



STRATEGIC PLAN / 2024-2026



VISION

Mesa is globally recognized as a welcoming, innovative, accessible and experience-rich destination with limitless opportunities for everyone.

MISSION

Promote the value and vitality of our visitor economy to enrich and strengthen our community.

Strategic Plan 2024-2026

Sales & Marketing

Destination Management

Community Alignment

Sustainable Organization



Values

- PASSION
- INTEGRITY
- EXCELLENCE
- INCLUSIVITY
- DETERMINATION

Strategic Goals, Initiatives & Targets

Sales & Marketing

- a) Collaborate with partners to elevate signature events
- b) Promote integrated sports marketing opportunities
- c) Address shoulder season and need periods
- d) Expand presence at industry tradeshows
- e) Strengthen City Limitless brand
- f) Promote spring training

Targets:

- Increase occupancy during need periods by 2-5% annually
- Develop new Spring Training creative by 2025
- Increase number of overnight visitors to 1.3 million in 2026
- Develop new map-based content and comprehensive calendars to disperse visitors across Mesa year-round by 2025
- Implement an assessment program for non-Mesa hotels by 2025 (applied to all Visit Mesa-booked/brokered business only)
- Increase conversion rate on VM website by 15%
- Increase organic VM website traffic by 15%
- Improve the Return on Ad Spend (ROAS) for Visit Mesa's Expedia campaign by 20%

Destination Management

- a) Advocate for new full-service hotel & resort development
- b) Promote increased accessibility (DEIA)
- c) Advocate for improvements to the Convention Center, including connection to Main Street
- d) Advocate for high-end restaurant development
- e) Promote placemaking & continued development of the Asian District
- f) Support the development of new events
- g) Continue efforts in air service development

Targets:

- Increase PMGAA/Allegiant cooperative marketing spend by 10% annually
- Announce five new nonstop destinations by end of 2026
- Become a "verified" Accessible Destination by 2024
- Develop and promote 2 new annual events in Mesa by 2026
- Establish and market a summer nightlife event series by 2026

Community Alignment

- a) Develop visitor industry advisory board of non-industry members
- b) Promote the value proposition of the visitor economy by maintaining advocacy efforts at local, regional and national levels
- c) Increase engagement and collaboration with community colleges and local schools to support workforce development and advocacy initiatives
- d) Promote increased sustainability & regeneration
- e) Develop an "Event Development Advisory Committee" made up of public, private and civic sector leaders to address new event development

Targets:

- Establish perennial visitor industry education content/curriculum in Mesa-serving high schools/colleges by 2026
- Appoint 7-10 non-hospitality advisory board members by 2026
- Increase website traffic to Visitors Mean Business pages by 10% annually
- Improve overall resident sentiment score in new 2026 survey
- Activate Event Development Advisory Committee by 2025
- Revamp and grow the For the Love of Mesa resident steering committee by 10 members by 2025
- Develop an industry "job bank" to be housed on the Visit Mesa website by June 2024

Sustainable Organization

- a) Expand and diversify funding sources
- b) Develop an ongoing corporate partnership program
- c) Increase ongoing professional development of staff and overall employee satisfaction
- d) Review governance of organization; Improve Board member recruitment, training and engagement
- e) Educate staff and exploit opportunities with AI and other emerging technologies
- f) Expand visitor and stakeholder analytics (e.g., visitor satisfaction survey and visitor slippage study)

Targets:

- Engage a 3rd party consultant to conduct an internal audit of the organization's governance, policies and both Board and staff structure and alignment
- Corporate partnership program yields \$100,000 by 2026
- Pass statewide enabling legislation for a Tourism Improvement District OR develop a singular business improvement district solution by 2026
- Enhance staff surveys and improve employee satisfaction YOY during next 3 years

# **Vision, Mission & Values**

# **Vision**

Mesa is globally recognized as a welcoming, innovative, accessible and experience-rich destination with limitless opportunities for everyone.

# **Mission**

Promote the value and vitality of our visitor economy  
to enrich and strengthen our community.

# Values

## **PASSION**

Visit Mesa makes Mesa shine. Our passion is reflected in our work, our people and our community.

## **INTEGRITY**

Visit Mesa values ethical organizational, sales and marketing practices leading to dynamic, impactful and sustainable industry performance.

## **EXCELLENCE**

Visit Mesa commits to the highest performance standards applying measured and thoughtful expert analysis to all we achieve.

## **INCLUSIVITY**

Visit Mesa believes in a welcoming, accessible and culturally rich environment that reflects the diversity of the destination we collectively celebrate.

## **DETERMINATION**

Visit Mesa is driven to create an unrelenting demand for our visitor offerings and to deliver on the shared promise of providing memorable experiences through collaboration with our partners.

# Goals & Initiatives



# 1. Sales & Marketing

	Strategic Initiatives	Lead	Timeline		
			2024	2025	2026
Targets	a) Collaborate with partners to elevate signature events	Destination Experience/ Sales			
<ul style="list-style-type: none"><li>• Increase occupancy during need periods by 2-5% annually</li><li>• Develop new Spring Training creative by 2025</li><li>• Increase number of overnight visitors to 1.3 million in 2026</li><li>• Develop new map-based content and comprehensive calendars to disperse visitors across Mesa year-round by 2025</li><li>• Implement an assessment program for non-Mesa hotels by 2025 (applied to all Visit Mesa-booked/brokered business only)</li><li>• Increase conversion rate on VM website by 15%</li><li>• Increase organic VM website traffic by 15%</li><li>• Improve the Return on Ad Spend (ROAS) for Visit Mesa's Expedia campaign by 20%</li></ul>	b) Promote integrated sports marketing opportunities	Sports sales/ marketing			
	c) Address shoulder season and need periods	Marketing/ sales			
	d) Expand presence at industry tradeshows	CEO/sales			
	e) Strengthen City Limitless brand	Marketing/ communications			
	f) Promote spring training	Marketing/ communications			

# 2. Destination Management

	Strategic Initiatives	Lead	Timeline		
			2024	2025	2026
Targets	a) Advocate for new full-service hotel & resort development	CEO			
<ul style="list-style-type: none"><li>• Increase PMGAA/Allegiant cooperative marketing spend by 10% annually</li><li>• Announce five new nonstop destinations by end of 2026</li><li>• Become a “verified” Accessible Destination by 2024</li><li>• Develop and promote 2 new annual events in Mesa by 2026</li><li>• Establish and market a summer nightlife event series by 2026</li></ul>	b) Promote increased accessibility (DEIA)	CEO/Destination Experience/ Sports Sales			
	c) Advocate for improvements to the Convention Center, including connection to Main Street	CEO/National Sales			
	d) Advocate for high-end restaurant development	CEO/Destination Experience			
	e) Promote placemaking & continued development of the Asian District	CEO/Leisure Sales			
	f) Support the development of new events	CEO/Destination Experience/ Marketing			
	g) Continue efforts in air service development	CEO/Marketing			



# 3. Community Alignment

	Strategic Initiatives	Lead	Timeline		
			2024	2025	2026
Targets	a) Develop visitor industry advisory board of non-industry members	CEO/Board			
<ul style="list-style-type: none"><li>Establish perennial visitor industry education content/curriculum in Mesa-serving high schools/colleges by 2026</li><li>Appoint 7-10 non-hospitality advisory board members by 2026</li><li>Increase website traffic to Visitors Mean Business pages by 10% annually</li><li>Improve overall resident sentiment score in new 2026 survey</li><li>Activate Event Development Advisory Committee by 2025</li><li>Revamp and grow the For the Love of Mesa resident steering committee by 10 members by 2025</li><li>Develop an industry “job bank” to be housed on the Visit Mesa website by June 2024</li></ul>	b) Promote the value proposition of the visitor economy by maintaining advocacy efforts at local, regional and national levels	CEO/Destination Experience/Communications			
	c) Increase engagement and collaboration with community colleges and local schools to support workforce development and advocacy initiatives	Destination Experience			
	d) Promote increased sustainability & regeneration	Communications			
	e) Develop an “Event Development Advisory Committee” made up of public, private and civic sector leaders to address new event development in downtown Mesa and across the city	CEO/Destination Experience			

# 4. Sustainable Organization

	Strategic Initiatives	Lead	Timeline		
			2024	2025	2026
Targets	a) Expand and diversify funding sources	CEO/CF0/ Board			
<ul style="list-style-type: none"><li>Engage a 3rd party consultant to conduct an internal audit of the organization's governance, policies and both Board and staff structure and alignment</li><li>Corporate partnership program yields \$100,000 by 2026</li><li>Pass statewide enabling legislation for a Tourism Improvement District OR develop a singular business improvement district solution by 2026</li><li>Enhance staff surveys and improve employee satisfaction YOY during next 3 years</li></ul>	b) Develop an ongoing corporate partnership program	CEO/Partnership			
	c) Increase ongoing professional development of staff and overall employee satisfaction	CEO/CF0/HR			
	d) Review governance of organization; Improve Board member recruitment, training and engagement	CEO/Board			
	e) Educate staff and exploit opportunities with AI and other emerging technologies	CEO/Marketing			
	f) Expand visitor and stakeholder analytics (e.g., visitor satisfaction survey and visitor slippage study)	CEO/Marketing/ Destination Experience			