

COUNCIL STRATEGIC PLANNING MINUTES

September 18, 2025

The City Council of the City of Mesa met in a Strategic Planning Session at The Northeast Public Safety Facility, Community Room, 1333 North Power Road, on September 18, 2025, at 7:37 a.m.

COUNCIL PRESENT

Mark Freeman
Scott Somers
Rich Adams
Jennifer Duff
Alicia Goforth
Francisco Heredia
Julie Spilsbury

COUNCIL ABSENT

None

OFFICERS PRESENT

Scott Butler
Holly Moseley
Jim Smith

Mayor Freeman conducted a roll call.

1. Mayor's welcome.

Mayor Freeman welcomed the Council and staff, noting that staff will review the City's 2025 Strategic Priorities and accomplishments.

2. Hear a presentation, discuss, and provide direction on the Follow-Up City Council Strategic Planning Session Purpose and Agenda:

2-a. Hear a presentation, discuss, and provide direction on the purpose of the Follow-Up City Council Strategic Planning Session and an overview of the day's agenda.

City Manager Scott Butler displayed a PowerPoint presentation. **(See Attachment 1)**

Mr. Butler explained that this presentation reflects Council's request for more frequent updates on the Strategic Planning; specifically, the status of related projects and accomplishments. He emphasized that, despite recent changes, the City remains rooted in its foundational ethics, and principles, with renewed energy. He added that staff have embraced the Mayor's Elevate Mesa initiative, accomplished a great deal, and is looking forward to making improvements. He highlighted several accolades the City of Mesa has received, including being ranked ninth as the "Best Big City to Live In" out of 859 cities nationwide. (See Pages 2 and 3 of Attachment 1)

Mr. Butler discussed recent leadership changes and appointments, noting that the City benefits from decades of combined experience and new talent. He presented an organizational chart designed to create synergy under shared leadership, improving communication and strategic alignment with Council's strategic priorities. He emphasized Mesa's commitment to hiring and retaining top talent, with a focus on delivering results. (See Pages 4 through 9 of Attachment 1)

Mr. Butler provided an update on the status of projects for the first 100 days since he became the City Manager. He discussed the challenges of aging facilities that need upgrading, and the opportunities to capitalize on economic development, create partnerships, and enhance neighborhoods. He outlined the improvements to internal processes and communication, such as revamping the summer schedule for Council to align with school breaks and conferences. He reviewed upcoming areas for improvement and commented that the goal is to create a sense of urgency due to the number of projects to be completed. (See Pages 10 through 17 of Attachment 1)

Mayor Freeman thanked staff for the presentation.

3-a. Hear a presentation, discuss, and receive an update on the General Governmental Funds outlook and forecast.

Management and Budget Director Brian Ritschel displayed a PowerPoint presentation. **(See Attachment 2)**

Mr. Ritschel stated that the City's General Governmental Fund is the major fund that supports the City's operations and includes the Quality-of-Life Sales Tax. He presented charts illustrating the monthly consumer activity and reviewed the revenues for the City's sales tax, retail, and contractor sectors. He commented that the City sales tax has remained steady over the last few years, with increases in some areas and slight reductions in others. He noted retail sales have shown positive growth, particularly the spikes in May and June, which are linked to new and used car sales. He reported contract revenue is unpredictable as it depends on timing of permits and commencement of construction; however, the City is doing well due to several active and upcoming projects. He provided a summary of the tax revenue that came in flat due to increasing expenditures and the loss of the residential rental revenues. He emphasized that the City's actual revenue over budget came in at 5.1% higher, down significantly from 16% in Fiscal Year (FY) 23/24, indicating a return to more typical, post-pandemic trends. (See Pages 2 through 5 of Attachment 2)

In response to a question from Councilmember Duff, Mr. Ritschel replied that if the revenue remained the same, and the residential rental revenue was removed, the results would be negative growth compared to previous years. He indicated a \$30 million loss is a significant ongoing impact to the General Governmental Fund.

Mr. Butler added that strong retail activity has helped offset losses, but expenditures outpaced revenues. He emphasized the City will continue to implement 2% budget cuts and other measures to stabilize finances until revenue growth recovers.

Responding to a question from Councilmember Heredia, Mr. Ritschel answered that the most significant increases in retail sales are from auto sales recently and online sales year after year.

Mr. Ritschel reported that Mesa's unemployment rate has seen a slight increase, following a seasonal pattern where rates dip in summer and rise in winter. He reviewed a chart of statewide data on job announcements and losses, explaining that when the moving average of job losses surpasses job announcements, it can indicate a recession, which staff monitors. (See Pages 6 and 7 of Attachment 2)

In response to a question from Vice Mayor Somers, Mr. Ritschel stated that the unemployment rate data is sourced from the State of Arizona and the Bureau of Labor Statistics, and reflects company announcements of adding or cutting jobs, not the number of positions affected.

Mr. Ritschel provided an overview of the forecast for the General Governmental Funds, which shows revenue trends for City sales tax and state-shared revenues. He advised that both are expected to dip slightly in FY 25/26, mainly due to residential rental impacts, before gradually recovering. He summarized the General Governmental Funds sources and uses, noting that expenditures continue to outpace revenues, gradually reducing the fund balance. He emphasized by the end of the forecast, the City remains within their financial policy of 8 to 10%. He noted that a spike in FY 25/26 reflects carryover expenses from FY 24/25 and one-time costs. (See Pages 8 and 9 of Attachment 2)

In response to multiple questions from Councilmember Duff, Mr. Ritschel confirmed that the total sources and uses account for utility fund contributions to the General Governmental Fund. He added that adjustments are made to the forecast to reflect added expenses for upcoming projects, ongoing operational and maintenance expenses, and future projects.

Mr. Butler stressed that maintaining fiscal discipline, managing expenditures carefully, and using reserves strategically while continuing to find efficiencies and ensure sustainable program funding is important to the City of Mesa (COM).

Mayor Freeman thanked staff for the presentation.

3-b. Hear a presentation, discuss, and receive an update on improvements for the Development Services Department, including department coordination, doing business in Mesa, small business support, and land use planning.

Development Services Director Nana Appiah displayed a PowerPoint presentation. **(See Attachment 3)**

Mr. Appiah highlighted the primary functions of the Development Services Department, which is to guide and coordinate new development to improve the City's urban form and image, ensuring high-quality growth consistent with City Council policies. He said over the past 100 days, his team has focused on evaluating departmental structure and processes, identifying inefficiencies, and launching a project to map all policies and procedures to improve coordination among departments. He identified the areas of focus for the Development Services Department where staff has worked closely with the development community and City Council on collecting feedback and categorizing issues related to policy and process improvements. He mentioned the challenges staff has experienced and their new proactive approach to growth. (See Pages 2 and 3 of Attachment 3)

In response to multiple questions posed by Vice Mayor Somers, Mr. Appiah clarified that the City had strategic plans and he discussed the challenges with long-term planning and an approach to be proactive in adapting to changing economic conditions.

Mr. Appiah outlined policy improvements based on developer feedback and staff's evaluation for areas of improvement such as opportunities to expand administrative approvals. (See Page 4 of Attachment 3)

Discussion ensued regarding expanding administrative approvals, long-term planning policies, process streamlining, and maintaining design standards.

Mr. Appiah continued discussing the policy improvements, stating that several processes and personnel changes have been made across departments involved in the development review process. (See Pages 4 and 5 of Attachment 3)

Mr. Appiah identified the changes implemented by the department to improve the Development Review Process, including an enhancement to the Digital Innovation Mesa Electronic Services (DIMES) system, which currently automatically notifies applicants when their submissions are received and provides review dates. He stated that the focus is on streamlining processes to improve workflow. (See Pages 6 and 7 of Attachment 3)

Responding to a question from Councilmember Duff, Mr. Appiah replied that Public Safety is part of the review process. He explained that the role of Ombudsman Services is to find solutions and minimize the referral process.

Mr. Appiah highlighted the major administrative changes that include empowering administrative staff to minimize matters routed to the director, and focusing on long-range planning, current planning, development, and review. (See Pages 9 through 11 of Attachment 3)

Mr. Appiah shared the emphasis on placemaking strategies used to improve Mesa's image at entryways in older areas that need attention. He discussed the potential in utilizing canals in the City as recreational amenities for public use by residents and visitors. (See Pages 12 and 13 of Attachment 3)

Mr. Appiah provided a status update on the improvement initiatives that are ongoing and completed. (See Page 15 of Attachment 3)

Mr. Appiah presented a chart comparing the process timelines across various cities in Arizona. He reported that the COM meets their review deadlines 96% of the time and are adding several measures with fees to encourage responsiveness and accountability. He noted the challenges of developers not responding to comments. (See Page 17 of Attachment 3)

In response to a question from Councilmember Heredia, Mr. Appiah mentioned that the COM has one of the lowest fee structures in the Metro area, and the intent of fees is to cover the cost of services.

Responding to multiple questions from Councilmember Goforth, Mr. Appiah explained the 14-day rezoning deadline for staff to perform a detailed digital review, and discussed the challenges.

Councilmembers Duff and Spilsbury suggested adding alternate members to the Planning & Zoning (P&Z) Board to increase participation and broaden perspectives.

Councilmember Adams expressed disappointment with the recent lack of more than four votes on project approvals by the P&Z Board and stated a desire for greater Boardmember attendance at meetings.

(Mayor Freeman declared a recess at 9:20 a.m. The Council Strategic Planning Session resumed at 9:32 a.m.)

In response to a request from Councilmember Spilsbury, Mr. Appiah revisited the process issues raised by the developer community that initiated improvements. He identified the structures that

have been implemented for process improvement to provide clarity to the development community and create a sense of urgency. (See Page 5 of Attachment 3)

Mr. Butler shared that he has observed positive results from having an Ombudsman and noted that it is beneficial for staff to guide developers through each step of the process to navigate the system.

Responding to a question posed by Councilmember Goforth, Mr. Appiah commented that his staff is currently in the process of hiring an urban designer, which has been a challenge finding the right person.

Discussion ensued regarding the role and responsibility of the transportation planner and urban planner, roads being cohesive with land use, and connecting pathways.

Mr. Appiah explained the functions of an urban designer and commented that currently the City utilizes several consultants. (See Page 6 of Attachment 3)

Responding to a question from Vice Mayor Somers, Mr. Appiah explained that the challenges with junior staff is more of a cultural issue and the focus of the Development Services Department is to empower their staff to make decisions.

Mr. Appiah emphasized the significance of ongoing and upcoming zoning text amendments as part of the City's long-range planning efforts, as well as the importance of being proactive. He noted that Council continues to provide direction on priorities. (See Page 8 of Attachment 3)

Mr. Appiah discussed the proposed actions to policy changes, including aligning the expiration dates of the building and site plan without going to Council, with administrative authority to approve the plans or re-approve expired site plans. He stated that staff is beginning public outreach efforts and announced a new policy introducing a 20% review fee for fourth and fifth plan reviews. He explained that this fee applies when applicants fail to respond to prior review comments and repeatedly resubmit unchanged plans. He said that the intent is to improve efficiency, encourage accountability, and align with practices in cities like Scottsdale and Phoenix, where similar cost-of-service fees are in place. (See Page 11 of Attachment 3)

Discussion ensued regarding review fees, accountability, tracking software for status of review and standards for recommendations.

Mr. Appiah commented that the new process improvements include clear submittal dates and review timelines which will help prevent misunderstandings and reduce unnecessary conflicts. (See Page 12 of Attachment 3)

Mr. Appiah reviewed plans and programs available to redevelopment in the COM and mentioned that staff will continue to work with the Downtown Transformation Team for redevelopment opportunities. He emphasized that 80% to 90% of the city is developed, and there will be a strong focus on redevelopment. (See Page 14 of Attachment 3)

Mr. Appiah provided a summary of the improvement initiatives and stated that the staff ensures that landscaping matches the project. (See Page 15 of Attachment 3)

Mayor Freeman thanked staff for the presentation.

3-c. Hear a presentation, discuss, and receive an update on Economic Development in Mesa, including attracting high-wage/high-value jobs and retail.

Economic Development Director Jaye O'Donnell displayed a PowerPoint presentation. **(See Attachment 4)**

Ms. O'Donnell provided an overview of Mesa's Economic Development for FY 25 and the outlook for FY 26. She reported that last year the City was successful in attracting businesses and identified several of the industries that shared in the successes, as well as working on expanding existing businesses. She stated that staff continues to innovate and offer programs that provide value to Mesa's small businesses and entrepreneurs. She highlighted the successes of the resources and specialty spaces for small businesses and entrepreneurship. (See Pages 2 through 4 of Attachment 4)

Ms. O'Donnell reviewed the results of the proactive media and marketing strategies, which delivered measurable impacts and amplified the Mesa story to audiences nationally, positioning Mesa's community as a dynamic hub of innovation, growth, and opportunity. (See Page 5 of Attachment 4)

Ms. O'Donnell provided an update to the retail strategy, stating that last year the City generated more than 30 quality prospects that staff are actively working with, and assisted in landing six retailers and several new retail focused developments, including Medina Station, Restaurant Row, Tempo by Hilton in Gallery Park that offers a contemporary sit-down restaurant, and Revel Surf at Canyon Beach that offers themed restaurants, retail and entertainment. She recognized the need to better align the retail offerings in Mesa with the rising income levels, adding the difference in income levels and educational attainment with neighboring communities creates a challenge. She referenced several retail trade areas that are adjacent to vacant land and tribal communities and suggested increased density might be a solution to add attractiveness to those areas. (See Page 6 of Attachment 4)

Ms. O'Donnell discussed potential solutions to promote Mesa as a retail location locally and nationally, beginning with telling a better story of Mesa regionally. She identified campaigns for Business to Consumer (B2C) and Business to Business (B2B) for promoting retail options and change the perception to recruit elevated brands. She highlighted growth opportunities and provided examples of campaign platforms, noting that Mesa will continue its contract with the Retail Coach. She shared the staffing adjustments that have occurred will help going forward. (See Pages 7 through 12 of Attachment 4)

In response to a question from Councilmember Duff related to the various branding portrayed from different departments in the City, Communications Director Ana Pereira replied that the goal is to identify Mesa as one unified brand.

Responding to multiple questions posed by Councilmember Duff, Ms. O'Donnell advised that the Economic Development Office is collaborating with other departments to identify opportunities and encourage additional developments for mixed-use, multi-family, and for-sale products. She explained the collaborations with Visit Mesa to elevate and promote Mesa regionally in the Phoenix Metro area, as well as nationally.

Ms. O'Donnell shared the vision for the future of Mesa as the premier location for companies and investors who are looking for a dynamic, innovative city to enhance our competitiveness, which will improve and diversify the City's economy, advancing businesses and growing quality jobs. (See Pages 13 and 14 of Attachment 4)

Ms. O'Donnell discussed the City's premier service of business attraction and indicated that Mesa has a robust retention and expansion program in place. She noted that staff will be visiting 175 existing Mesa businesses to collaborate with their outlook for the future and assist in improving their competitiveness and will advise the Council on any policy-level needs. (See Page 15 of Attachment 4)

Ms. O'Donnell summarized the industries of opportunity in the COM, pointing out that retail encompasses restaurants, entertainment, hospitality (hotels), and signature attractions. She provided an overview of the Office of Economic Development's goals and opportunities to address growing Mesa's economy nationally and globally and discussed the challenges. (See Pages 16 through 18 of Attachment 4)

In response to a question posed by Councilmember Goforth related to any ongoing communications with approved developments, Ms. O'Donnell explained that staff remains engaged with the developer throughout the process, including sharing leads for retail development.

Ms. O'Donnell identified the action items to attract businesses in FY 26 to align with emerging opportunities and strengthening the competitive edge. (See page 19 of Attachment 4)

(At 10:52 a.m., Mayor Freeman excused Councilmember Adams from the remainder of the meeting.)

Ms. O'Donnell discussed the strategies and resources available to assist small businesses in their growth. (See Page 20 of Attachment 4)

Responding to multiple questions from Councilmember Duff, Ms. O'Donnell answered that any Mesa Business license holder can apply for a technical assistance program and the City is supportive of small businesses and shares available resources.

Ms. O'Donnell emphasized the importance of revitalizing underutilized areas to unlock new potential. She noted that the Redevelopment Task Force will return to Council in the fall with recommendations, including a redevelopment toolkit and various program options. (See Page 21 of Attachment 4)

Ms. O'Donnell advised that the Retail Awareness Campaigns will continue through FY 26 to support B2B efforts. She highlighted the marketing and business development approach and stated that the Office of Economic Development has invested in a refreshed brand and the launch of a new website which will be released in the next few weeks to reach new audiences and amplify the impact of Mesa's programs. (See Pages 22 and 23 of Attachment 4)

Ms. O'Donnell discussed workforce development efforts aimed at supporting business expansion and stated that a refreshed COM Workforce Redevelopment Strategic Plan will be presented to Council in the fall. (See Page 24 of Attachment 4)

Ms. O'Donnell informed the Council that the Office of Economic Development is accredited by the International Economic Development Council, a distinction renewed every three years through an independent peer review of the City's operations and practices. She noted that the accreditation signals to employers and partners that the City maintains a high-performing, professional organization. (See Page 25 of Attachment 4)

Ms. O'Donnell stated that staff is seeking a consultant to develop a comprehensive strategic plan for fiscal years 2027-2029 for regional, national, and global market engagement. She mentioned the goal is to drive investments in Mesa's specific districts, growing jobs, and supporting entrepreneurs and business owners. She reviewed the timeline for contract execution by the end of the calendar year in order to have a plan in place for FY 2026. She noted that Councilmembers, City leadership, and staff will be consulted as part of this strategic planning process along with private sector partners. (See Page 26 of Attachment 4)

In response to a question from Councilmember Heredia, Ms. O'Donnell explained that ASU provides a broad range of programs and opportunities the City can leverage and outlined strategies used to strengthen that collaboration.

Mayor Freeman thanked staff for the presentation.

3-d. Hear a presentation, discuss, and receive an update on citywide branding efforts.

Mr. Butler stated that due to time constraints, this item would be continued to a future date.

3-e. Hear a presentation, discuss, and receive an update on Artificial Intelligence in Mesa.

Assistant to the City Manager Ian Linssen introduced Chief Information Officer Scott Conn and displayed a PowerPoint presentation. **(See Attachment 5)**

Mr. Linssen provided an update on Mesa's utilization of Artificial Intelligence (AI) and encouraged feedback from the Council. He noted the rapid evolution of AI tools and shared a video of an AI presentation. He explained that AI has been in use since the 1950s and described how its capabilities have steadily advanced over time. (See Pages 2 through 4 of Attachment 5)

Mr. Linssen explained that as Mesa expands its use of AI, the City is guided by a human-centered approach focused on enhancing, not replacing, employees. He emphasized the importance of using AI safely, that employees remain fully responsible for the accuracy of any AI-assisted work, and that the City's Management Policy includes expectations of AI use.

Mr. Conn discussed the current AI projects, future tools, and examples of successful improvements and efficiencies to processes and systems. He reviewed the benefits of utilizing Mesa's AI assistant, Mesan, for citizen and business use, which has been successful and is being developed for use in other departments. He explained that the phone menus can be adapted according to who is visiting the COM. He provided an overview of the enhancements to the operations and safety of smart systems and safer processes. (See Pages 6 through 8 of Attachment 5)

In response to a question from Councilmember Heredia, Mr. Conn replied that there are multiple AI applications that can perform language translation that is voice-based or text based. He commented that several applications have been tested, and Google has a strong translation option. He mentioned that staff is researching the implementation of AI language translation at Council meetings.

Mr. Conn outlined the City's strategies for AI growth, noting that AI has the potential to transform how business is conducted in Mesa, similar to smartphones. He emphasized focusing on scalable, purpose-driven applications that add value, explaining that the City continually pilots new tools but invests only in those that make sense and improve the residents' experience. He

noted that use-cases from various departments and the AI sandbox will help identify meaningful opportunities. (See Page 9 of Attachment 5)

Mr. Conn discussed future AI possibilities and their potential impact across the City. (See Page 10 of Attachment 5)

In response to multiple questions from Councilmember Duff, Mr. Conn replied that the City is researching AI training courses specific to ChatGPT for effective ways for day-to-day activities. He compared Microsoft's Co-pilot application to ChatGPT and stated that ChatGPT is more advanced.

Mayor Freeman thanked staff for the presentation.

4. Brief discussion on City Council Strategic Priorities.

Mayor Freeman suggested holding quarterly meetings at different locations across the city to promote transparency. He emphasized that Mesa is a full-service city offering a wide range of services, making it essential for Council to stay informed and engaged with staff, and give policy directions to continue enhancing the community.

Mr. Butler explained that this update is the first in a series of updates. He noted that additional departmental updates will be provided in the future as part of an effort to streamline communication. He emphasized that staff is open to adjusting the methods and frequency of updates to ensure that Council receives the information needed and will continue refining the communication approach moving forward.

5. Adjournment

Without objection, the City Council Strategic Planning Session adjourned at 11:38 a.m.

ATTEST:


MARK FREEMAN, MAYOR




HOLLY MOSELEY, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Strategic Planning Session of the City Council of Mesa, Arizona, held on the 18th day of September 2025. I further certify that the meeting was duly called and held and that a quorum was present.


HOLLY MOSELEY, CITY CLERK



City Manager's Update



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Same Organization



New Vibe



mesa·az



Wallethub

#1 Best-Run City in Arizona
#11 Best-Run City in the U.S.
(Wallethub, 2025)



#2 Safest Large City in the U.S.
(Most recent data from the National Incident-Based Reporting System or NIBRS)



CoworkingCafe

#4 for Economic Growth
Among Large U.S. Cities
(CoworkingCafe, 2025)



#9 Best Big City to Live In
(U.S. News & World Report, 2025)



Leadership Changes



Brent Stoddard

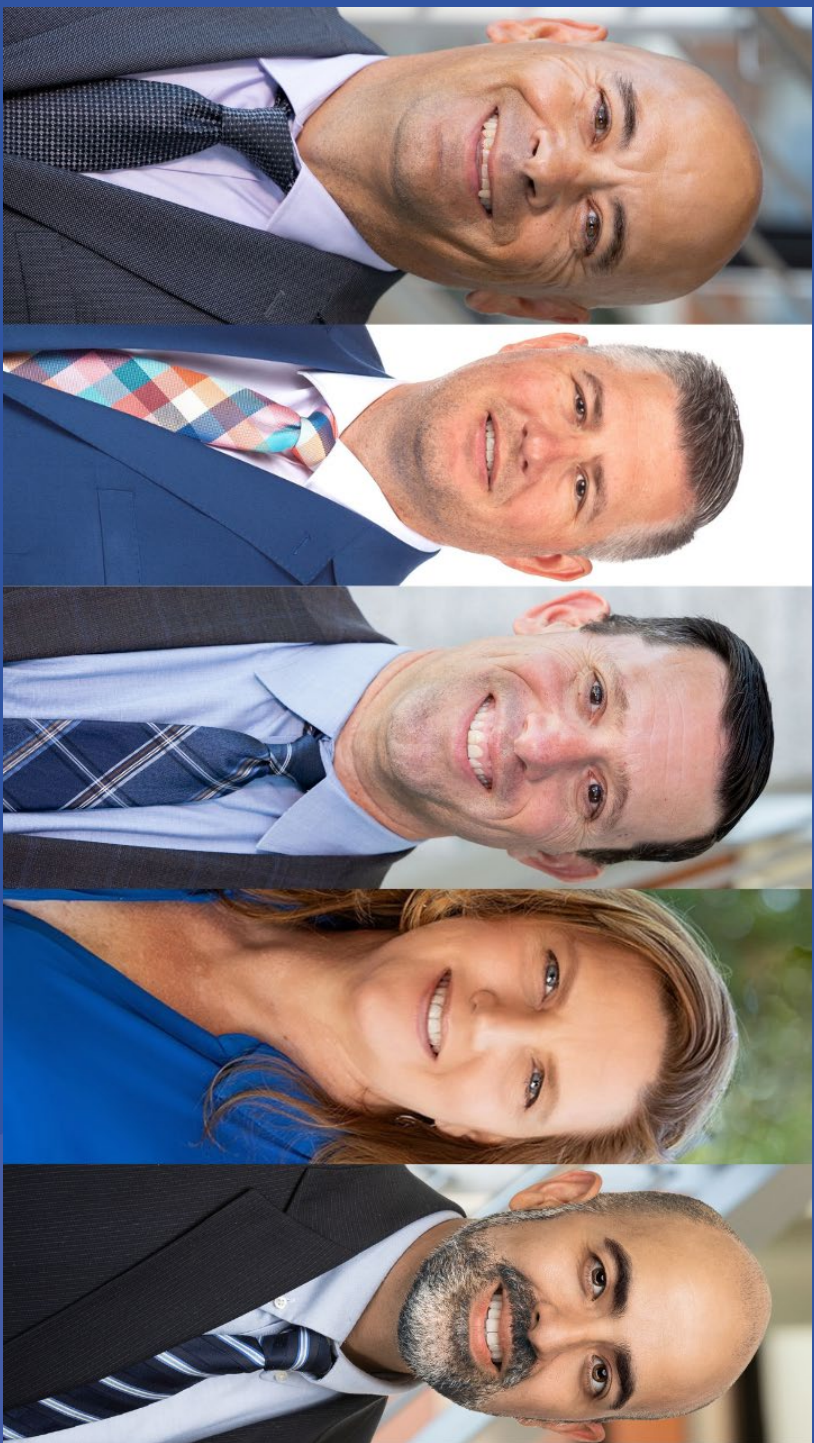


Ken Cost



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Leadership Changes





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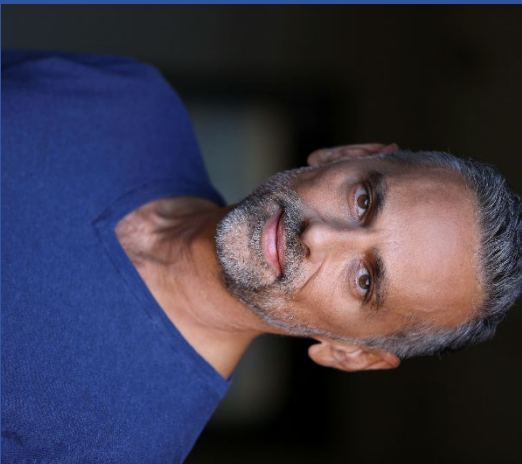
Leadership Changes



Mesa Police Chief
Dan Butler



Asst. to the City Manager
Amanda Freeman



Arts and Culture Director
Luis Ruiz



Chief Engineer
Lance Webb



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Leadership Changes



Mesa Public Safety Support Director
Kim Meza



Mesa Public Safety Support Dep. Director
Forrest Smith

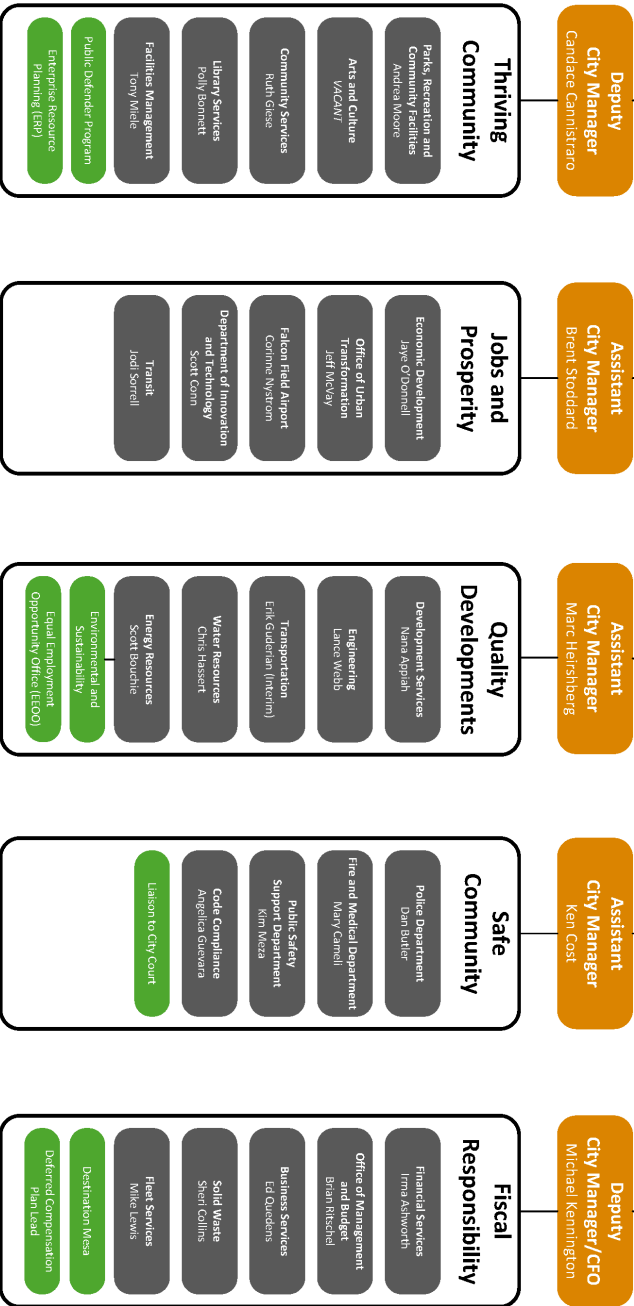
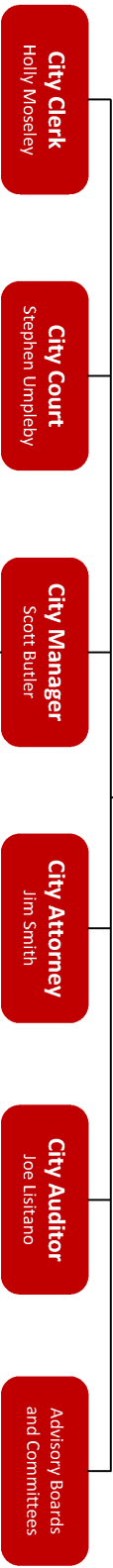


mesa·az



Updated August 2025

Citizens of Mesa
Mayor and City Council





Building a High-Performing Workforce



First 100 Days

ASU Downtown – Post Office & Council Chambers

Culdesac

Legacy Park





First 100 Days

51-55 E Main Street Site

City Facilities Master Plan

ASU Polytechnic Innovation Zone





First 100 Days

Center Street Project

Natural Gas Pipeline Partnership



Heightened Code Enforcement Activity Against “Worst of the Worst” Neighborhood Blight



First 100 Days

VisitMesa Relationship

Public Participation Enhancements for Budget and Utility Rates

Convention Center & Mesa Amphitheater Strategic Visioning

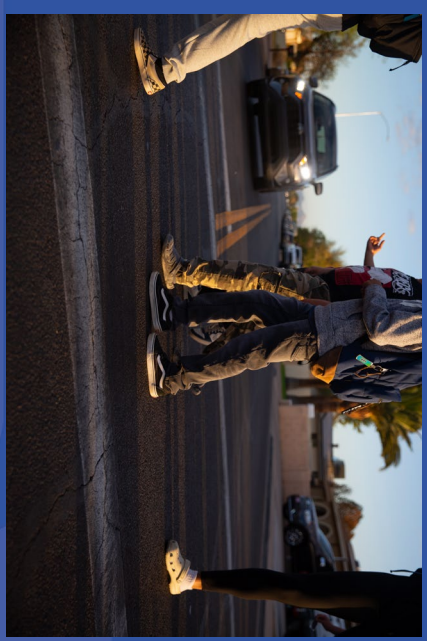
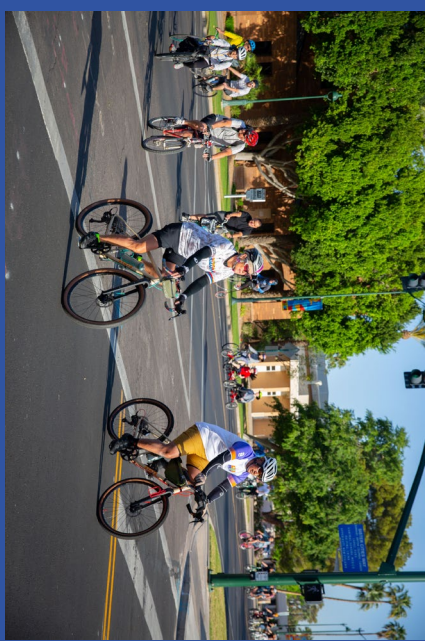




First 100 Days

Falcon Field Airport Long-Term Visioning

Pedestrian/Bicycle Safety Enhancements





First 100 Days

Internal Process Improvements:

- Summer Schedule Revamp
- Committee Action added to Agendas
- Quarterly Bond Project Updates



More to Come...

Arts & Innovation District

Fiesta & Riverview

Strategic Redevelopment Sites

- Buckhorn Baths
- Urban Agriculture
- Transit-Oriented Development Opportunities at Stapley/Main, Alma School/Main, Mesa Dr/Main



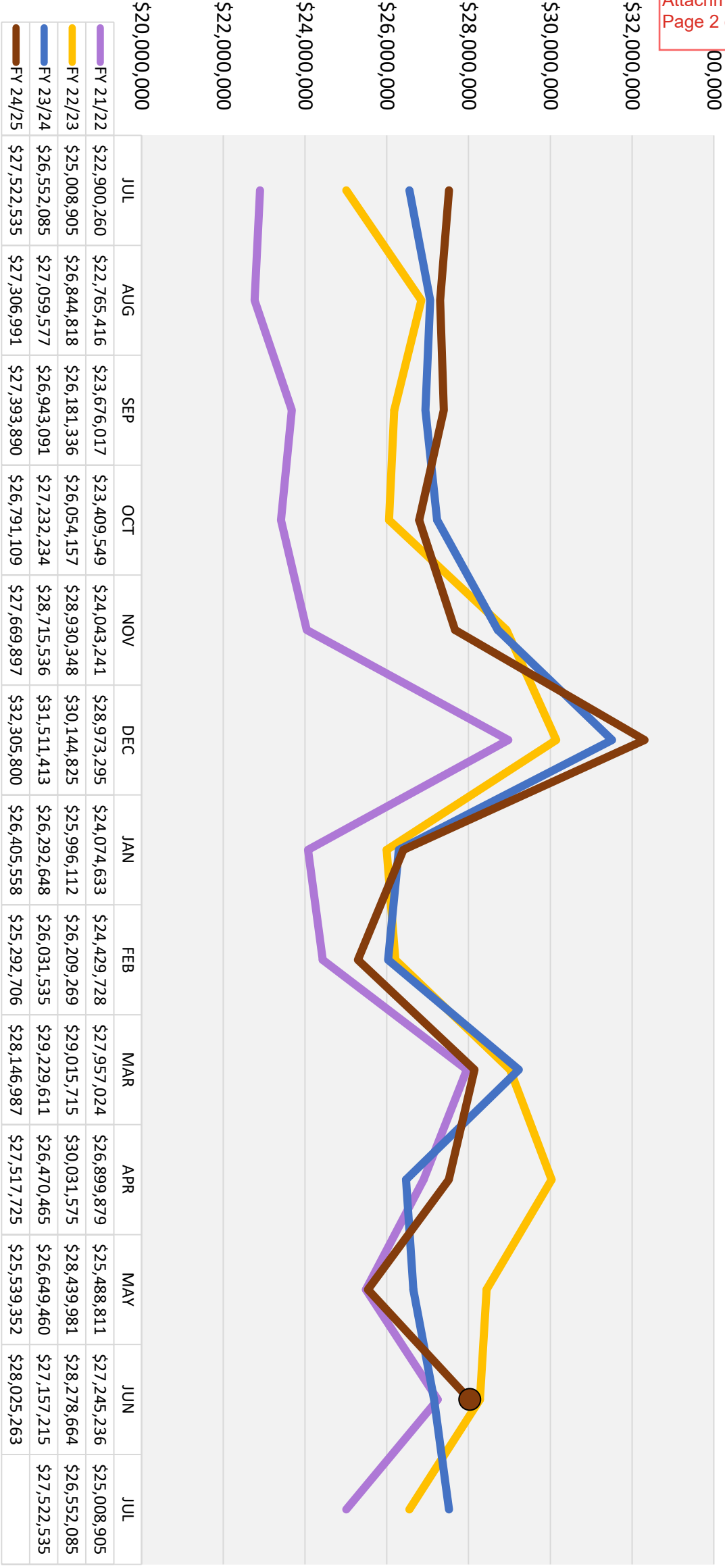
City Manager Conference Room

Economic Update

Office of Management and Budget Director – Brian Ritschel

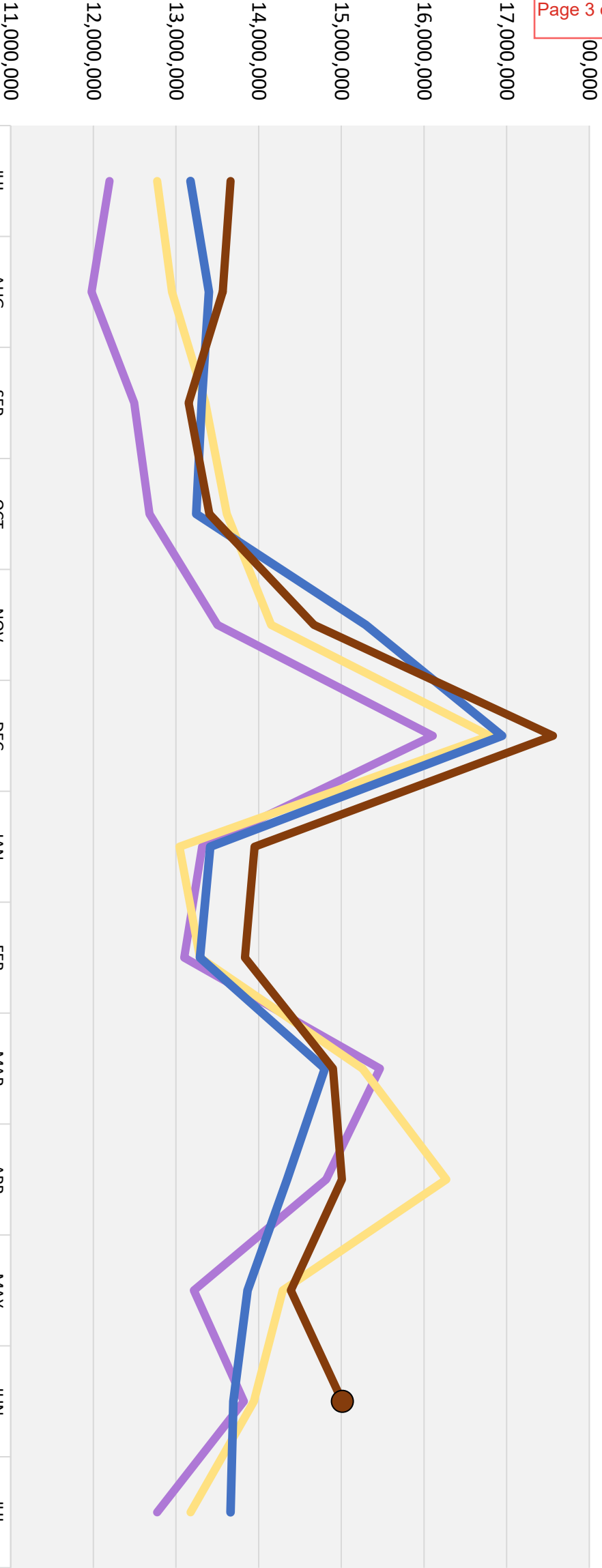
City Sales Tax

Year Over Year - Consumer Activity by Month (source: Tax Revenue Summary Report)



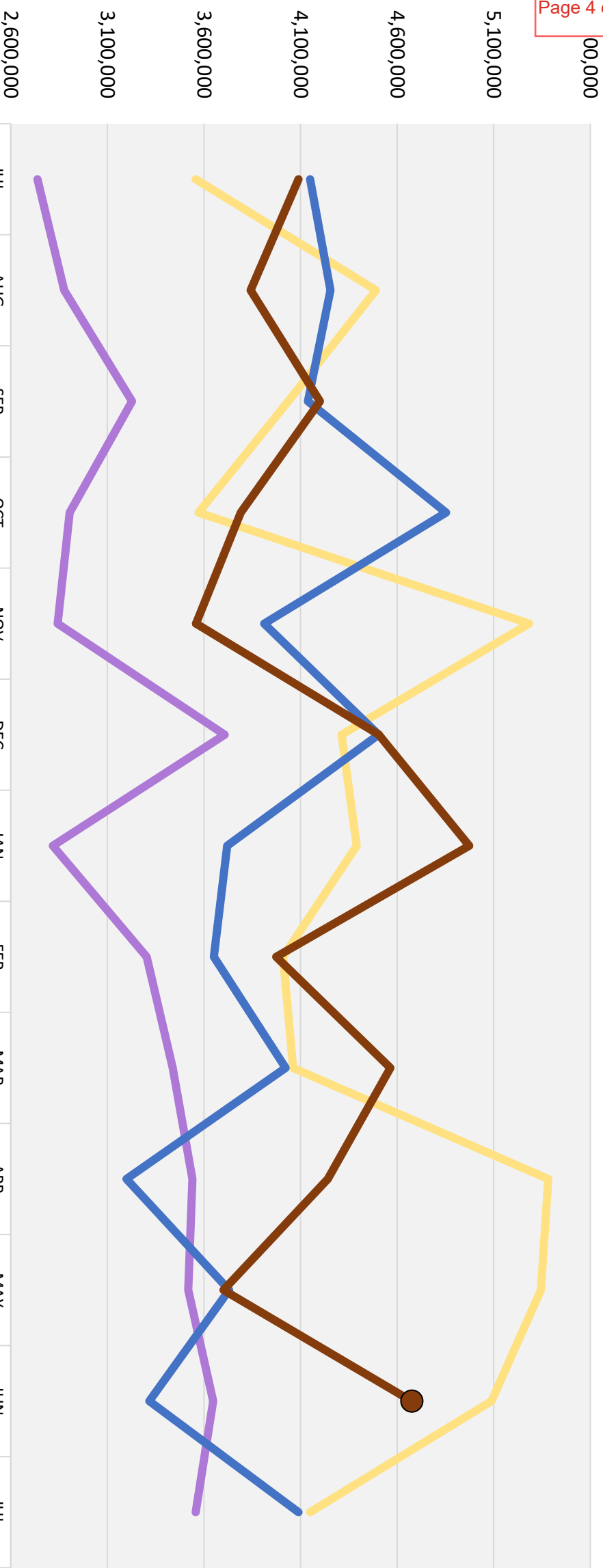
Retail Category

City Sales Tax - Year over Year - Consumer Activity by Month



Contracting Category

City Sales Tax - Year over Year - Consumer Activity by Month





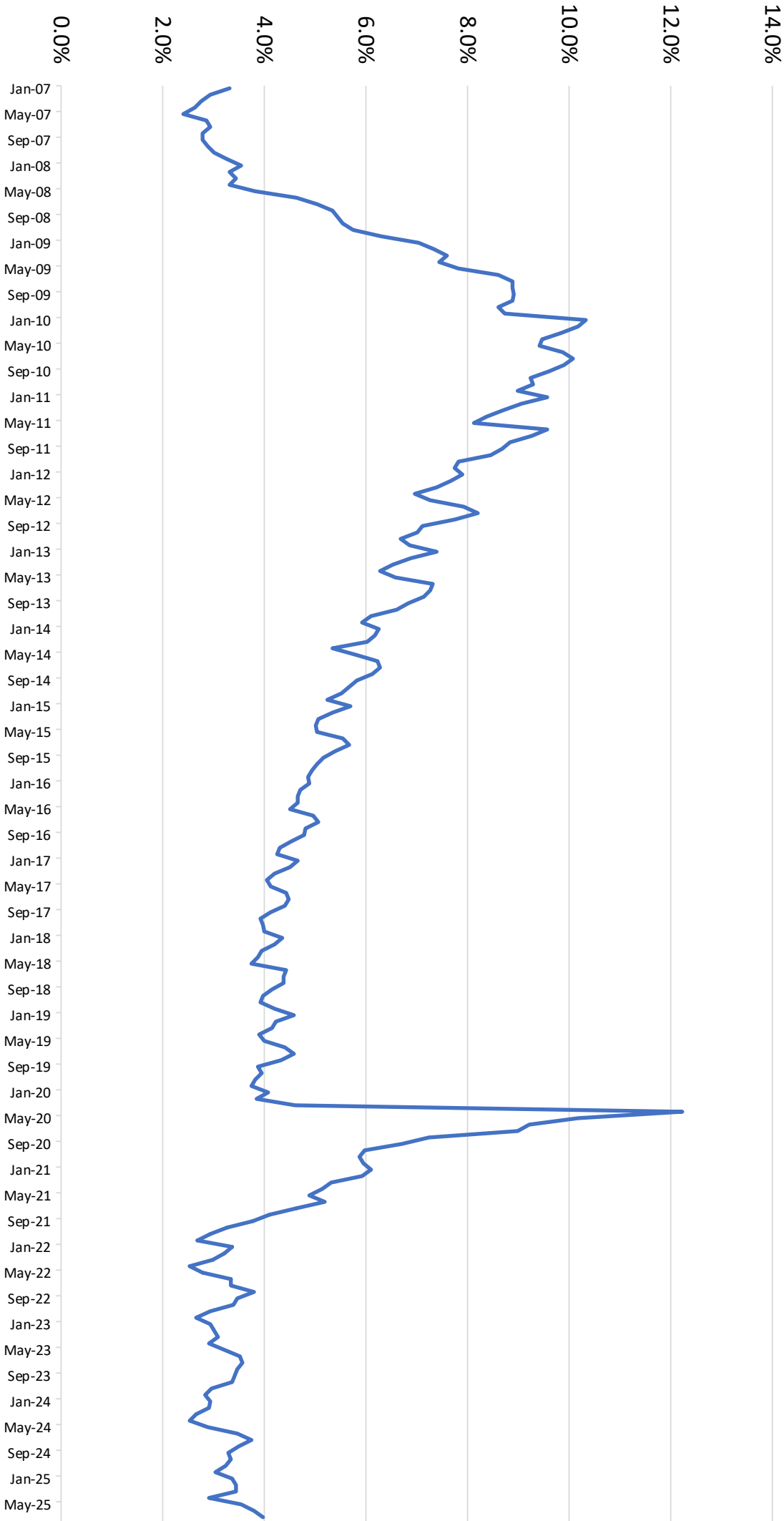
TAX REVENUE SUMMARY
Consumer Activity - June 2025

PRIVILEGE AND USE TAX BY CATEGORY (GENERAL FUND, STREET MAINTENANCE FUND, QUALITY OF LIFE FUND, & PUBLIC SAFETY FUND - 2%)

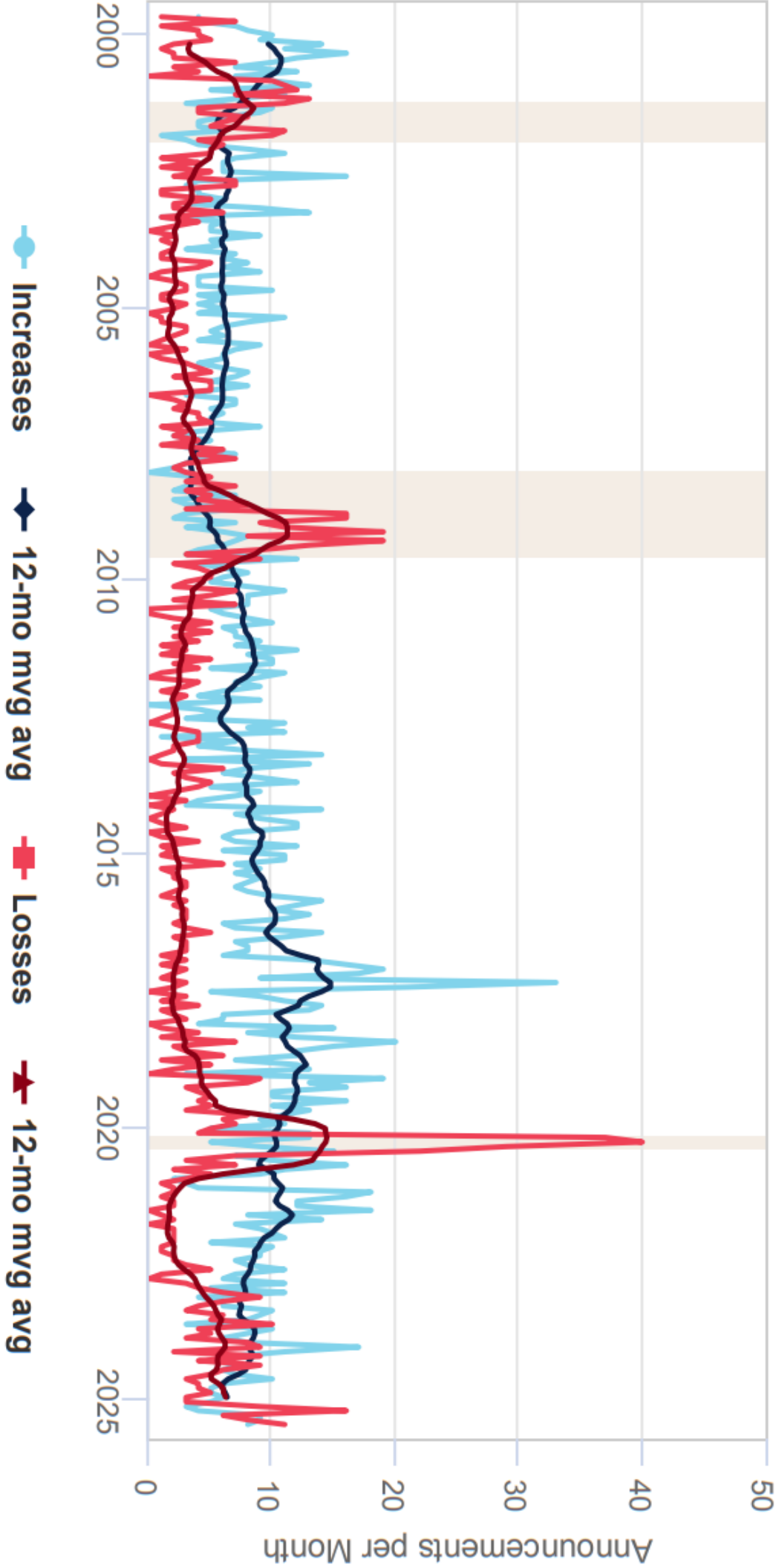
Category	June					Fiscal Year to Date				
	2023		2024		2025	2022/2023		2023/2024		2024/2025
					Var from FY23/24	% of Total				Var from FY23/24
Retail Sales	\$ 13,942,352.73	\$ 13,694,691.37	\$ 15,011,188.83	9.6%	53.6%	\$ 169,720,116.67	\$ 168,774,843.75	\$ 173,095,967.61	2.6%	52.4%
Rentals	2,475,010.34	2,738,524.09	2,744,632.42	0.2%	9.8%	28,109,938.68	29,221,793.28	29,803,332.89	2.0%	9.0%
Utilities	1,861,320.02	2,084,718.52	2,261,574.24	8.5%	8.1%	19,981,726.15	21,608,740.19	23,860,968.28	10.4%	7.2%
Restaurants & Bars	2,194,093.46	2,263,049.42	2,416,545.04	6.8%	8.6%	27,811,724.04	28,317,608.67	29,352,468.22	3.7%	8.9%
Communications	265,570.77	275,718.37	290,222.22	5.3%	1.0%	3,493,028.86	3,359,740.09	3,515,829.64	4.6%	1.1%
Amusements	240,367.94	265,923.74	268,885.89	1.1%	1.0%	2,716,015.24	2,861,320.81	2,938,891.88	2.7%	0.9%
Publishing	37,891.42	41,110.36	46,975.34	14.3%	0.2%	477,568.78	522,915.46	475,436.42	-9.1%	0.1%
Miscellaneous	171,400.05	147,541.02	146,177.41	-0.9%	0.5%	1,381,309.09	1,770,245.34	1,877,494.71	6.1%	0.6%
Printing & Advertising	62,523.24	54,355.65	59,049.01	8.6%	0.2%	631,941.01	659,189.17	743,481.89	12.8%	0.2%
Sub-Total	\$ 21,250,529.97	\$ 21,565,632.54	\$ 23,245,250.40	7.8%	82.9%	\$ 254,323,368.52	\$ 257,096,396.76	\$ 265,663,871.54	3.3%	80.5%
Contracting	\$ 5,088,318.79	\$ 3,317,538.05	\$ 4,675,311.97	40.9%	16.7%	\$ 53,531,533.39	\$ 47,454,484.23	\$ 50,118,155.18	5.6%	15.2%
Sub-Total with Contracting	\$ 26,338,848.76	\$ 24,883,170.59	\$ 27,920,562.37	12.2%	99.6%	\$ 307,854,901.91	\$ 304,550,880.99	\$ 315,782,026.72	3.7%	95.6%
Residential Rental	\$ 1,939,815.56	\$ 2,274,044.50	\$ 104,700.32	-95.4%	0.4%	\$ 23,280,802.87	\$ 25,269,381.89	\$ 14,394,434.89	-43.0%	4.4%
Total	\$ 28,278,664.32	\$ 27,157,215.09	\$ 28,025,262.69	3.2%	100.0%	\$ 331,135,704.78	\$ 329,820,262.88	\$ 330,176,461.61	0.1%	100.0%
Budget	\$ 22,375,212.00	\$ 23,079,631.00	\$ 26,016,579.00			\$ 278,007,000.00	\$ 283,786,999.83	\$ 314,283,000.00		
Above/Below Budget	\$ 5,903,452.32	\$ 4,077,584.09	\$ 2,008,683.69			\$ 53,128,704.78	\$ 46,033,263.05	\$ 15,892,461.61		
Variance from Budget	26.4%	17.7%	7.7%			19.1%	16.2%	5.1%		

City of Mesa Unemployment Rate

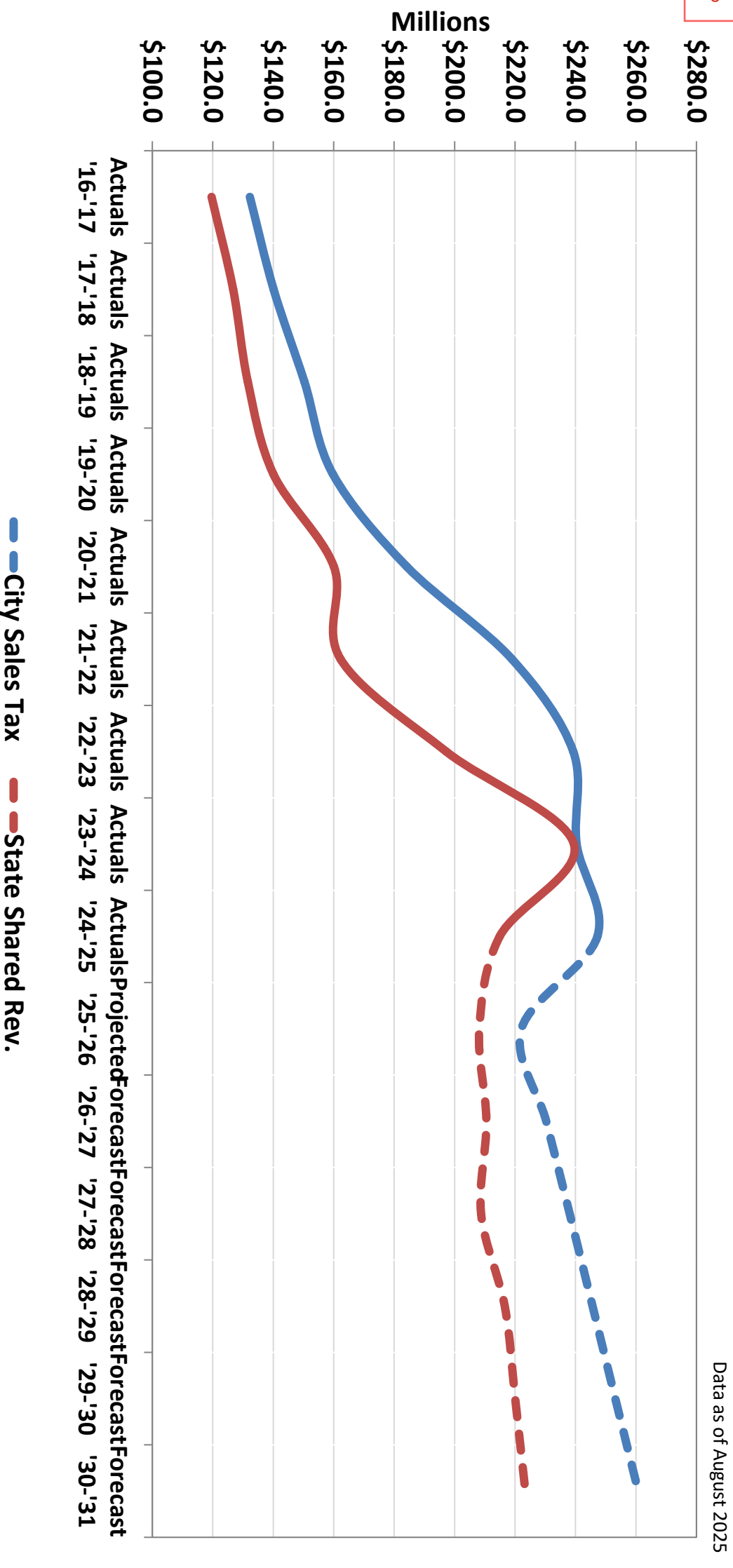
Source: Arizona Office of Economic Opportunity



Announcements of Job Increases and Losses - Arizona

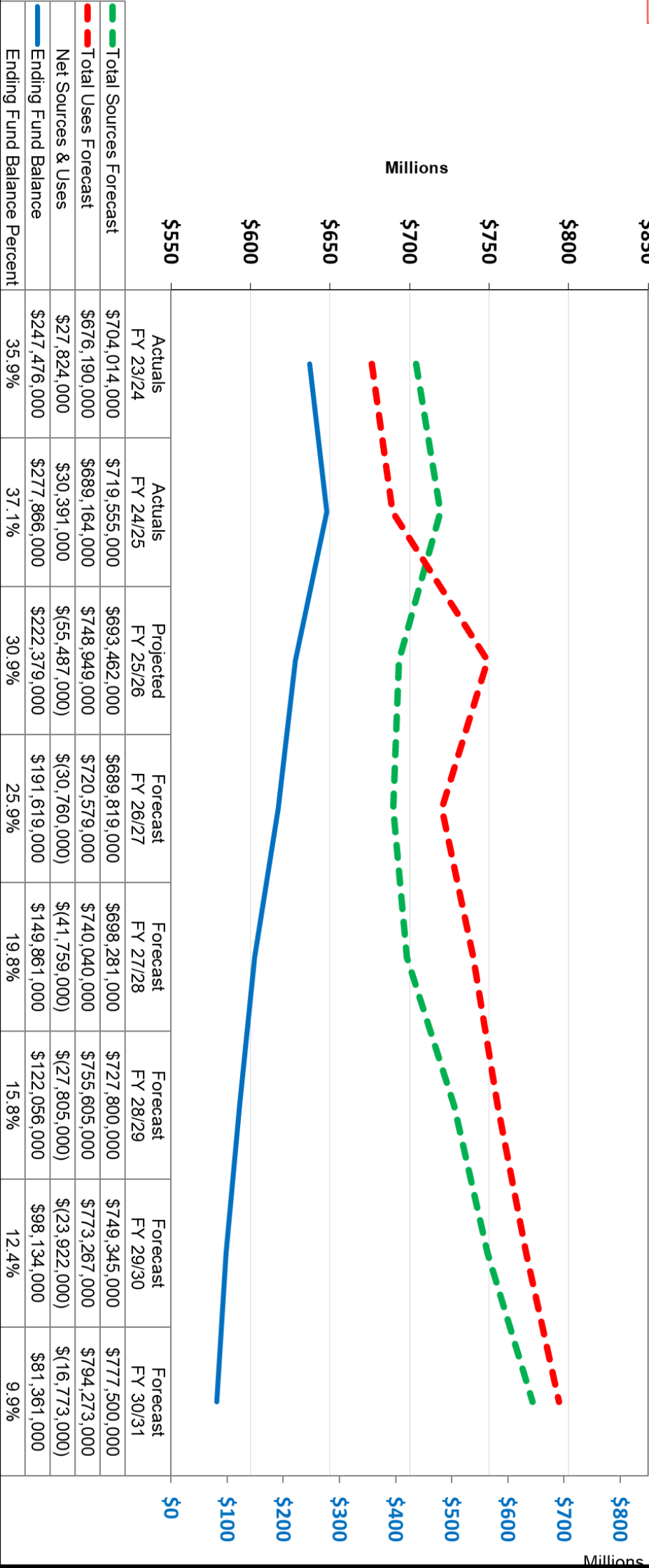


General Governmental Funds Forecast



General Governmental Funds Sources and Uses

August 2025

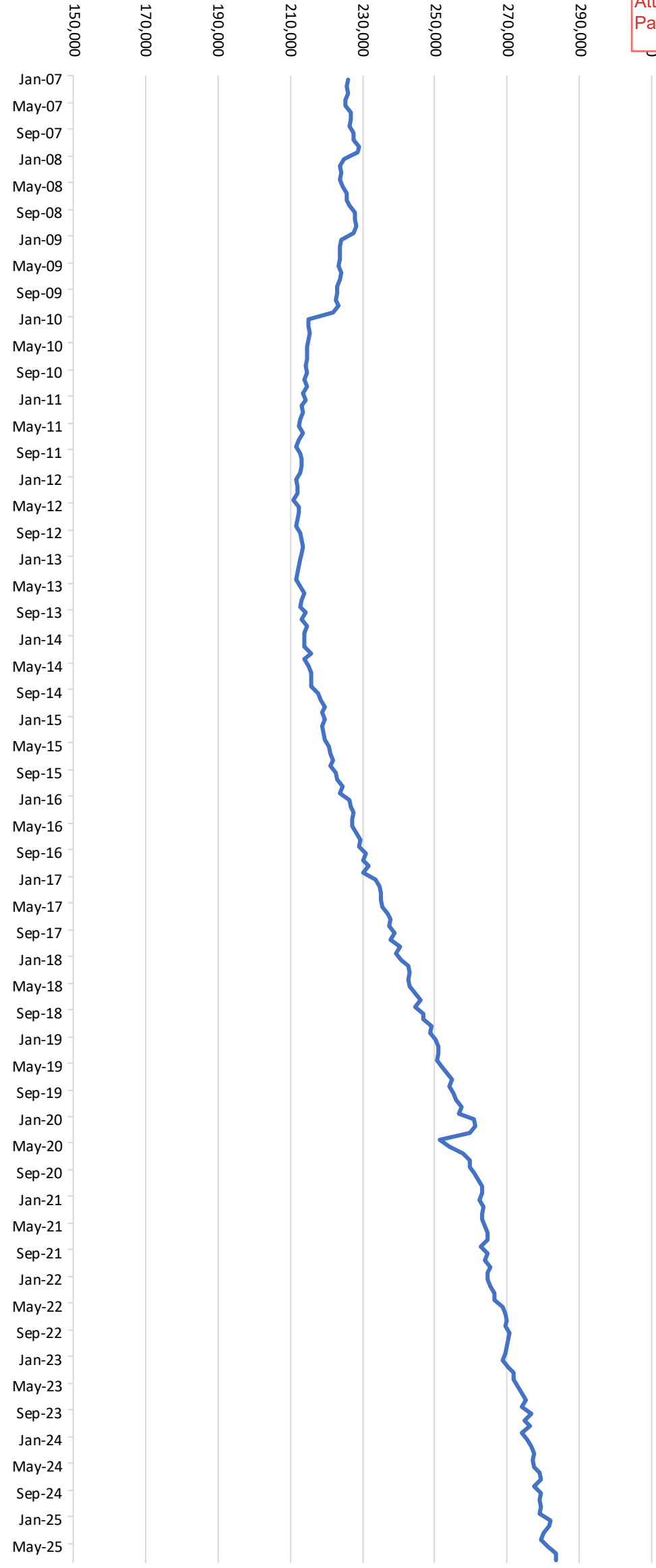


research.n



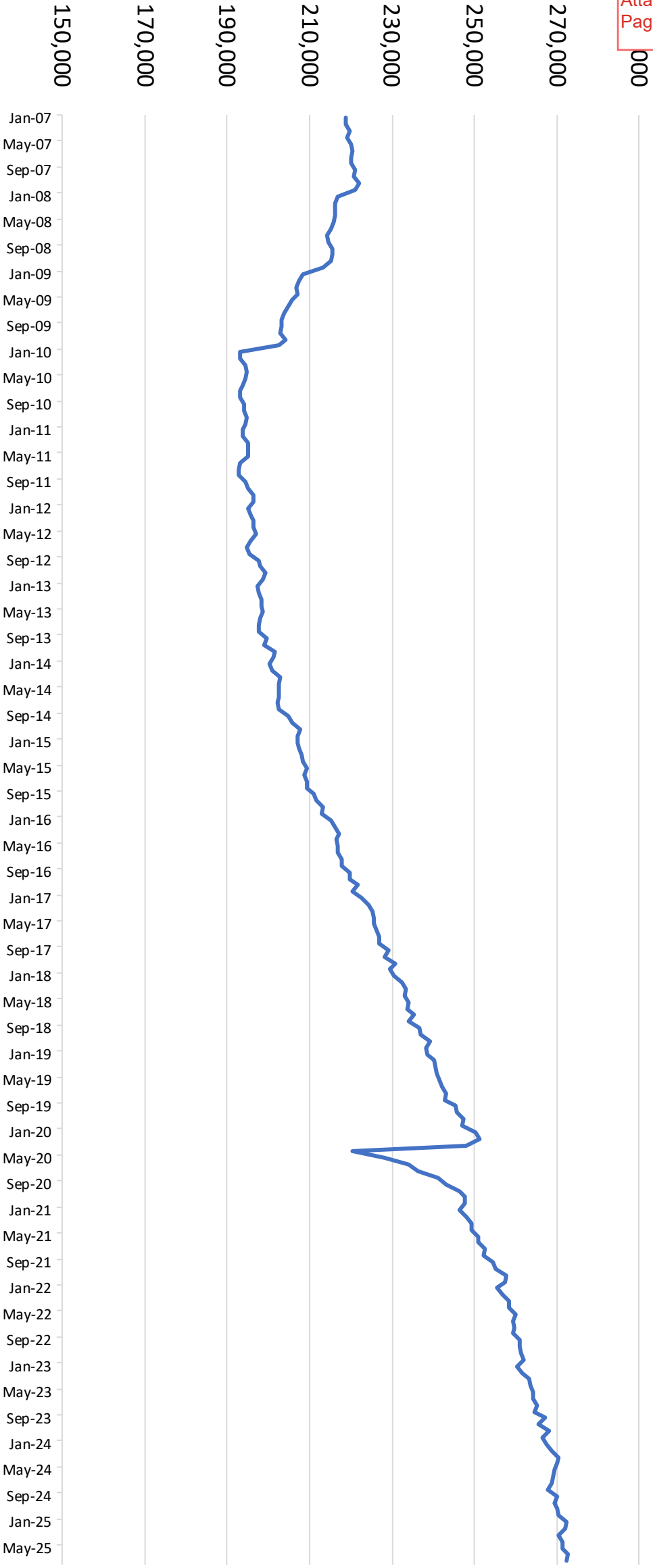
City of Mesa Labor Force

Source: Arizona Office of Economic Opportunity



City of Mesa Employment

Source: Arizona Office of Economic Opportunity



Development Services Process Improvement Update and Land Use Planning City Council Strategic Session

Nana Appiah

Development Services Department Director

9/18/2025

Development Services Primary Functions



Improve the City's Urban Form



Coordinate Land Use Planning and Administration



Guide Quality Development



Lead Coordination of Various City Departments



Perform Building Plan Checks and Complete Inspections

Policy and Process Improvements

List of City Council Focus Areas (Development Services)

- Improve Development Review Process to improve **efficiency**
 - Eliminate redundancies
- Improve department review **coordination**
 - Create a cohesive structure
- Use **data** for decision-making
- Improve the **business environment** for development review applicants
- Provide small **business assistance and support** (Ombudsman)

Policy Issues

Major Themes

From Developer Feedback and Staff Evaluation (Align with City Council Focus Areas)

- Improve and expand administrative approvals for site plans and plats
- Revise stringent standards on major and minor site plan amendment approval process
- Streamline and adopt flexible infill and redevelopment standards
- Allow administrative approval/flexibility for parking standards
- Allow administrative flexibility for solid waste standards
- Minimize uncertainty in the Design Review Process
- Continue to publish review schedules

Process & Personnel Issues

Major Themes

From Developer Feedback and Staff Evaluation (Align with City Council Focus Areas)

- Train staff to minimize providing new comments on resubmittals
- Improve review coordination among city departments
- Improve solid waste and fire responsiveness
- Enhance review meetings with applicants in addition to ensuring all needed staff attend meetings
- Improve junior staff autonomy to make review decisions
- Improve junior staff responsiveness
- Train staff to minimize making new comments on resubmittals

Actions Taken - Process

Actions Taken

Improving Development Review Process (Efficiency)

- Project acceptance and review timeline status email
- One-stop shop for civil, utilities, transportation, and solid waste reviews
 - Enhanced review meetings with applicant-ensure all needed staff attend
- Ombudsman Services
- Small business assistance services
- Website improvement (workflows)
- Dashboard reporting real-time data on review timelines: ([Building Permits Dashboard](#))

Actions Taken

Improved Development Review Process (Business Environment and Business Support)

Actions Taken - Process

- Stakeholder Engagement (Continued)
 - Developer Advisory Forum Annual Lunch
 - Developer Advisory Forum Yearly Awards Breakfast
 - One-on-one meetings with Key Development Community Stakeholders
- Quarterly meetings with Partner City Department Directors

Actions Taken

Improve Development Review Process (Quality Development & Urban Form)

Actions Taken - Policy

- Increase focus on Long Range Planning Strategies
- Zoning Code Text Amendments:
 - Manufactured Home and RV Subdivision Text Amendment
 - Subdivision Text Amendment
 - Form-Based Code Text Amendment
 - Data Center Text Amendment
 - Etc.

Actions Taken

Improved Development Review Process

(Coordination and Data
Driven Decisions)

Actions Taken - Personnel

- Administrative restructuring to enhance staff empowerment and decision-making
 - Assistant Director of Planning-Current Planning/Development Review
 - Assistant Director of Planning-Long Range Planning Initiatives
 - Urban Design Planner (hiring)
 - Transportation Planner (hiring)
 - Administrative supervisor and team
- Project Managers
 - Data management/workflows
 - Ombudsman

Proposed Actions - Policy

Proposed Actions

(Align with City Council & Developer Focus Areas)

- Administrative Approvals - zoning code text amendments
 - Expand for minor and major site plan approval
 - Expand administrative site plan approvals
- Infill Ordinance zoning code text amendments
- Planned Area Development (PAD) zoning code text amendments
 - Use PAD to restrict uses
 - Minimize need for land use Development Agreements

Proposed Actions - Policy

- Permit and Planning Entitlement- align expiration dates
- Building Code Update
- Cap on the number of review cycles prior to scheduling for a public hearing
- Review fees for 4th and 5th reviews for unresponsiveness to review comments

Proposed Actions

(Align with City Council & Developer Focus Areas)

Long Range Planning Policy

Placemaking Strategies

- City Entry/Gateway Plan
 - Identify Hierarchy
 - Develop Design Standards
 - Reinforce Community Identity
 - Create Sense of Place
- Wayfinding Plan
 - Guide and Highlight Key Destinations in the City
- Streetscape Design Standards and Guidelines
 - Establish Distinct Approaches for Key Corridors

Proposed Actions
(Align with City Council &
Developer Focus Areas)

Long Range Planning Policy

Corridor Planning

- Canal Master Plan
 - Establish a Long-term Vision
 - Transform Canals into Vibrant Public Spaces and Community Assets
- Active Transportation Plan
 - Collaborate with the Transportation and Other City Departments on Strategies to Create a Safe, Connected, and Accessible Network
 - Identify Walking, Biking, and Other Non-Motorized Travel

Proposed Actions

(Align with City Council & Developer Focus Areas)

Plans and Programs

Proposed Actions

(Align with City Council &
Developer Focus Areas)

- **MesaCONNECTED Plan** - Transit Oriented Development Plan Supporting High-Capacity Transit in West Mesa (Ongoing)
- **Rio Reimagined** - Local, State, Federal, and Tribal partners - Salt and Gila River Corridor Revitalization (Ongoing)
- **Redevelopment Plans Implementation-** As Part of Team (Ongoing)
- **Section 106 Programmatic Agreement** (3/2026)

Summary of Continuous Improvement Initiatives

➤ **Completed**

- One-Stop Shop Review (Phase I)
- Ombudsman Services

➤ **Ongoing**

- Small Business Assistant
- Resubmittal Review Reduced
- Zoning Inspector (continuation)
- DIMES Improvement (resubmittals)

➤ **Stakeholder Engagement**

- Development Advisory Forum Annual Lunch
- Development Advisory Forum Awards Breakfast

Proposed Actions

(Align with City Council & Developer Focus Areas)

Review Timelines



	Rezoning	Design Review Board	Board of Adjustment	Pre-Submittal	Annexation	Administrative Review-Minor Site Plan/Design	General Plan Amendment	Land Division/ Subdivision/ Development	Commercial Plan Review	Residential Plan Review	Residential Standardized Plot Plans
Information in this table is presented in calendar days.											
14	14	14	14	14	14	30	14	14	30	16	8
Gilbert	41	41	30	N/A	41	31	56	41	15	15	6
Phoenix	30-first rev. 15-resub.		60	28	90	30-first rev. 15-resub.	30-first rev. 15-resub.	30	25-Minor 35-Medium 45-Major	30	5
Scottsdale	Custom Review Schedule	Custom Review Schedule	Custom Review Schedule	Custom Review schedule	Custom Review Schedule	Custom Review Schedule	Custom Review Schedule	Custom Review Schedule	(31) 10-admin + 21- substantive	21	(31) 10-admin + 21- substantive
Chandler	20	N/A	20	15	20	20	20	20	20 days	20-MF 10-SF	10
Tempe	19	19	19	19	N/A	19	19	19	±25/valuation	±19/valuation	N/A
Queen Creek	30*	N/A	30*	14*	30*	30*	30*	30*- Pre-plat 22*- Final Plat 22*- Lot Split	22	9	5
*+5d review											

Summary of Staff Recommended Action



Pursue related code amendments



Improve coordination among departments



Continue strong coordination with ED and the
brokerage community



Improve staff training for DSD, Solid Waste, and
Transportation staff to improve decision making



Develop onboarding program for new developers

Thank you



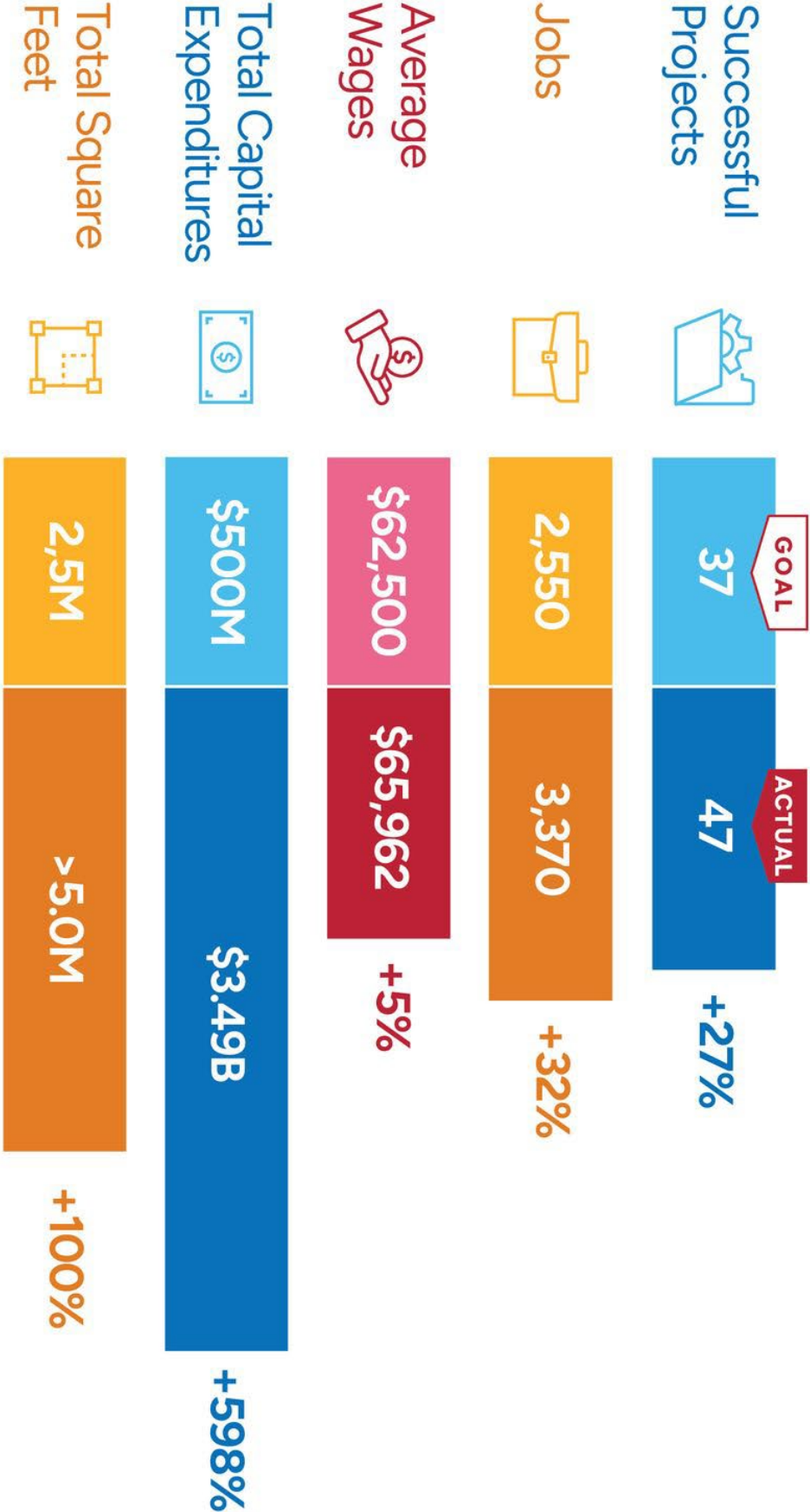


The View From Here

Office of Economic Development
FY 2025 Highlights and Look Ahead

Mesa City Council
Strategic Planning Session
Sept. 18, 2025

Business Attraction Successes



Business Attraction Successes

Hilo Industries Niagara Water

Crawford Mechanical Services Nucleus Radio Pharma

BEMO

Google KoMiCo Urbix

IS Clinical

Jerit Automation Metso Outotec Hims & Hers

Avanti Windows & Doors

Small Business & Entrepreneurship



150+ BUSINESSES
RECEIVED
\$278,000+ WORTH OF ONE-ON-ONE
PROFESSIONAL ADVISING
AND CONSULTING SERVICES



MESA HUUB DIGITAL PLATFORM
REACHED A MILESTONE OF
1,000 PARTICIPATING
BUSINESSES

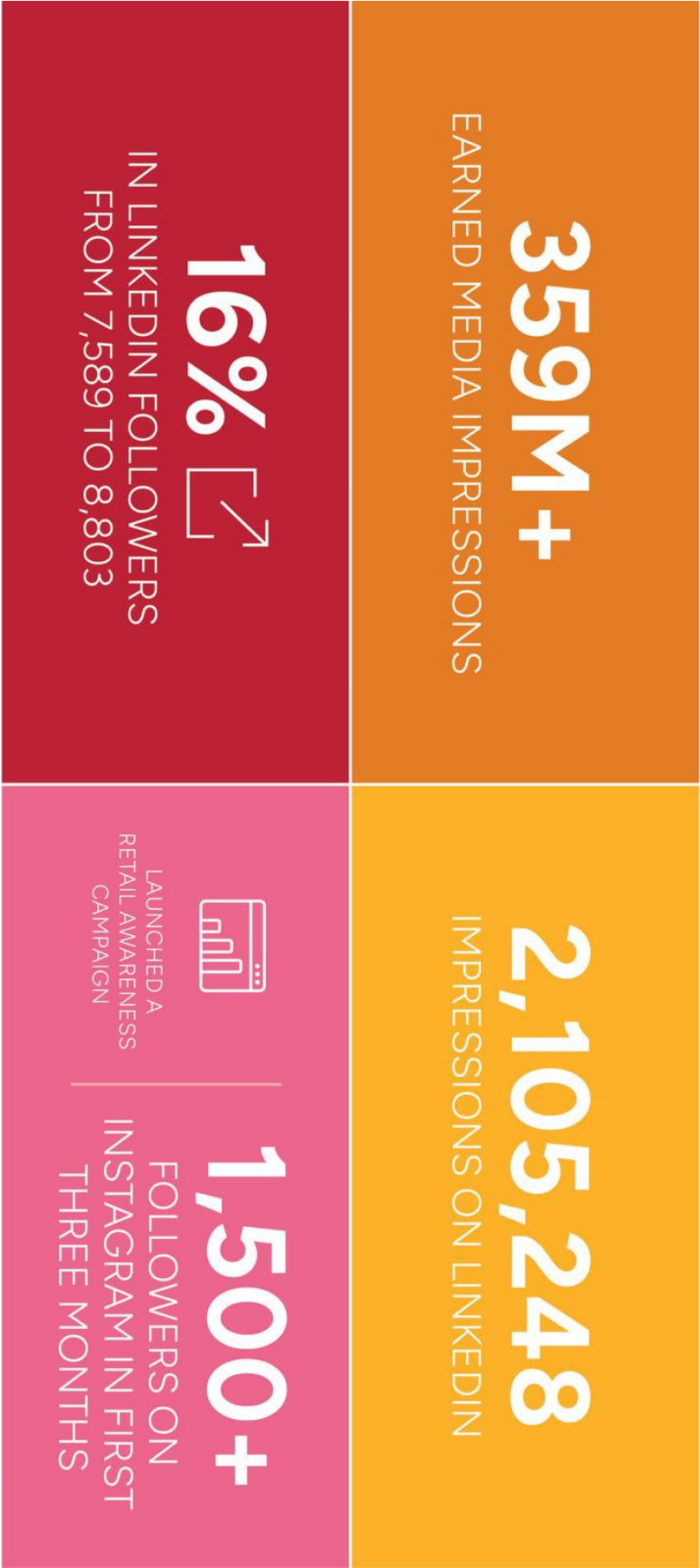


THE BUSINESS ADVOCATE HAD
8,500 SUBSCRIBERS
WITH 47% AVERAGE OPEN RATE



MESA BUSINESS BUILDER @
THE STUDIOS HOSTED
5,400+ ATTENDEES
IN YEAR ONE

Marketing Results



Retail Strategy Update

- Retail development plays a vital role in economic growth and community well-being.
- Mesa has realized success in business growth and population growth.
- Need to better align retail offerings with the city's increasing income and evolving community needs.
- Promote Mesa as a retail destination both locally and nationally (B2C).
- Recruit retailers and retail development (B2B).

The Solution/Strategy – B2C

- Developed and launched a consumer-facing campaign showcasing Mesa’s unique attractions, personifying fun and vibrancy.

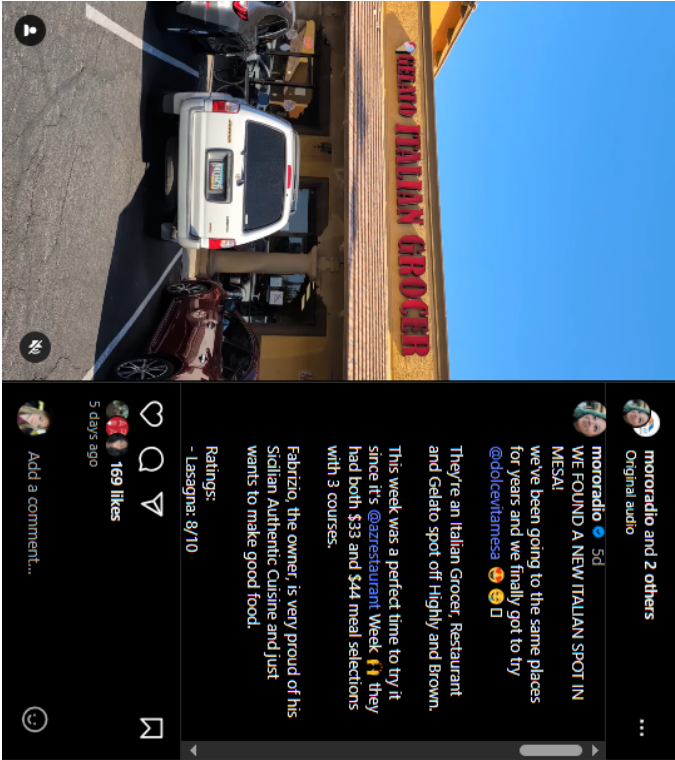
“More to Mesa.”

- Implemented a regional multi-channel media plan leveraging digital ads, social media, broadcast advertising, out-of-home advertising, and influencer marketing.
- Promoted and supported local events and engagement opportunities to increase foot traffic and community awareness.

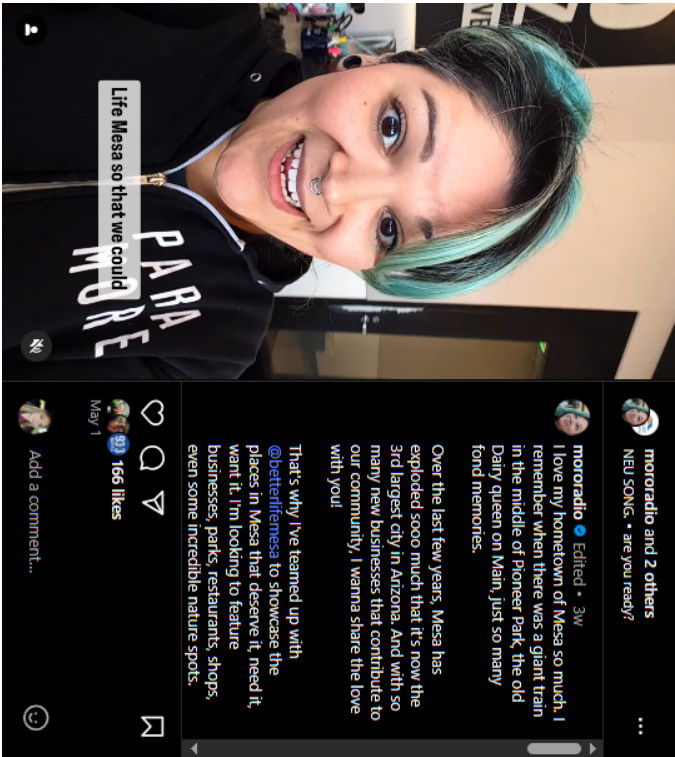
B2C Campaign Platform

INSTAGRAM VIDEOS (Influencers)

- Mo! (from 93.3 radio)



<https://www.instagram.com/reel/DJ9hXabJkCr/?igsh=cDA1aDdhcmY0OTM0>



<https://www.instagram.com/p/DJlNkigBxQY/?hl=en>

- Welcome to Arizona



B2C Campaign Platform

INSTAGRAM GOALS

- Highlight Mesa’s diverse retail scene
- Drive traffic through timely content
- Support small business visibility
- Provide a landing site for consumer campaigns

INSTAGRAM PAGE RESULTS FROM CAMPAIGN

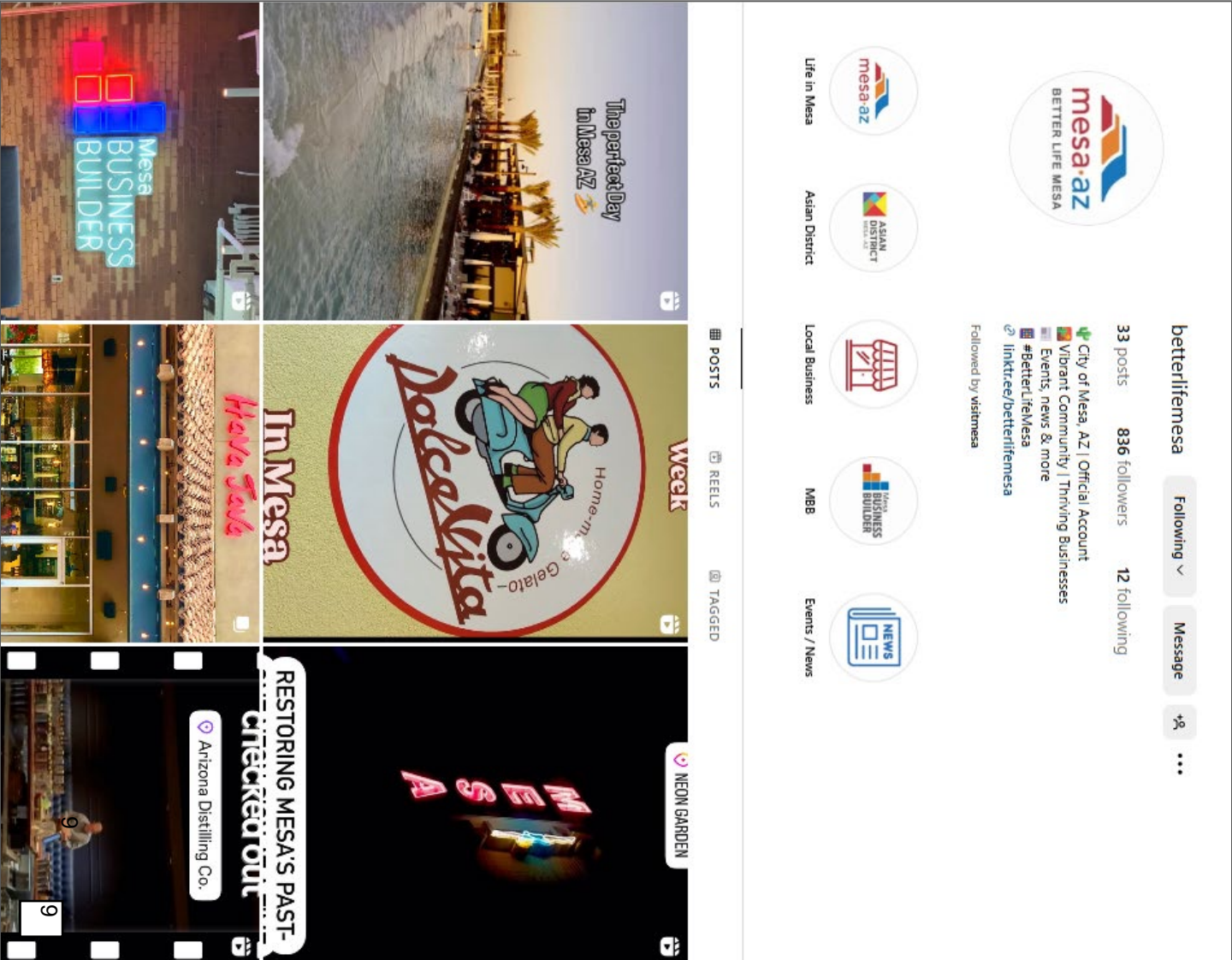
- 90 followers on 4/16/2025
- 1,772 followers as of 8/28/2025

969%

increase in 4 months!



@BetterLifeMesa



The Solution/Strategy – B2B

- Developed and launched a B2B-facing campaign emphasizing Mesa’s unique opportunities with the message

“Mesa. More Than A Market. A Movement.”

- Developed high-quality sales, presentation materials, ad campaigns.
- Developed a quarterly newsletter to include news, updates, retail market insights, available properties, etc.

B2B Campaign Platform

PRINT COLLATERAL

Metropolitan Phoenix-Mesa

City of Mesa
City of Mesa, 1100 North Mesa Avenue, Suite 100, Mesa, AZ 85201
Phone: (480) 944-1000 | Website: www.mesaaz.gov

City of Mesa
City of Mesa, 1100 North Mesa Avenue, Suite 100, Mesa, AZ 85201
Phone: (480) 944-1000 | Website: www.mesaaz.gov

City of Mesa
City of Mesa, 1100 North Mesa Avenue, Suite 100, Mesa, AZ 85201
Phone: (480) 944-1000 | Website: www.mesaaz.gov

PRINT AD

MESA, AZ*

Population: 801,460 (2020)
Area: 33.3 sq. mi.
Density: 24,054/sq. mi.

Income
Median HH Income: \$74,944
Per Capita: \$42,299

Race Ethnicity
White: 65.3%
Black: 4.3%
Hispanic: 24.8%

Age
Median Age: 38.0

Median Employment
Retail: 18.7%
Healthcare: 12.1%
Education: 10.1%
Manufacturing: 9.1%
Construction: 8.1%
Transportation: 7.1%
Information: 6.1%
Arts and Entertainment: 5.1%
Agriculture: 4.1%
Other: 3.1%

Fun Facts

- The 3rd largest city in AZ, Mesa has a wide variety of retail, from small unique concepts to high-end.
- Mesa hosted more than 1.1 million overnight visitors in 2022.
- Mesa has had 79% population growth since 2000, making it the 5th largest city in the US.
- Mesa ranked the 5th safest large city in the country by Metroscore in 2022.
- In 2023, Mesa was awarded the "Most Innovative City" award by the Smart City Index, which is bestowed to only 10 cities worldwide.

Visit our website: MesaAzRetail.com

DIGITAL ADS

MESA
MORE THAN A MARKET.
A MOVEMENT.

Mesa, AZ is the premier destination for retail development.

Visit our website: MesaAzRetail.com

MESA
MORE THAN A MARKET.
A MOVEMENT.

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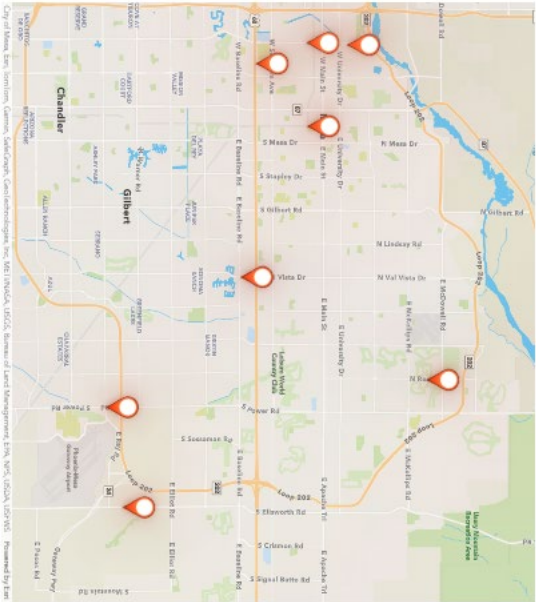
Visit our website: MesaAzRetail.com



Mesa's Retail Development Opportunities

Retailers, brokers, developers - Mesa has a place for you!

Mesa is a big place so naturally our neighborhood areas are as diverse as you'd expect for a city of more than 500,000 people. Take a deeper look -
- Mesa's retail corridors offer access to everything you can imagine, from entertainment and sports districts to family-focused, master-planned communities to upland desert luxury and transformed historic settings. Whether you are a large or small retailer, a broker, developer, or shopping center owner, Mesa has a place for you and we are an eager partner to help your business thrive in our community.



B2B Campaign Platform

HOME PAGE

DISTRICT PAGES

www.MesaAZRetail.com



Riverview District

Retailers, brokers, developers - Mesa has a place for you!

The spring training home of the Chicago Cubs, the Riverview District, is a year-round sports, entertainment, and shopping district. Growing with the new developments of UNION and Whitleyville West, Riverview is alive with major employers, lifestyle amenities, events, and activities, and is a premier recreation destination from morning to night. Riverview is truly the gateway to the East Valley at the intersection of Loops 101 and 202, pulling from Mesa, Tempe, Scottsdale, and Phoenix.

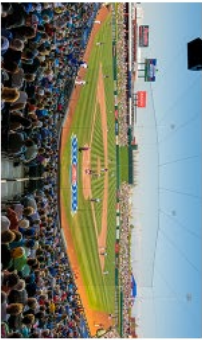
	2020	2025	2030
Population	69,942	204,653	210,208
Income	Avg HH \$91,901	Med HH \$66,989	Per Capita \$37,360
Race Distribution	White 53.3%	Black 5.8%	Hispanic 32.0%
Age	Med Age 35	Avg Age 36	
Traffic Counts	Loop 202/101 Interchange to Dobson Rd. - 134,000 Loop 202/101 Interchange to 7th St./Rito Salado Pkwy - 116,000 Dobson Rd./Rito Salado Pkwy - 41,500		

Retail Opportunities & News



Mesa Riverview

- High visibility at SEC of Loop 202 and Dobson Road
- More than 11M SF of leasable space anchored by Walmart, Home Depot, Ross
- Adjacent to Chicago Cubs Spring Training Facility



Chicago Cubs lead MLB in Spring Training Attendance

- 227,570 attended spring training games
- Averaging 12,643 per game
- [READ MORE HERE](#)



Office of Economic Development Fiscal Year 2026 Look Ahead

Our Mission

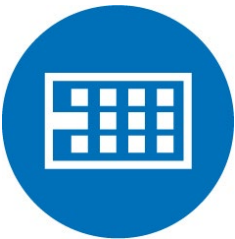
CITY OF MESA OFFICE OF ECONOMIC DEVELOPMENT

Mesa's Office of Economic Development (OED) works to enhance Mesa's economy by:

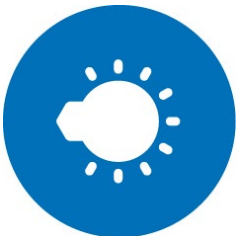
- promoting a culture of quality
- supporting the creation of higher wage jobs
- promoting direct investment
- increasing prosperity of our residents

Advancing Business. Growing Quality Jobs.

Lines of Service



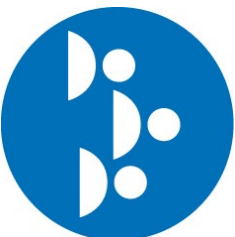
Business Attraction,
Retention &
Expansion



Entrepreneurship /
Small Business
Development



Redevelopment /
Revitalization



Workforce
Development /
Talent Attraction

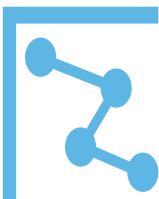
Support Services



mesa·az
ECONOMIC DEVELOPMENT



Marketing & Communications



Data & Research

Industries of Opportunity

INDUSTRIES / SECTORS

- Healthcare / Biotechnology / Medical Devices / Pharma
- Aerospace / Aviation / Defense
- Technology / Semiconductors / Climate Tech / Electric Vehicles
- Advanced Manufacturing
- Education
- Retail / Tourism / Hospitality



mesa·az
ECONOMIC DEVELOPMENT

Quality amenity development to support and enhance quality of life.

OED Goals

1

Grow Mesa's economy

Attract new and expand existing companies in Mesa to create and retain quality jobs.

2

Mesa is known nationally as a premier location for companies to land, grown and prosper

Increase Mesa's visibility and improve Mesa's image to create additional momentum and reach new audiences in key industry segments and critical talent pipelines.

3

Build a resilient community

Increase capacity for attracting quality development citywide and for driving equitable economic development.



mesa·az
ECONOMIC DEVELOPMENT

Challenges and Opportunities

DEFINING SHORT-TERM AND LONG-TERM PRIORITIES AND ACTIONS

- Power Capacity and Distribution
- Industrial Inventory
- Policies Affecting Market Stability and Certainty
- Targeted Lead Gen / Partnerships / New Markets
- Signature Projects and Continued Focus on High Quality, Impact Efforts
- Continued Coordination between DSD, OED, OUT, and others
- Elevating Mesa's Story and Wins



FY26 Action Items – Attraction

Strategic Realignment



International Strategy



Supply Chain Clusters



Bio and Pharma Opportunity Analysis



Accelerate Retail Lead Gen

Marketing & Business Development



Retool & Relaunch Broker Roadshow



Partner Communications
and Regional Collaboration



Expand CRE Relationships



mesa·az
ECONOMIC DEVELOPMENT

FY26 Action Items – Small Business

Program Innovation



Creative Skills Workshops



Capital Assets Workshop



Mid-Size Business Scaling

Events & Engagement



Increased Event Offerings



New Event Programming



Partner Awareness Campaign

Specialty Spaces & Marketing



MBB @ The Studios Open Hours



Expanded Outreach

HY26 Action Items – Redevelopment

Tool Creation & Refinement

 Redevelopment Toolkit

 Marketing & Outreach

Project Focus Areas

 Longbow Parkway

 Fiesta Reimagined

 Superstition Springs Mall

 Infill Sites

FY26 Action Items – Retail

Enhanced Consumer Campaign



Outreach to New Audiences



Themed Storytelling

Business Development



Strategic Efforts



Elevated Experiences



Partnerships with Developers and
Property Owners on Vision,
Concepts, and Targeted Outreach

FY26 Action Items – Marketing & Business Development

Brand Launch & Digital Presence



Launch OED Brand Refresh



Launch Updated Website



Enhanced Tradeshow Marketing & Prospect Mining

Storytelling & Engagement



AZTech Week Stories - Cross Departmental / Citywide



Narrative-Driven Social Media



Update Company Executive Video & Quote Testimonial Library

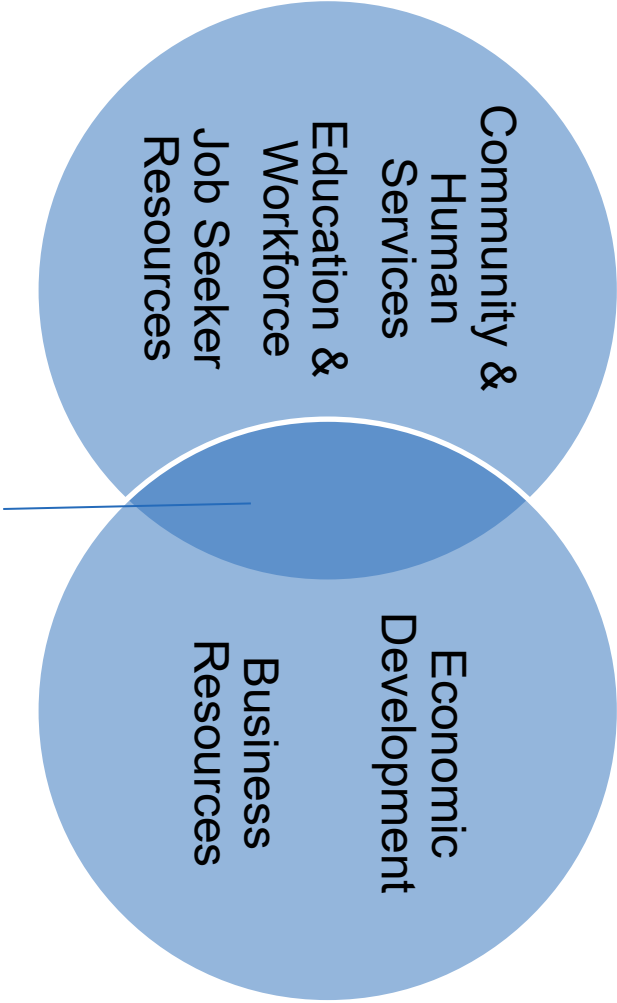


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ECONOMIC DEVELOPMENT

FY26 Action Items – Workforce Development

Continued Collaboration and City of Mesa Workforce Strategy Update

Services to Community



Services to Businesses



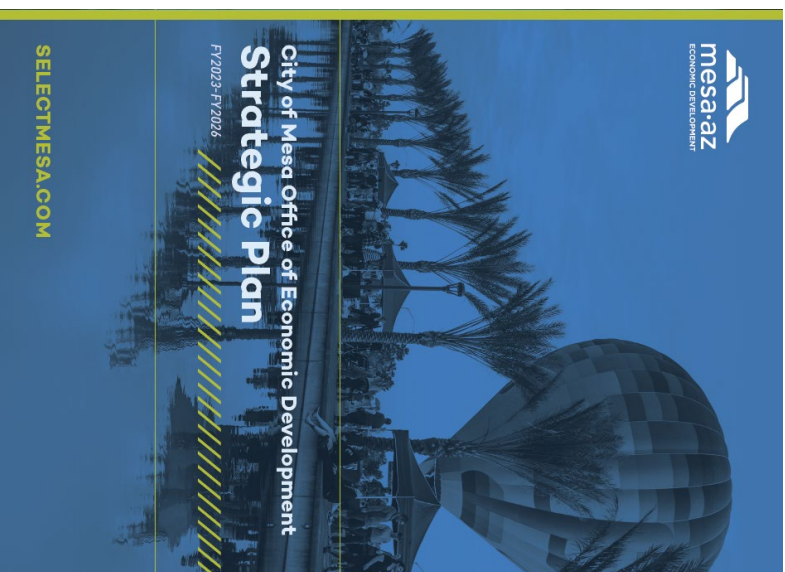
Department and Community Partnerships

AEDO Reaccreditation



Accredited Economic Development Organization (AEDO)
Recertification Process - Document Review and Site Visit
Spring 2026

Mesa Economic Development Strategic Plan FY 2027-2029



RFP for Economic Development Strategic Plan

Deliverables:

- Three-year plan with goals, objectives and recommended tactics for FDI, domestic attraction, redevelopment, entrepreneurship / small business, and workforce development.
- Analysis of Mesa's Industries of Opportunity and Emerging Industries including Supply Chain Analysis
- Business Development Tactics: Target prospect list
- Recommended Performance Metrics to align with Plan

Completion by May/June 2026



DISCUSSION

Stay Connected With Us

- SelectMesa.com
- Mesabusinessbuilder.com



Mesa-Economic-Development



BetterLifeMesa



Mesabusinessbuilder

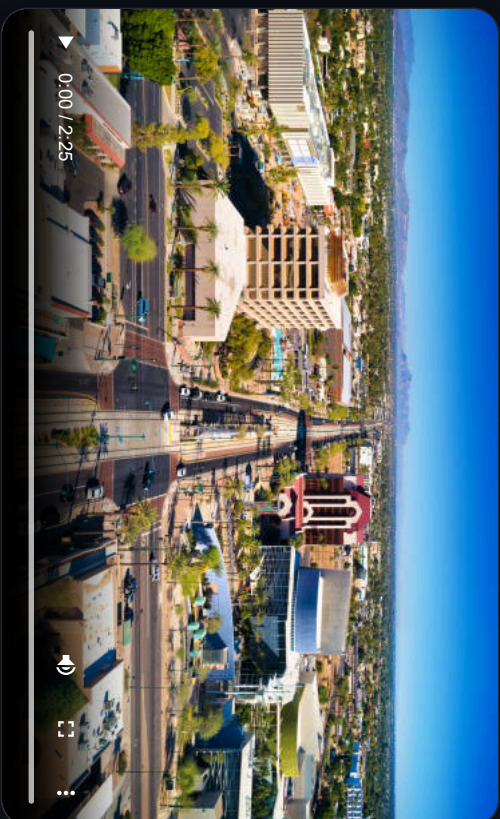
Mesa.AI

AI-Powered. People-Driven.
The Future of Public Service.

CITY COUNCIL BRIEFING • SEPTEMBER 18 2025



Behind the Scenes



What Is Artificial Intelligence?

01

Human-like Processing

The capability of computer systems to perform tasks that traditionally require human intelligence.



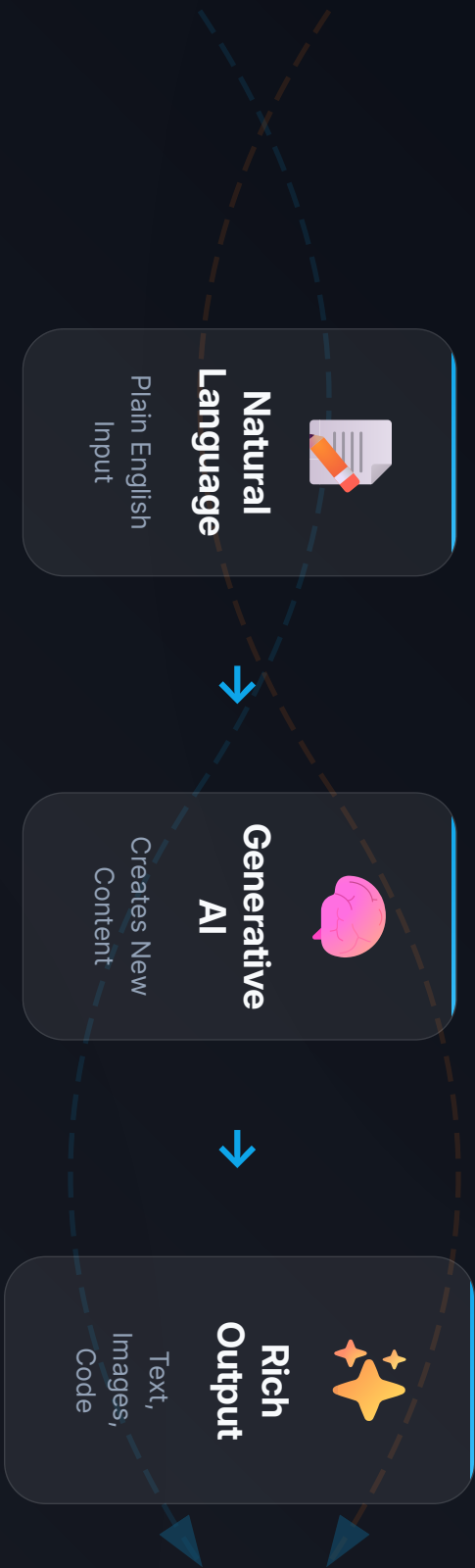
02

Continuous Learning

AI systems utilize techniques like machine learning to improve performance over time based on data and training.

The Generative AI Revolution

AI isn't new — but this changes everything



The Mesa.AI Approach

Strategic principles for responsible AI adoption



Human-Centered Enhancement

Encourage thoughtful, safe use to enhance — not replace — human decision making.



Purpose-Driven Implementation

Don't use AI just for AI's sake — it must demonstrate efficiencies, cost savings, or both.



Governed & Accountable

AI use governed by management policy with key principle: we remain responsible for our work!

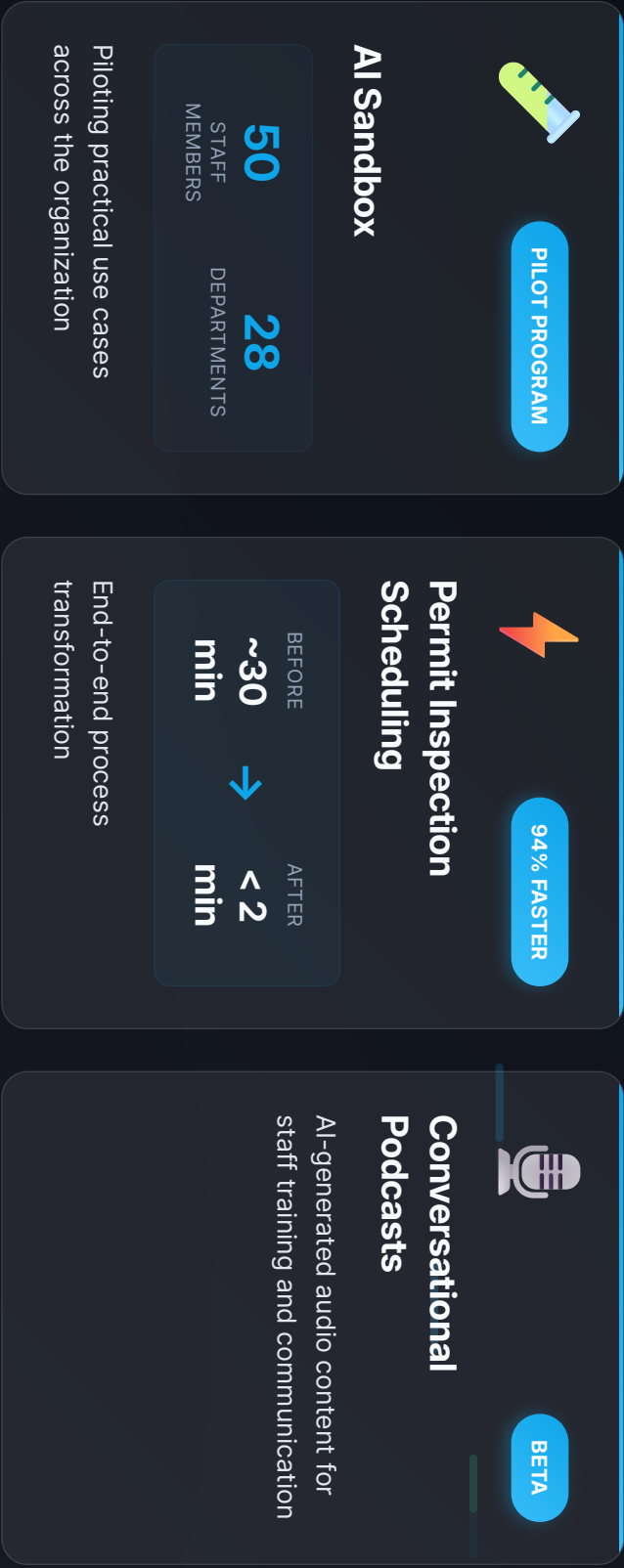


Strategic Guidance

Internal Mesa.AI taskforce provides strategic guidance on AI policy, usage, and projects.

Staff Productivity & Internal Tools

essa has already begun — real results, real impact



Citizen & Business Experience

asa has already begun — 24/7 accessible, inclusive engagement



"Mesan" AI Assistant

24/7 ACTIVE

~1,500 content areas

Web + voice interface with smart handoffs

CURRENTLY TESTING ON:

Falcon Field Website

Economic Development Website



Custom Voice Menus

VOICE AI

Phone Tree with AI-powered customized voice options for streamlined citizen access.

Operations & Safety

assa has already begun — smart systems, safer processes



Smart Parking

COMPUTER VISION

Live availability; promotes nearby businesses/events.



HazMat Intake

AUTOMATION

License scan auto-populates forms (faster, safer, accurate).



Police Reports

ONLINE APPLICATION

24/7 community reporting system.

Scale & Stewardship

here we go from here — strategic roadmap for growth



Monitor & Adapt

- Continue monitoring rapid AI developments
- Stay ahead of emerging technologies



Scale & Leverage

- Scale learnings from early AI initiatives across the organization
- Leverage use cases from the AI Sandbox



Invest & Learn

- Be ready to fund AI Innovation
- Learn lessons early



Resident-Focused

- Focus on improving resident experiences with Mesa
- Deliver measurable public value

Future Opportunities

here we go from here — expanding AI impact across Mesa



Citizen Services



Public Chatbot

City-wide AI assistant for all services



Digital Twin

Virtual city modeling and simulation



Plan Review Assist

AI-powered development services support



Staff Empowerment



Data Conversations

Natural language queries with city data



Expanded IT Self-Help

AI-powered technical support



Smart Operations



One-on-One Interviews

AI-assisted citizen engagement



Real-time Translation

Expanded multilingual services



And More!

Continuous innovation pipeline

Mesa.AI Starts Today

Questions & Discussion

