity includes using a portion of the East Park site as a detention "sink" to allow water to be metered out along the drainage system. Existing public right-of-ways and capacity infrastructure is also used as part of the preferred solution, within minimal additional improvements specified. The private participation to increase capacity includes adoption of slightly increased standards for on-site storm water retention, and plans to connect drainage structures to open spaces at the East Park site and beyond to facilitate the east-west drainage solution.







EAST MESA
AREA DRAINAGE
MASTER PLAN UPDATE
FCD 2011C017

PROPOSED QUEEN CREEK DRAINAGE ALTERNATIVE

LEGEND

Proposed Publicly-Funded Facilities

- Channel with Flow Direction
- Detention Basin

Proposed Privately-Funded Facilities

- Channel with Flow Direction
- Increased Onsite Retention Requirement Areas

Existing Facilities


- Channel or Pipe with Flow Direction

Reference Features




- Project Boundary
- Queen Creek Boundary
- General Flow Direction

0 0.5 1
Miles

NORTH



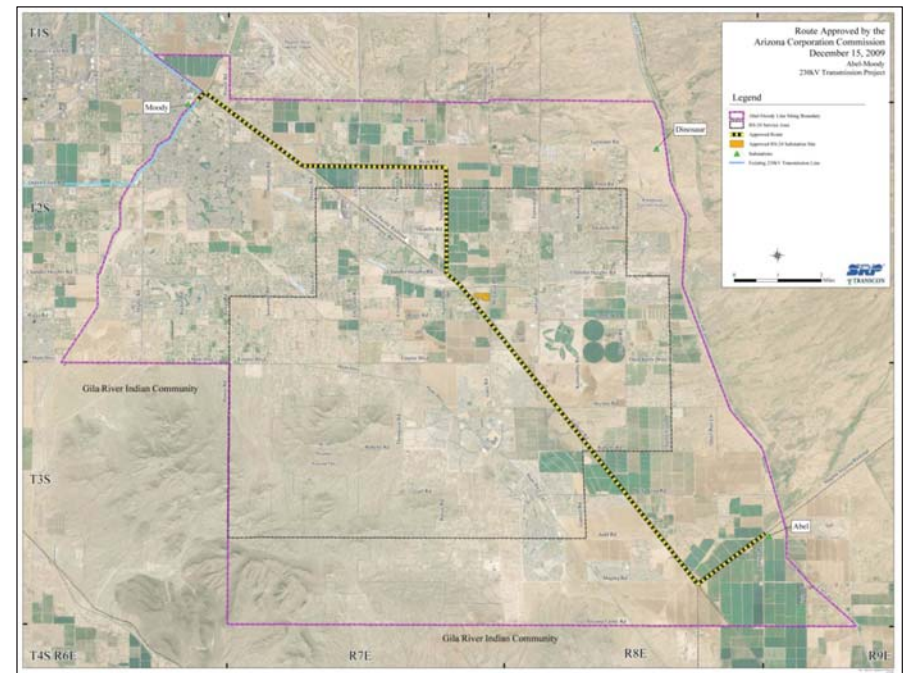
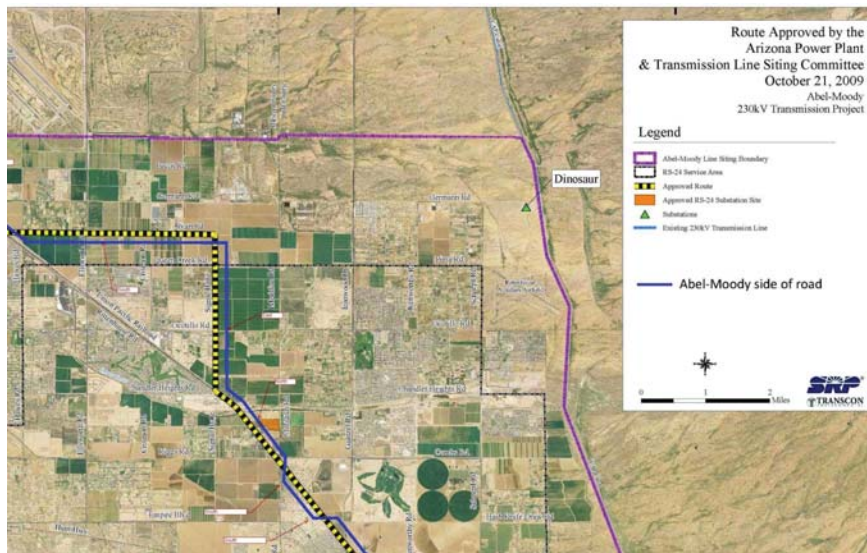
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ELECTRICAL SERVICE

In 2009, the Arizona Power Plant and Transmission Line Siting Committee recommended that SRP be granted a Certificate of Environmental Compatibility (CEC) for the Abel-Moody 230kV Project, Case #148. The new 230kV line starting near the Moody substation and extending north along the Roosevelt Water Conservation District (RWCD) then south along the Union Pacific Railroad (UPRR), east on Ryan Road, south on Signal Butte Road to the UPRR, then following the UPRR south to the Magma Railroad into the Abel substation. It also identified the site of the new RS-24 substation, northwest of the Meridian and Combs intersection and south of Queen Creek wash.

This new transmission line in Queen Creek is intended to meet increased electricity demand and growth. SRP plans to construct an approximately 20-mile, double-circuit, 230-kilovolt (kV) transmission line, connecting two SRP-owned and previously sited 230/69kV substations. The new transmission line also will connect a new 230/69kV substation that will be sited and built as part of this project.



NEXT-LEVEL INFRASTRUCTURE

In addition to the Town's transportation network, water, and sewer infrastructure, there are other infrastructure considerations specific to emerging business parks and job centers that should be considered by the Town as part of this area plan, and development within the Town as a whole. Consideration and planning for infrastructure beyond the Town-provided services is another important part of preparing this area for future development, including financing and partnering with the providers of these services for installation. Communities have seen success by preparing the area for development by constructing or partnering for construction of these next-level infrastructure elements which generally include: fiber optic, telecommunication, and data; electric utility; and high-capacity natural gas, water or wastewater. In order to prepare for this growth in technology resources and services, the Town will be developing a Technology Master Plan. These next-level infrastructure services deserve consideration for effectiveness, timing, and impact as part of the Town's overall economic development efforts to recruit interest and accelerate the creation of desirable employment in the Town.

Project identification, signage, and entry monumentation

For a single area, these elements help define a geographic area where a community has, or intends to locate, new business investment. When an area is "shovel ready," these markers and recognition demonstrate a level of readiness and commitment by both a community and the property owners. If established too early, these elements can languish and lose impact should investment not follow. Thought should be given to the timing and potential return on investment of these types of branding efforts.





Telecommunications, Natural Gas, below-ground services

Advancing communications with telecom providers (fiber optic, electrical, data, and others) as well as other underground utility providers can help accelerate provisions for infrastructure that may expand the capture rate for future investment and employment.



Intersection Design and Construction

To the extent practical, advancing street intersection design and construction is another way to promote readiness for site location for potential large employment centers.

INFRASTRUCTURE GOALS



- Goal 1** Facilitate the provision of water and sewer infrastructure to create development-ready opportunities for investment on industrial lands. Leverage homebuilding as a means to get mainline infrastructure in place.
- Goal 2** Support reductions in timeframes for “buy-back” agreements from the current 10 year policy to three years or less as an incentive for industrial properties to accelerate new investment following the provision of mainline infrastructure.
- Goal 3** Continue to manage and control drainage conditions in this plan area to prevent limitations on investment and development, and continue to work toward implementation of the East Mesa Area Drainage Master Plan.
- Goal 4** Facilitate the use of Ryan Road as a utility corridor and plan infrastructure accordingly.
- Goal 5** Advance the design and construction of roads where needed and practical.
- Goal 6** Implement next-level infrastructure when appropriate.
- Goal 7** Collaborate with utility providers to deliver necessary business-level telecommunication and data services and infrastructure.
- Goal 7** Advance and create value in the provision of water capacity and services for investment in industry and employment in this area to position the Town of Queen Creek industrial lands as more attractive for new investment.

Chapter 7 Open Space

OPEN SPACE

Purpose of this Chapter

This chapter serves to reaffirm the desired outcomes of the requirements for open spaces, both public and private, for this NSAP.

- **How do we preserve and protect the investment the Town has made in the East Park site?**
- **How do we ensure open spaces are built and used effectively for the benefit of all?**
- **What can we do to ensure the Parks, Trails, and Open Space Master Plan is implemented and improved upon over time?**

BACKGROUND

As mentioned in the General Plan, the Town wants *"to preserve the benefits of rural life while providing an avenue for managed change."* In November 2005, the *Parks, Trails and Open Space Master Plan* was created by the Town with a goal of sustaining and improving the quality of life of Queen Creek for both rural and emerging suburban neighborhoods.

For this NSAP, the undeveloped nature of most of the subject properties represents a great opportunity to apply the Town and region's experiences to "get it right the first time" when planning new park facilities, both public and private, and the trails and paths that link them together.

An update to the 2005 Parks, Trails, and Open Space Master Plan and the 2007 Five Park Master Plan should address previous and new concepts, objectives and challenges in the continuing effort to positively manage change as Queen Creek grows:

- An 11-mile loop creating a recreation corridor that includes the connection of the Sonoqui and Queen Creek washes.
- Post-recession choices in living and recreation opportunities.
- Completed and emerging residential subdivisions.
- Growth in the southeast quadrant of Town.
- New and anticipated annexations of neighborhoods.

- Sustainable budgeting and operation of recreation assets.
- Increasing emphasis on local and regional events and economic development efforts.
- Merging and connection of private and public open spaces.
- Programming of public spaces for active use.
- Private/Public partnerships to advance and develop open spaces.

Open space plays a vital role to enhance the quality of life in communities. There are a wide range of benefits of the open space as it provides active and passive recreational opportunities in the community; promotes an active and healthy lifestyle; acts as a boundary between incompatible land uses; and provides natural safety such as flood control, clean air, and protection of wildlife habitat. Open space also helps to foster the economy by enhancing real estate values, attracting businesses and increasing tourism. It is found that even the crime rate of the Town remains low through properly planned open space and recreation facilities. To maximize the benefit of open space, it is important to seek meaningful and integrated parks, trails and open space systems. Communities need to plan for open space lands together with other land uses when planning the entire area.



PARKS

Open space can take different forms and shapes based on the purpose and function. Public parks and gardens, private gardens and grounds, farms, landscaped green space, play space for children and teenagers, sports areas, green corridors, natural/semi-natural greenscapes, community and neighborhood parks, gardens in civic space, urban garden, trails network, and many others are considered as open space.

Development of small neighborhood parks, recreation space and active open areas, passive open space separating conflicting land uses, or lush green areas can be integrated with the planning process to make the communities attractive and livable.

East Park Site

At the heart of the North Specific Area Plan is parcel of land that has been set aside and planned for one of the Town's five major park sites, referred to as the East Park. Originally planned as part of the Five Park Master Plan to be located on approximately 102 acres just east of the currently shown location, but still within the NSAP area, the park site now has a greater north/south orientation and is positioned adjacent to a regional sports complex. East Park is envisioned as a major recreation amenity planned to accommodate single and multi-sport ball fields; recreation center; traditional park amenities such as ramadas, plan equipment, covered playgrounds, multi-use trails, concession buildings, and related parking; maintenance and support structures.

In 2012, Town Council approved a real estate transaction with the previous property owner that traded the previous 102-acre park site for land that combines to form the new East Park site which is 127 acres, is generally an east/west configuration and is located under the current

PMGA flight path. The new location and configuration will still accommodate the many uses identified in the Five Park Master Plan. The new location provides better accessibility to the Town's street network, and to the existing and future trail system in this area.

One outcome of the land trade and the new East Park site is that the General Plan needs to be rectified to show the new park location and related Recreation/Conservation use designation; and the former 127-acre site needs a General Plan designation. This North Specific Area Plan allows for the designations to be established.

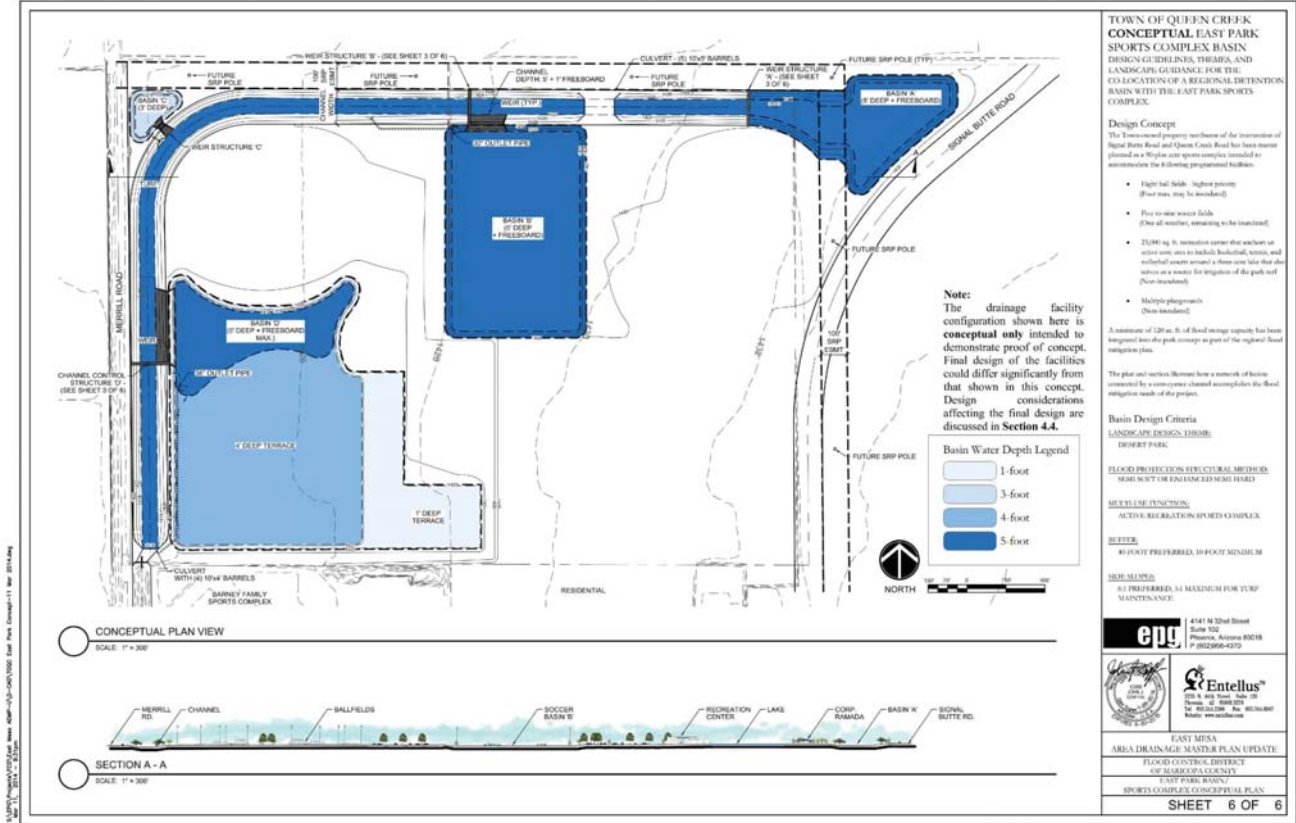
MORE THAN JUST A PARK

The East Mesa Area Drainage Master Plan (ADMP) was initiated by the Flood Control District of Maricopa County in partnership with the Town of Queen Creek to develop and recommend context-sensitive and cost-effective strategies to reduce flood hazards and protect public safety. The ADMP was initially developed in 1998 and was recently updated in 2014 to account for physical changes within the 58-square-mile watershed due to new and planned developments. The selected alternative implements both increased onsite retention requirements for private development within the study area and regional drainage improvements for the Town's East Park site.

The purpose of the proposed drainage improvements is to control and meter flows in order to mitigate downstream drainage conditions and capacity issues in the Rittenhouse outfall channel. To accomplish this, a conceptual design was developed that uses a combination of channels, basins, and control structures within the site, depicted in this exhibit. This flood control system will provide approximately 140 acre-feet of storage to limit the outflow from the basin to the downstream drainage channels.

The drainage system will be further refined as the future park site and amenities are designed and developed. Future construction of the flood control infrastructure is planned to be a partnership between the Town and Flood Control District of Maricopa County.

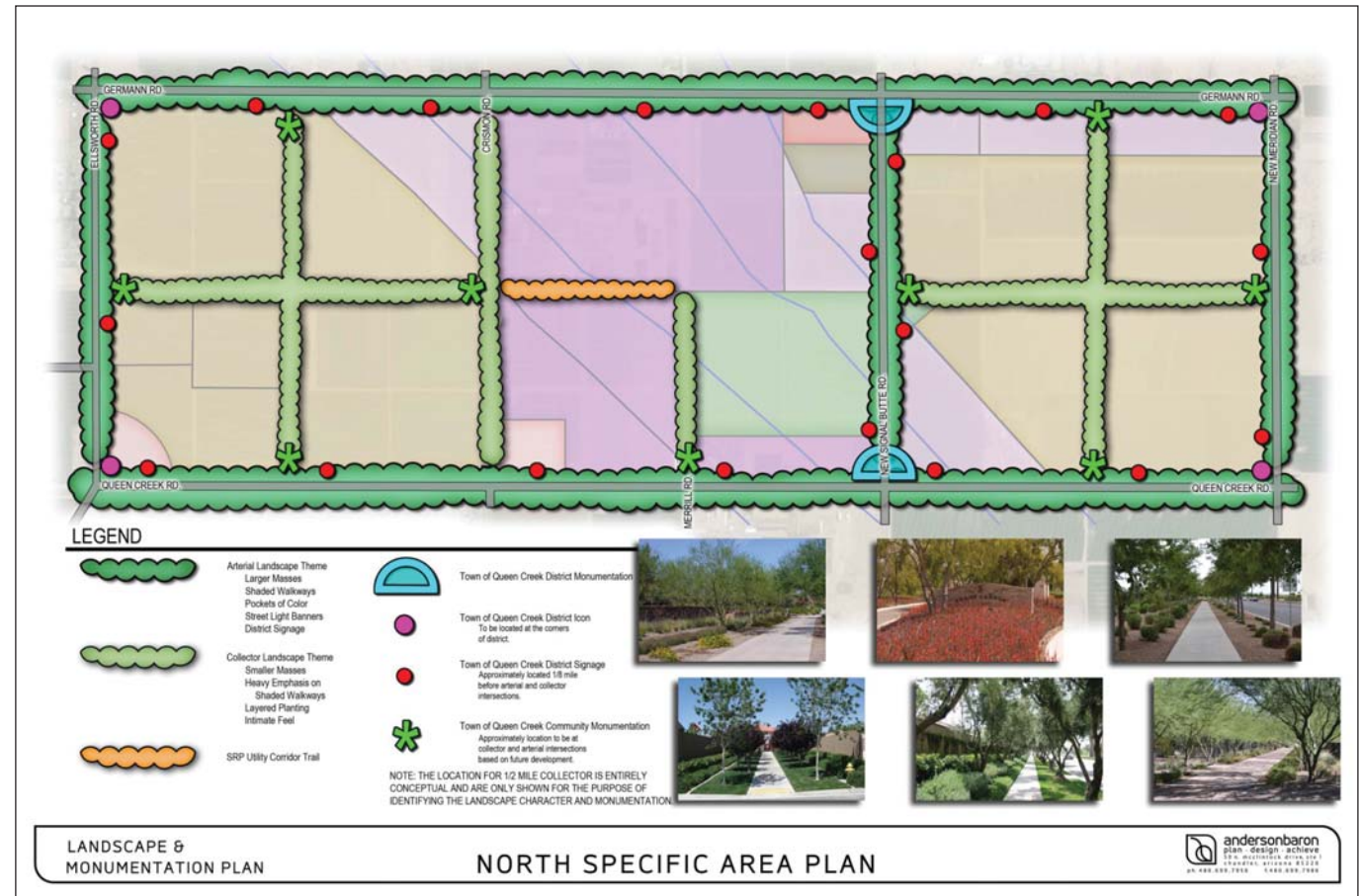
CONCEPTUAL EAST PARK DRAINAGE DESIGN:



Unifying Elements

Rights-of-ways, landscape buffers, and tracts of private open space can be planned within these three square miles to better support the theme and character described in this plan. Open space areas or buffers thoughtfully designed to be passive and active areas that also act as functional buffers between uses. Appropriate monumentation and place-making signage serves the purpose of supporting the identification of the Town's major industrial and business center while also identifying the adjacent neighborhoods as desirable places to live in close proximity to emerging East Valley job centers.

CONCEPTUAL STREET AND LANDSCAPE LAYOUT:



TRAILS

Trails provide safe, alternative, non-motorized transportation routes to destinations such as workplaces, education facilities, commercial establishments, and recreation, and provide connectivity among different land uses. Trails and paths are used for walking, jogging, hiking, biking, and equestrian use. Multi-purpose trails support these activities for simultaneous use.

Trails provide connectivity to other modes of transportation and thereby support active and sustainable lifestyles. Establishing a trail network that connects desirable destinations such as parks, schools, bus stops, train stations, retail centers, employment centers, convenience stores, and recreational centers maintains a sense of community and provides balanced transportation along with maintaining the culture and character of the Town. Increasing the connectivity between existing local and regional trails and the North Specific Area Plan improves accessibility to this area of Town and enhances the quality of life for residents in this area.

TRAIL AND OPEN SPACE MAP:



OPEN SPACE GOALS



- Goal 1** Update the Parks, Trails, and Open Space Master Plan (2005) and Five Parks Master Plan (2007).
- Goal 2** Provide a comprehensive park and recreational network that meets the needs of the residents of the North Specific Area.
- Goal 3** Leverage other public and private investment when practical to advance park, trail, and open space development.
- Goal 4** Update and actively manage the plan to connect the community's recreation facilities, parks and bicycle network, equestrian trails and access to other active and passive open spaces.
- Goal 5** Actively pursue, develop, and program a united trail and park system uniting the Sonoqui and Queen Creek washes into an 11-mile recreational loop.
- Goal 6** Encourage the development of walkable neighborhoods and bike-able streets.
- Goal 7** Encourage the development of non-street adjacent trails as connections open spaces and recreational opportunities.
- Goal 8** Encourage the development of interconnected neighborhoods allowing for the flow of pedestrian and bicycle traffic between neighborhoods
- Goal 9** Prioritize active recreational spaces where people live.
- Goal 10** Consider how to leverage the large setbacks on properties in the Town Center into spaces that enhance the attractiveness, and desirability for investment in the Town Center.

Chapter 8 Design Standards

DESIGN STANDARDS

Purpose of this Chapter

This chapter serves to reaffirm what the desired qualitative outcomes should be as it pertains to architecture and the design of facilities (excluding heavy industrial facilities) within this NSAP.

- **What can be established now to establish an expectation of quality for NSAP developments to enhance the value of the area and the Town now and over the long term?**

BACKGROUND

What does good design mean?

- Creates an identity for a community.
- Provides visual interest.

How this design element important for our community?

- Will establish a level of quality for the area.
- Quality design can spread through a community when established in an area.

What can be achieved with good design standards?

- Unique design solutions creating variety of designs from one community to another.
- Sets and maintains a level of quality for a community.
- Promotes higher land values through creating desirable and sought after communities.

How can quality of the design be achieved?

- Encourage the development of four side architecture where all four sides of a building will be visible to the public.
- Promote the use of varying masses on elevations.
- Promote single story elements on structures.
- Promote a variety of architectural styles.
- Promote creative solutions to standards as opposed to dictating specific required elements.

What are potential negatives of such design efforts that should be considered?

- Creating design standards that are so restrictive and specific that there is only one design solution, leading to monotony.
- Standards that require so much detail that the cost of the architecture is prohibitively expensive.
- The misapplication of residential architectural standards to industrial or commercial uses.
- The misapplication of office architectural standards to heavy industrial uses.



The character of this area can be realized by providing a quality built environment. Design standards help to create vibrant, attractive, lively and aesthetically appealing communities to promote the quality and distinct characteristics of the natural and built environment of the area. Great design can help create lasting value in neighborhoods, walkable street patterns, safe and easily accessible public spaces and connections between people and places. Considering design concepts like interconnected streets, bike lanes and sidewalks, the provision of open spaces, access to schools and jobs, recreation areas connected to Queen Creek and our regional trail systems, all serve to increase the value proposition for being part of our community.

Historically, conventional community development has occurred in an organized structured pattern. This type of pattern served some purpose in that it allowed for street hierarchy and engineered solutions to many design issues such as drainage, roadways and utilities. However, such development has led to several problems such as disconnection between commercial land use and residential neighborhoods, large exposed asphalt parking surfaces, consumption of open space and natural resources and lack of availability of services at walkable and short drive distances. Without robust design standards, isolated or single purpose conventional buildings are not encouraged to generate visual interest and can be aesthetically unpleasing. Lack of integration between the open space, recreational areas, residential neighborhoods and regional trail network can also generate unnecessary traffic.

The area should be encouraged to develop as a well-designed community with a balance of jobs, housing, retail, offices, parks and open space areas, and other amenities.

Neighborhood design should be aesthetically diverse. These designs should also incorporate livable concepts which take into consideration the inter-connectivity of streets, strong sense of place, abundant open space, and walkable neighborhoods.

Considering the duration for this area to fully develop, there should also be an ethic of flexibility in these standards to allow for adaptation to shifts in market conditions and consumer demands. For example, a current trend is for more parking for office uses along with more open and collaborative space. Future trends could include more telecommuting, and impacts to on parking needs due to changes in transportation modes.

DESIGN WITHIN LAND USES

The design and land use relations identified for this NSAP should allow employees to live close to where they work and make it possible for some to walk or ride bicycles to work. The NSAP should attract residents seeking to work for the high tech businesses located in the East Valley and those looking for a small town atmosphere.

There is a difference between "high tech" businesses in general and the heavier, industrial uses possible at the center of this NSAP. Generally, the campus-oriented high tech uses should be integrated in site design and use, while heavier industrial uses may be better promoted by being concentrated near the center of the Phoenix-Mesa Gateway Airport noise contours. These considerations are very specific to the use and building type proposed. Commercial areas should also interface with non-residential uses in order to promote lively interaction between the mixes of uses, with food and other retail options for onsite employees.

SINGLE FAMILY

POINTS OF DEVELOPMENT

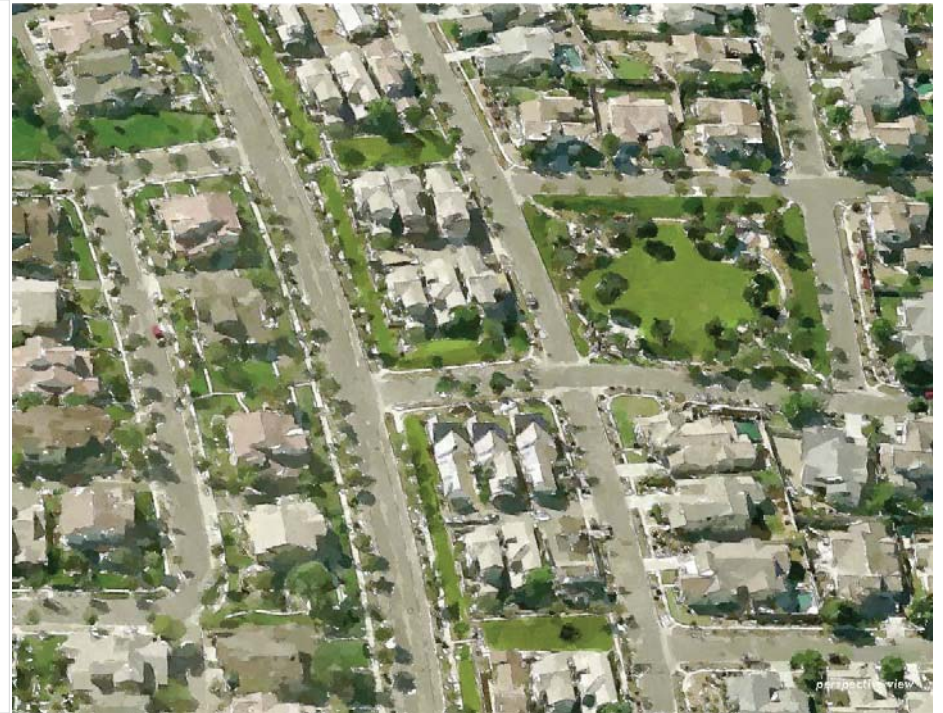
- 1 - Central Open Space
- 2 - Special intersection treatment
- 3 - Interconnected streets
- 4 - Axial considerations
- 5 - Minimize garage dominance
- 6 - Range of lot size
- 7 - Street tree program & detached sidewalks
- 8 - Narrow local streets
- 9 - Open space frontage, interesting building massing, roof lines, facade treatments, and use of color
- 10 - Reduced front yard setbacks



SINGLE FAMILY

POINTS OF DEVELOPMENT

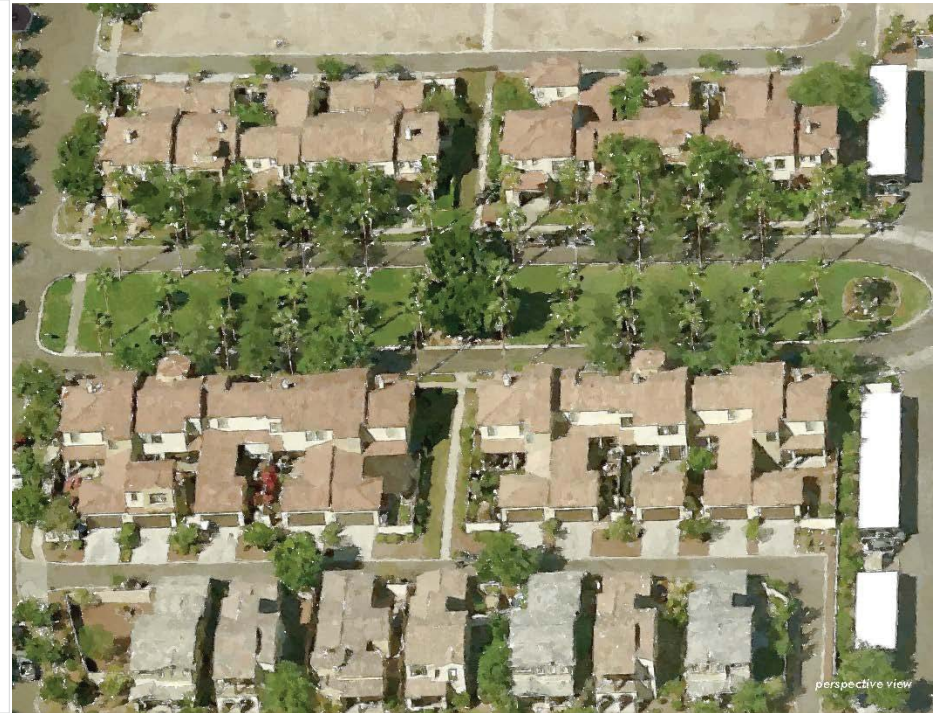
- 1 - Central Open Space
- 2 - Special intersection treatment
- 3 - Interconnected streets
- 4 - Product & lot size diversity
- 5 - Minimize garage dominance
- 6 - Detached sidewalks
- 7 - Street tree program
- 8 - Appropriate scale street lights
- 9 - Open space frontage
- 10 - proximity to playgrounds



SINGLE FAMILY ATTACHED

POINTS OF DEVELOPMENT

- 1 - Formal layout & central open space
- 2 - Open space connectivity
- 3 - Rear facing garages
- 4 - Street tree program
- 5 - Broken building masses
- 6 - Detached sidewalks
- 7 - Interesting building massing, roof lines, facade treatments, and use of color
- 8 - Narrow streets
- 9 - Open space frontage
- 10 - Usable open space



SINGLE FAMILY ATTACHED

POINTS OF DEVELOPMENT

- 1 - Central auto court
- 2 - Integrated amenity building
- 3 - Organic layout & balanced density
- 4 - Non-uniform edge & varied setbacks
- 5 - Rear private courtyards
- 6 - Street tree program
- 7 - Substantial landscaping
- 8 - Architectural site walls
- 9 - Interesting building massing, varied roof lines, facade treatments, and use of color
- 10 - Turf in common areas



MULTI FAMILY

POINTS OF DEVELOPMENT

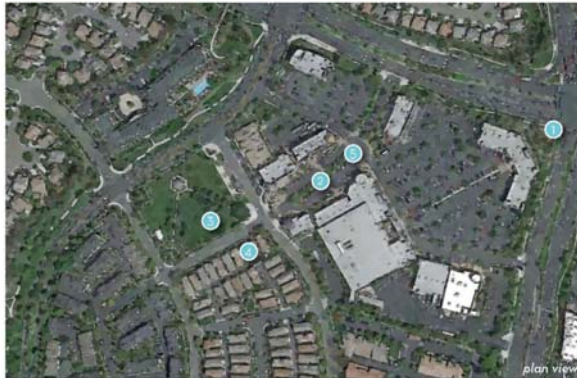
- 1. Organic & informal layout creates unique internal spaces and orientations
- 2. Adjacent commercial
- 3. Internal courtyards
- 4. Product diversity & balanced density
- 5. Covered parking
- 6. Community building & gardens
- 7. Diverse building massing, interesting building massing, rooflines, facade treatments, and use of color
- 8. Native landscape
- 9. Way-finding signage
- 10. Organic street network



NEIGHBORHOOD COMMERCIAL

POINTS OF DEVELOPMENT

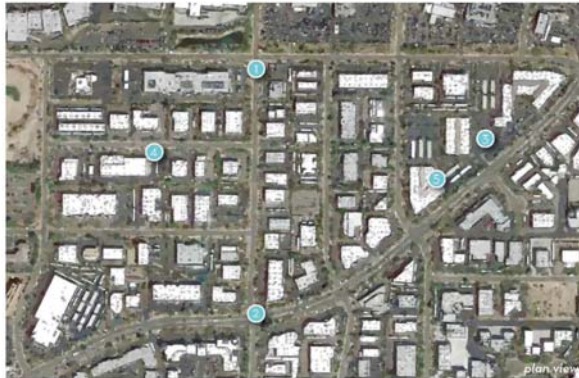
- 1 - Traditional commercial frontage
- 2 - 'Main Street' integrated with neighborhood
- 3 - Community open space
- 4 - Adjacent residential
- 5 - On street parking
- 6 - Street tree program & 'main street' landscape & hardscape treatments, benches, lighting, & site furnishings
- 7 - Diverse & Interesting building massing, rooflines, facade treatments, and use of color
- 8 - Walkable 'Main Street'
- 9 - Iconic district gateway
- 10 - Commercial & Neighborhood integration



LIGHT INDUSTRIAL

POINTS OF DEVELOPMENT

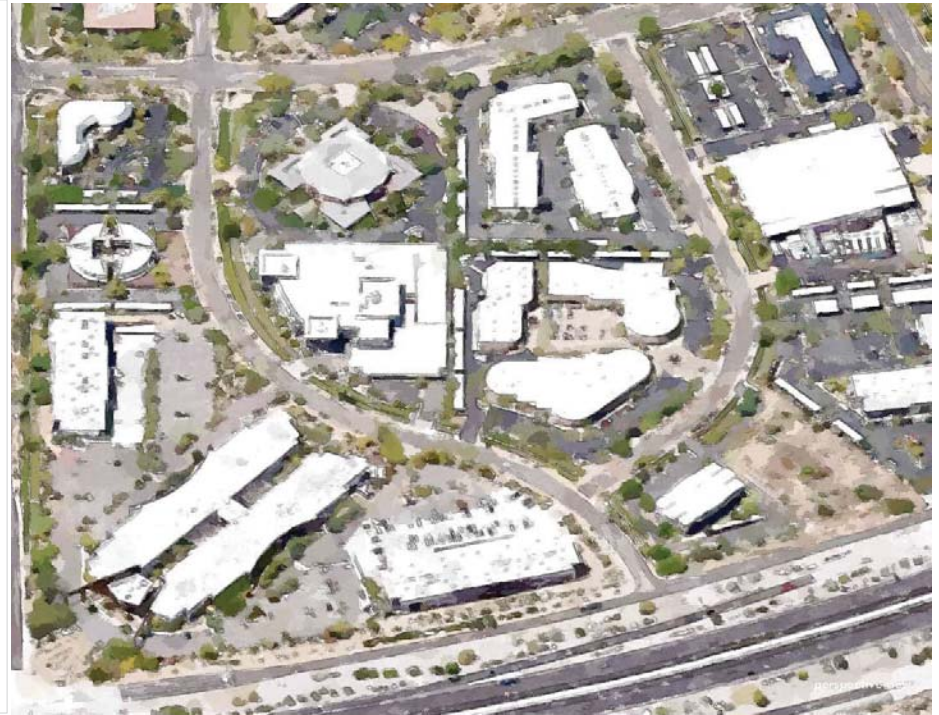
- 1 - Logical internal street network
- 2 - Access to major roads
- 3 - Internal parking
- 4 - Building size diversity & need driven development opportunities
- 5 - Interesting building geometry
- 6 - Street landscaping
- 7 - Interesting building massing, roof lines, & facade treatments
- 8 - Use of color in architecture
- 9 - Street lighting
- 10 - Easy building access



OFFICE

POINTS OF DEVELOPMENT

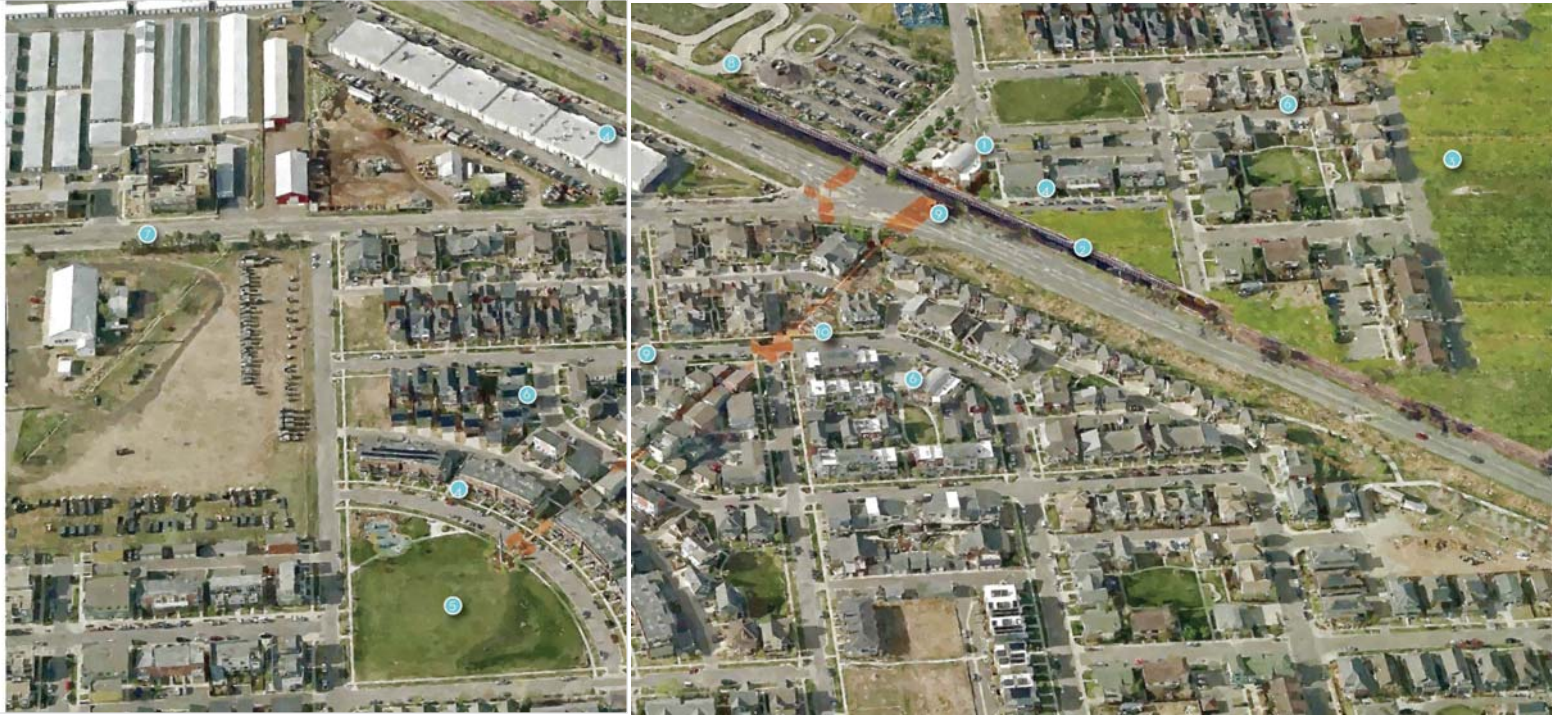
- 1 - Logical internal street network
- 2 - Access to major roads
- 3 - Internal parking
- 4 - Residential open space buffer
- 5 - Building size diversity, unique geometry, & need driven development opportunities
- 6 - Street landscaping
- 7 - Diverse building massing & facade treatments
- 8 - Use of color in architecture
- 9 - Minimize parking frontage
- 10 - Easy building access



MIXED USE / RURAL T.O.D.

POINTS OF DEVELOPMENT

- 1 - Accessible district transit stop
- 2 - Rail corridor
- 3 - Adjacent agriculture
- 4 - Diverse commercial development
- 5 - Iconic central open space for events and unprogrammed uses
- 6 - Integrated agricultural oriented residential development
- 7 - Working farm & tourism centered agritainment
- 8 - Family recreation
- 9 - Integrated, pedestrian oriented street network with identifiable crosswalks
- 10 - Community gardens



STREET & INTERSECTION TREATMENT

POINTS OF DEVELOPMENT

- 1 - Traffic circle provides focal point
- 2 - Landscape for visual interest
- 3 - Use of special paving creates interest & delineates crosswalks
- 4 - Crosswalks enhance pedestrian safety
- 5 - Traffic circle reduces speed while maintaining capacity
- 6 - Development frontage and quality streetscape design
- 7 - Streetlights & seating provide safety and resting places
- 8 - Iconic focal point opportunity
- 9 - Appropriate signage
- 10 - Landscaped medians



DESIGN CONSIDERATION

The following table is intended to provide possible design elements that may assist in deriving an overall character consistent with the NSAP. The applicability of these considerations is focused on the planning of residential, neighborhood commercial, office and certain light industrial uses. Certain, more intense uses, may disregard considerations where they affect the organization or functionality of the intended uses.

Macro Level Planning Considerations (Master Plan Community scale)	Micro Level Planning Considerations (Neighborhood scale)	Residential Design Considerations	Non-Residential Design Considerations (Commercial and Office)
<ul style="list-style-type: none"> • Central open space • Logical collector street network • Axial considerations • Formal layout and central open space, or layout that is appropriate with the design principal • Organic and informal layout creates unique internal spaces and orientations; or layout that is appropriate with the design principal • Non-uniform open spaces along roadways • Street tree program • Pedestrian connectivity • Open space connectivity • Detached sidewalks • Way-finding signage • Enhanced landscaping • Useable area of turf, where turf is included in common areas • Hardscape treatments, benches, lighting, site furnishings • Iconic district gateway • Use of special paving to create interest and delineate crosswalks • Special intersection treatment • Access to major roadways • Accessible district transit stop(s) • Iconic central open space for events and un-programmed uses • Family recreation • Integrated, pedestrian oriented street network with identifiable crosswalks • Landscaped medians 	<ul style="list-style-type: none"> • Housing product diversity • Variety of front yard setbacks including reduced setbacks • Logical internal street network • Formal layout and central open space, or layout that is appropriate with the design principal • Organic and informal layout creates unique internal spaces and orientations; or layout that is appropriate with the design principal • On-street parking on local streets • Integrated, pedestrian oriented street network with identifiable crosswalks • Detached sidewalks • Open space connectivity • Usable open space • Enhanced landscaping • Useable area of turf, where turf is included in common areas • Street tree program • Community gardens • Use of special paving to create interest and delineate crosswalks • Landscaped medians 	<ul style="list-style-type: none"> • Housing product diversity • Minimize garage dominance • Reduced front yard setbacks • Street tree program • Detached sidewalks • Open space frontage – proximity to playgrounds • Usable open space • Varied setbacks • Interesting building geometry • Varied building massing, roof lines, façade treatments, and colors 	<ul style="list-style-type: none"> • Broken building masses • Varied building massing, roof lines façade treatments, and colors • Building size diversity, unique geometry, and need-driven development opportunities • Buffers through use of open space and landscape where adjacent to residential • Varied setbacks • Pedestrian focused • Easy building access • Diverse building massing and façade treatments • Diverse commercial development • Landscape for visual interest • Use of special paving to create interest and delineate crosswalks • Development frontage and quality streetscape design • Landscaped medians

DESIGN STANDARDS GOALS



- Goal 1** Provide a pedestrian environment that encourages walkability by providing amenities such as shade, seating, drinking fountain and minimal opportunities for pedestrian/vehicle conflicts.
- Goal 2** Enhance the bicyclist experience by providing separate bike paths and minimizing potential bicycle/vehicle conflicts. Provide bicycle amenities such as bike racks and when appropriate, bike lockers and showers for employees who ride their bike to work.
- Goal 3** At the locations where a pedestrian trail crosses a vehicular corridor – major collector, arterial, major arterial – installation of a High Intensity Activated Walk (HAWK) or other attention getting devices should be encouraged.
- Goal 4** Encourage an open space network - connecting trails network and neighborhood open spaces - that can serve multiple neighborhoods and provides a place for gathering and social interaction. Integrate regional park areas, recreational areas such as sports parks, recreation centers and similar uses that can provide the opportunity for residents to lead a healthy lifestyle.
- Goal 5** Require commercial uses to be pedestrian oriented with internally integrated outdoor spaces, contributing to a sense of place, interconnected with residential neighborhoods and non-residential uses.
- Goal 6** Encourage employment uses in the NSAP to attract high paying jobs and businesses that contribute to the financial sustainability of Queen Creek.
- Goal 7** Streets and intersections are designed to complement the theme of the NSAP. Design streets based on “complete street” guidelines that provide for a balance of transportation modes including pedestrian, equestrian, bicycle, public transit, and vehicles. A more attractive public realm helps to balance pedestrians and bicyclists with other vehicles.
- Goal 8** Create a desirable working environment for all employees.
- Goal 9** Be mindful that most commercial architectural standards may not be appropriate for Heavy Industrial uses.

Chapter 9 Financial Analysis

NOTE: This chapter is still in process and will be completed prior to the public hearing process.