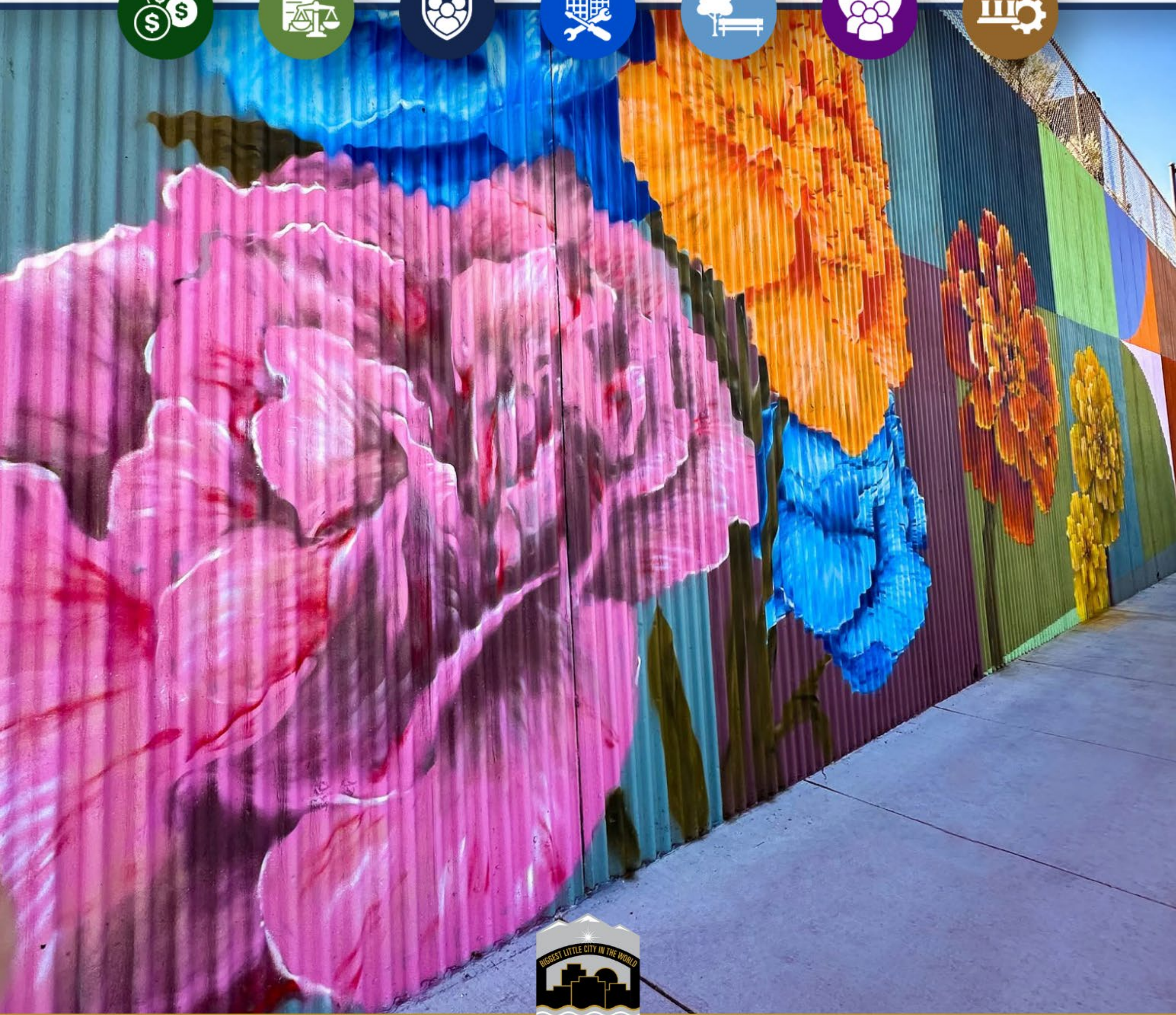
City of Reno

Strategic Plan

Fiscal Year 2027-2029



Adopted Summer 2026

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Letter from the Mayor

Reno is a city defined by possibility, resilience, and community. As our city continues to grow, this Strategic Plan provides a clear direction for how we will move forward together.

Over the past twelve years, I have had the privilege of working alongside dedicated Council colleagues, City staff, and community partners to advance meaningful progress for Reno. Together, we have expanded affordable housing opportunities, strengthened and revitalized downtown, invested in public safety, and supported arts and culture in ways that reflect Reno's unique identity and values.

These efforts have built a strong foundation for the future. This Strategic Plan builds on that momentum by aligning long-term vision with focused action and shared priorities rooted in community input and informed decision-making.

The plan reflects our commitment to investing wisely, strengthening neighborhoods, supporting economic opportunities, and ensuring Reno remains a place where people feel safe, welcome, and proud to call home. Achieving these goals will require continued collaboration and a City Council that is committed to transparency, partnership, and public engagement.

This Strategic Plan is more than a document. It is a shared commitment to Reno's future and the thoughtful growth and progress that will benefit generations to come.

Thank you for your partnership and continued belief in Reno.

Sincerely,

Hillary Schieve

Mayor, City of Reno

Letter from the City Manager

This Strategic Plan presents a clear, practical roadmap for how the City of Reno will advance the priorities set by our City Council over the next three fiscal years. It aligns our daily operations, budget decisions, and performance management efforts to ensure we remain focused on delivering meaningful, measurable results.

The plan was shaped through City Council direction, departmental analysis, performance data, and direct community input. Each department evaluated its current services, identified opportunities to strengthen delivery, and aligned its work with the City's strategic priorities. This collaborative process enhances organizational coordination and ensures we are using public resources responsibly and effectively.

The priorities and goals outlined in this plan establish transparent expectations and reinforce accountability at every level. We will monitor progress through regular public reporting, and as our community's needs evolve, we will continue to adapt strategies to remain responsive and results driven.

City staff are committed to implementing this plan with professionalism, discipline, and a shared dedication to serving the residents of Reno. By tightly linking strategy and execution, we will continue improving service delivery and advancing the priorities that matter most to our community.

Sincerely,

Jackie Bryant

City Manager, City of Reno

Reno City Council

Reno is the largest city in Northern Nevada and the fourth largest city in the state. Community members are represented by a city council consisting of six ward representatives and a mayor.

Reno has a council-manager form of government, with the mayor and six council members working together with the city manager, who implements the Council's policy decisions and oversees all aspects of City operations.

The Reno City Council meets at Reno City Hall at least twice a month, generally on Wednesdays beginning at 10 a.m. Meetings are streamed live at Reno.gov/Meetings. For more information about the Reno City Council, visit Reno.gov/CityCouncil.

Ward 1
Kathleen Taylor

Ward 2
Naomi Duerr

Ward 3
Miguel Martinez

Ward 4
Meghan Ebert

Ward 5
Devon Reese

Ward 6
Brandi Anderson

Mission

Creating a community that people are proud to call home.

Vision

We are a thriving urban center known for our world-class colleges, vibrant culture, diverse outdoor activities, and innovative industries.

Our Priorities

The City of Reno Strategic Plan has seven priority areas.

1. **Fiscal Stewardship:** Build a more sustainable financial future through strategic budgeting, revenue reform, responsible spending, and long-term fiscal planning.
2. **Legal Obligations**: Ensure compliance with legal and regulatory requirements while minimizing organizational risk and maintaining public trust.
3. **Safe Community**: Protect residents, businesses, and visitors through coordinated public safety services, prevention strategies, and effective emergency response systems.
4. **Well-Maintained City Infrastructure**: Preserve and improve public infrastructure through proactive maintenance, strategic capital planning, and long-term asset management.
5. **Access to Natural Spaces**: Provide equitable access to clean, safe, and well-maintained parks, open spaces, and natural environments that enhance community well-being.
6. **Quality of Life**: Enhance the overall well-being of residents by fostering a vibrant, inclusive, and livable community.
7. **Government Effectiveness**: Strengthen organizational performance by improving service delivery, operational efficiency, and transparent, accountable governance.

Reno's Prioritization Framework

At the core of this plan is a simple idea: if the foundation isn't strong, it becomes difficult to make meaningful progress anywhere else. The lower layers of the City's framework reflect the essential work that keeps Reno running, including keeping finances stable and meeting our legal responsibilities. When these areas are solid, the City can move more effectively toward long-term goals, quality-of-life improvements, and larger community outcomes related to safety, infrastructure, and public space. When they are not, progress slows.

To reinforce this idea, the City uses a new visual framework: a tiered prioritization model that shows how all municipal services support the mission of "creating a community that people are proud to call home." The pyramid is not a strict hierarchy. Instead, it reflects a dynamic structure where work happens across all levels at once, and where each level strengthens the next to support a high quality of life for residents.

Strategic Planning Process

The FY27-29 planning process was initiated in spring 2025 when the Council provided direction to staff to revise the City's priorities with a clear and focused end product. A strategic planning team was created to help guide the process under the direction of City Manager Jackie Bryant.

Phase 1: Gain Insights (March 2025 – October 2025) During Phase 1 of the planning process, the strategic planning team gathered input from a broad range of City stakeholders—including the Council, City and department leadership, employees, community groups, and residents—to identify strategic priorities. Executive interviews were conducted with Council members to capture insights into key priorities. Two surveys, one for employees and one for the community, were administered to gather additional perspectives. The team reviewed adopted City plans and documents to ensure alignment with existing priorities.

Phase 1 revealed that Reno is a community rich in culture, recreation, and civic pride, supported by a friendly, service-oriented workforce. At the same time, aging infrastructure, outdated technology, and fiscal constraints limit the City's ability to meet rising expectations around safety, housing, maintenance, and customer service. Stakeholders consistently emphasized the importance of strengthening regional collaboration, modernizing systems, and building more predictable capital and maintenance strategies. While downtown revitalization and housing efforts show momentum, community perceptions remain mixed, highlighting the need for continued investment and communication. Altogether, Phase 1 demonstrates that Reno's strongest assets—its culture, people, partnerships, and identity—can be leveraged to address clear opportunities and challenges as the City works toward long-term stability and community wellbeing.

Phase 2: Agree to Priorities (October 2025) During Phase 2 of the planning process, the City hosted a Council workshop to discuss emerging trends identified during the insights-gathering phase and to reach agreement on the high-level priorities of the plan. Council approved the refreshed priorities and directed the strategic planning team to develop more specific projects and initiatives under each priority.

Phase 3: Draft Plan (November 2025 – February 2026) In Phase 3, the strategic planning team used the priorities from the Council workshop to draft the goals based on what were the major opportunities for advancing the City over the next three years. The team coordinated cross-departmental meetings to gather feedback while preparing the draft to ensure that the City's subject matter experts could weigh in on reasonable expectations and achievable outcomes.

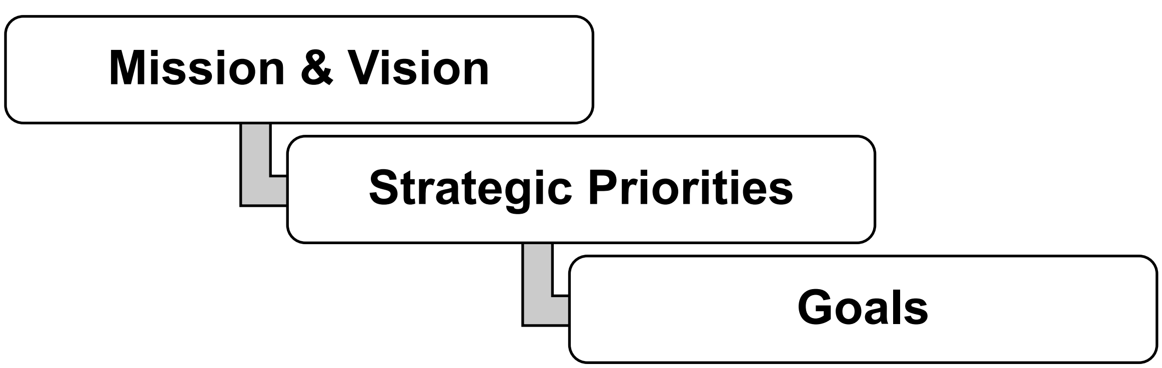
Phase 4: Refine Plan (March 2026 – June 2026) Once the draft plan was completed, the strategic planning team brought forward goals for Council to discuss and approve. Once each section was reviewed by Council, the fully drafted strategic plan was published for a final round of community feedback in June 2026.

Phase 5: Adopt, Share, and Execute (July 2026 – June 2029)
Council adopted the FY27-29 Strategic Plan on August 12, 2026. Beginning in 2027, Council will receive quarterly updates on the goals selected for the plan. Staff will report on major trends and execute on Council's priorities. The public will be kept informed about the plan's progress through Council presentations and published status reports on the City's website.

Plan Elements

The City's strategic plan is made up of two primary elements – the priorities and goals – both essential to achieving the organization's mission and vision.

Level	Element	Scope
FS	Strategic Priorities	The "big buckets" of work the City does to achieve its mission and vision. The pyramid represents the City of Reno as a whole. Each priority is important to achieve the mission and vision of the City. The priorities are set by Council, representing what the City aspires to be/have.
FS.1	Goals	An area that Council has agreed to and that the City staff and Council is focused on improving by June 30, 2029. Each goal has a current state and future state associated with it describing in detail what the expected outcome of the goal is. These answer, "What will we achieve by the end of FY29?" Goals are targeted, time-bound initiatives where focused effort and resources over the next three fiscal years can advance Council priorities, improve service delivery, and address root causes of community challenges.



FY27-29 Priorities and Goals Summary

Fiscal Stewardship	**FS.1 STRUCTURALLY BALANCED BUDGET:** Achieve a structurally balanced budget where recurring revenues are greater than or equal to recurring expenditure in the adopted budget. **FS.2 REVENUE REFORM:** Advance revenue reform initiatives to increase City revenue to sustain and expand services for the community. **FS.3 REDUCE SUBSIDIES**: Reduce subsidies to other entities for services covered by their dedicated funding sources.
Legal Obligations	**LO.1 ERP:** Implement a modern, integrated Enterprise Resource Planning (ERP) software solution to streamline operations, improve data accuracy, and support strategic decision-making citywide and comply with legal pay requirements. **LO.2 CORE SERVICES:** Define and evaluate the City's required and discretionary service responsibilities and re-focus the organization on core programs. **LO.3 CONTRACT REVIEW:** Reduce organizational risk and strengthen compliance by establishing a coordinated citywide contract review process that ensures contracts are reviewed consistently, aligned with policy, and structured to protect the City's interests.
Safe Community	**SC.1. COORDINATED FIRE SERVICES:** Complete the legislatively required regional fire study by December 31, 2026, and continue regional coordination of fire and emergency services to improve service delivery to our community. **SC.2 NUISANCE CRIMES:** Improve the City's approach to addressing nuisance crimes by strengthening coordination across prevention, enforcement, and prosecution of applicable laws and ordinances to reduce incidents year-over-year. **SC.3 COORDINATED DISPATCH SERVICES**: Advance regional coordination of emergency dispatch services resulting in reduced call transfers and emergency response times.
Well-Maintained City Infrastructure	**WMI.1 MAINTENANCE ASSESSMENT:** Complete a full inventory, accurate condition assessment, and lifecycle analysis of all City-owned assets. **WMI.2 CIP REFORM**: Reimagine the general capital improvement planning process to prioritize, fund, and deliver future infrastructure projects based on community and organizational needs.
Access to Natural Spaces	**NS.1 PARKS DISTRICT:** Complete the regional parks service plan and pursue a regional parks model to increase funding, provide streamlined governance and maintenance responsibilities to build, maintain, and enhance public parks, trails, and open space. **NS.2 TRUCKEE RIVER**: Improve public access to and activation of the Truckee River by enhancing river safety, cleanliness, and accessibility.
Quality of Life	**QL.1 SUSTAINABILITY / HEAT MITIGATION:** Implement heat mitigation strategies by expanding shade through trees and structures, increasing access to cooling amenities, strengthening emergency response for extreme heat, and integrating heat-resilience practices into planning, capital projects, and community programs. **QL.2 HOUSING:** Continue to address community housing affordability issues by evaluating housing policies and programs, pursuing funding opportunities, and supporting the development of all types of housing.
Government Effectiveness	**GE.1 SERVICE DELIVERY:** Strengthen the City's use of measurement and data to evaluate processes, identify trends, and improve service delivery to the community.

Fiscal Stewardship

Fiscal Stewardship [FS]: Build a more sustainable financial future through strategic budgeting, revenue reform, responsible spending, and long-term fiscal planning.

Background: Responsible financial management is essential to the City of Reno's ability to serve a growing and dynamic community. In FY24, the City, like many local governments nationwide, faced a shifting fiscal environment marked by rising costs and changing consumer behavior, resulting in a structural budget deficit. While the FY27 budget meets NRS requirements, it relies on one-time funds and temporary spending reductions that are not sustainable. To ensure long-term stability, the City must align ongoing expenditures with sustainable revenue, pursue more effective service delivery models, and enhance operational efficiency. Over the next three years, success means achieving a structurally balanced budget, growing revenue, and reducing subsidies.

Fiscal Stewardship Goals

- **FS.1 STRUCTURALLY BALANCED BUDGET:** Achieve a structurally balanced budget where recurring revenues are greater than or equal to recurring expenditure in the adopted budget.
- **FS.2 REVENUE REFORM:** Advance revenue reform initiatives to increase City revenue to sustain and expand services for the community.
- **FS.3 REDUCE SUBSIDIES:** Reduce subsidies to other entities for services covered by their dedicated funding sources.

FS.1 STRUCTURALLY BALANCED BUDGET	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Operating with a balanced budget, lacking structural balance where recurring revenues align with ongoing expenditures. • Implementing sustainable financial strategies to close the structural gap and prevent future imbalances. • Proactively managing revenues and expenditures to address cost pressures and economic variability. • Strengthening financial resilience to maintain service levels and invest in Council priorities over the long term.	• Achieve structural balance, with recurring revenues meeting or exceeding recurring expenditures. • Eliminate the ongoing structural gap through sustained financial discipline and strategic adjustments. • Reduce reliance on one-time resources to support ongoing operations. • Strengthen financial capacity to sustainably maintain and expand community services.

FS.2 REVENUE REFORM

Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Operating within a revenue structure that does not fully sustain current service levels. • Experiencing limited flexibility within its primary revenue sources. • Facing structural constraints that limit long-term financial stability. • Seeing revenue growth that is not keeping pace with increasing service demands. • Experiencing difficulties in expanding services with limited revenue.	• Establish a revenue structure that is increased, sustainable, and better aligned to support ongoing service levels. • Maintain a diversified and resilient revenue base to reduce vulnerability to economic fluctuations. • Achieve greater flexibility within revenue sources to respond to changing economic conditions and community needs. • Align revenue growth with service demands and population growth. • Ensure sustainable funding to maintain existing services and support strategic expansion.

FS.3 REDUCE SUBSIDIES

Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Providing certain services and support that are not fully aligned with core municipal responsibilities. • Maintaining arrangements that extend beyond the City's core role. • Operating in some areas without full cost recovery or reimbursement for services provided. • Experiencing pressure on City resources due to ongoing subsidies and misaligned service delivery.	• Ensure all programs, agreements, and service arrangements are evaluated for alignment with core municipal responsibilities. • Eliminate or restructure arrangements that do not align with core services. • Prioritize resources toward services that are central to the City's role and mission. • Improve cost recovery and reduce subsidies that place pressure on City resources.

Legal Obligations

Legal Obligations [LO]: Ensure compliance with legal and regulatory requirements while minimizing organizational risk and maintaining public trust.

Background: The City of Reno operates within a complex legal framework that defines its responsibilities and limits its authority. As a modified Dillon's Rule state, Nevada requires that local governments be expressly granted powers by the state legislature or charter. This means the City must comply with a wide range of local, state, and federal mandates, many of which are non-negotiable and resource intensive. Legal obligations form one of the foundational layers of the City's strategic plan. These responsibilities are not optional; they are the baseline requirements for lawful and ethical governance. By focusing on fulfilling all required service responsibilities and making those services more impactful, the City can continue to live its mission of creating a community people are proud to call home.

Legal Obligations Goals

- **LO.1 ENTERPISE RESOURCE PLANNING (ERP)**: Implement a modern, integrated Enterprise Resource Planning (ERP) software solution to streamline operations, improve data accuracy, and support strategic decision-making citywide and comply with legal pay requirements.
- **LO.2 CORE SERVICES:** Define and evaluate the City's required and discretionary service responsibilities and re-focus the organization on core programs.
- **LO.3 CONTRACT REVIEW**: Reduce organizational risk and strengthen compliance by establishing a coordinated citywide contract review process that ensures contracts are reviewed consistently, aligned with policy, and structured to protect the City's interests.

LO.1 ENTERPISE RESOURCE PLANNING (ERP)	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Operating with a core system nearing end-of-life, with vendor support ending. • Managing disconnected systems that require manual reconciliation across functions. • Experiencing repetitive system failures and process inefficiencies. • Facing heightened compliance and payroll risk exposure due to system limitations.	• Implement a modern, fully integrated ERP platform that supports citywide operations. • Automate and standardize core business processes to improve efficiency and consistency. • Provide reliable, real-time financial and workforce data across departments. • Strengthen payroll accuracy and regulatory compliance. • Enhance data visibility to support strategic and operational decision-making.

LO.2 CORE SERVICES FOCUS	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Operating without a clear, citywide definition of core services. • Maintaining limited distinction between legally required and discretionary services. • Delivering programs and services that have not been consistently evaluated for cost or legal requirements. • Allocating resources in ways that are not always aligned with core City responsibilities.	• Establish a clearly defined and agreed-upon list of core City services. • Maintain a clear distinction between legally required and discretionary services. • Evaluate all City programs for legal requirements and costs. • Identify and implement efficiencies within required services to maximize taxpayer value.

LO.3 CONTRACT REVIEW	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Managing contract review practices that vary across departments. • Applying inconsistent levels of review, documentation, and risk assessment. • Operating without clearly defined citywide roles, thresholds, and timelines. • Using limited standardized workflows for contract review and approval.	• Implement a coordinated, citywide contract review framework. • Apply standardized processes consistently across all departments. • Establish clear roles, thresholds, and review criteria. • Define workflows and compliance checkpoints for all agreements.

Safe Community

Safe Community [SC]: Protect residents, businesses, and visitors through coordinated public safety services, prevention strategies, and effective emergency response systems.

Background: Creating a safe community is one of the most essential and visible roles of local government. It is the level of the strategic pyramid where the City of Reno shows up—literally and figuratively—when residents need help. Whether through police, fire, dispatch, or emergency response services, this layer represents the City's commitment to public safety, prevention, and preparedness.

Safe Community Goals

- **SC.1. COORDINATED FIRE SERVICES**: Complete the legislatively required regional fire study by December 31, 2026, and continue regional coordination of fire and emergency services to improve service delivery to our community.
- **SC.2 NUISANCE CRIMES**: Improve the City's approach to addressing nuisance crimes by strengthening coordination across prevention, enforcement, and prosecution of applicable laws and ordinances to reduce incidents year-over-year.
- **SC.3 COORDINATED DISPATCH SERVICES**: Advance regional coordination of emergency dispatch services resulting in reduced call transfers and emergency response times.

SC.1. COORDINATED FIRE SERVICES	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Coordinating Fire and EMS services through multiple interlocal agreements across jurisdictions.	• Utilize the completed SB319 regional fire study to inform policy decisions and future service delivery models.
• Operating within a structure that creates day-to-day complexity and can contribute to slower response times and service delivery challenges.	• Collaborate with regional partners to evaluate and advance opportunities for improved Fire and EMS coordination and performance.
• Participating in the SB319 regional fire study to evaluate financial sustainability, governance structures, and service delivery options.	• Establish a clearer and more sustainable framework for governance, funding, and regional coordination of Fire and EMS services.
• Anticipating the completion of the SB319 regional fire study by December 31, 2026, which will inform the City's approach to future regional coordination.	• Implement service delivery structures that support timely emergency response and sustainable service levels.

SC.2 NUISANCE CRIMES	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Experiencing an increasing number of constituent concerns and service requests related to lower-level safety issues like trespassing, speeding, and public disturbances that impact safety and quality of life. • Addressing these issues through multiple departments, including police, code enforcement, clean and safe, security, and parks staff. • Reviewing public safety data reporting practices. • Implementing preventative measures in the environment to reduce lower-level crime activity.	• Reduce lower-level safety reports and incidents year-over-year through alternative service and response models. • Standardize data and reporting to monitor trends and measure year-over-year reductions in incidents. • Implement a coordinated, multi-department approach to addressing misdemeanor crimes and nuisance activities. • Have increased preventative environmental measures through Crime Prevention Through Environmental Design (CPTED).

SC.3 COORDINATED DISPATCH SERVICES	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Continuing to advance the regional Hexagon CAD project, maintaining full engagement despite extended timelines. • Operating within a regional dispatch environment where some partners, including the school district and airport police, utilize different systems. • Coordinating emergency dispatch services across multiple facilities located throughout the region. • Working within a regional framework that does not yet have fully shared operating procedures, resulting in unnecessary call transfers and coordination challenges.	• Achieve a regionally coordinated emergency dispatch system with strong alignment across partners. • Implement shared systems and standardized protocols across dispatch agencies to support seamless operations. • Reduce the need for call transfers through improved interagency coordination. • Route and dispatch emergency calls more efficiently, contributing to faster and more reliable response times.

Well-Maintained City Infrastructure

Well-Maintained City Infrastructure [WMI]: Preserve and improve public infrastructure through proactive maintenance, strategic capital planning, and long-term asset management.

Background: Investing in reliable, well-planned infrastructure is foundational to public safety, quality of life, and economic vitality. As Reno grows, the City must modernize its capital planning processes and secure long-term funding to address deferred maintenance and meet future infrastructure demands.

Infrastructure is the physical backbone of a thriving city. From roads and sidewalks to public buildings and recreation facilities, these assets shape the daily experience of residents and visitors alike. In Reno, maintaining and improving infrastructure is not just about upkeep; it's about ensuring safety, accessibility, and long-term sustainability for the community.

Well-Maintained City Infrastructure Goals

- **WMI.1 MAINTENANCE ASSESSMENT:** Complete a full inventory, accurate condition assessment, and lifecycle analysis of all City-owned assets.
- **WMI.2 CAPITAL IMPROVEMENT PLAN (CIP) REFORM**: Reimagine the general capital improvement planning process to prioritize, fund, and deliver future infrastructure projects based on community and organizational needs.

WMI.1 MAINTENANCE ASSESSMENT	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Managing a large portfolio of infrastructure and facilities with varying levels of maintenance oversight. • Operating with limited funding and staff capacity to address deferred and unfunded maintenance. • Maintaining assets where the average condition of City-owned buildings is rated. • Facing unfunded maintenance needs estimated to exceed $190 million, with incomplete understanding of full lifecycle costs across many assets.	• Maintain a comprehensive inventory and condition assessment of all City-owned assets. • Use lifecycle analysis to inform long-term maintenance planning and resource-allocation decisions. • Apply standard, citywide procedures to prioritize maintenance needs across assets. • Align funding decisions with asset condition, risk, and lifecycle costs to reduce deferred maintenance over time and strategize long-term funding. • Improve overall asset condition and reduce deferred maintenance through proactive, data-driven maintenance practices.

WMI.2 CIP REFORM	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Continuing to develop a Capital Improvement Program (CIP) to plan and fund infrastructure projects across growing needs. • Utilizing varying project identification and prioritization practices across departments and funding sources. • Operating with limited use of a consistent, citywide framework to evaluate projects based on community need, asset condition, and strategic priorities. • Navigating funding constraints that require tradeoffs between delivering new projects and maintaining existing infrastructure.	• Operate a more strategic and transparent capital improvement planning process that incorporates long-term financial and environmental sustainability. • Establish a clear policy and decision-making framework to prioritize, evaluate, and recommend infrastructure projects for funding using criteria tied to factors like community needs, asset condition, strategic priorities, sustainability, and lifecycle impacts. • Align capital investments with long-term infrastructure needs and available funding and pursue alternative funding models to support infrastructure delivery. • Update internal City policies to incorporate sustainability practices and considerations throughout each phase of City capital projects.

Access To Natural Spaces

Access to Natural Spaces [NS]: Provide equitable access to clean, safe, and well-maintained parks, open spaces, and natural environments that enhance community well-being.

Background: Access to parks, open spaces, trails, and the river is a defining feature of Reno's identity. These natural environments contribute to the health, happiness, and connection of our community. They offer places for recreation, reflection, and gathering, while also supporting economic development through tourism and events.

Throughout the strategic planning process, stakeholders emphasized the importance of maintaining and expanding access to clean, safe, and well-managed natural spaces. Survey results ranked parks and open spaces as one of the top priorities for residents. Feedback highlighted the need for improvements in cleanliness, safety, and accessibility, as well as the potential to use these spaces as economic assets.

Access to Natural Spaces Goals

- **NS.1 PARKS DISTRICT:** Complete the regional parks service plan and pursue a regional parks model to increase funding, provide streamlined governance and maintenance responsibilities to build, maintain, and enhance public parks, trails, and open space.
- **NS.2 TRUCKEE RIVER:** Improve public access to and activation of the Truckee River by enhancing river safety, cleanliness, and accessibility.

NS.1 PARKS DISTRICT	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Primarily funding parks and recreation programs and assets through the General Fund. • Operating with limited dedicated funding sources to maintain, improve, and expand the parks system. • Experiencing growing maintenance and service expectations as the community continues to expand. • Partnering with Reno, Sparks, and Washoe County to initiate a regional parks service plan to evaluate governance and funding options.	• Have completed a regional parks service plan that informs next steps for a regional parks and open space model. • Be partnering with regional jurisdictions to pursue governance and funding structures that support long-term park investment. • Have established a plan for pursuing dedicated funding and clearer maintenance responsibilities to strengthen the region's parks system. • Deliver parks that are better maintained, expanded, and enhanced to meet evolving community needs.

NS.2 TRUCKEE RIVER	
Current State *Beginning in FY27 the City is/has…*	**Future State** *By the end of FY29 the City will…*
• Designated sections of the Truckee River as parkland to support maintenance, management, and public access. • Implementing the Truckee River Vision Plan to guide long-term improvements along the river and pursuing grant funds. • Participating in the development of a regional service plan that includes the Truckee River corridor. • Experiencing varying conditions in river safety, cleanliness, and accessibility across different segments of the corridor.	• Secure additional funding to advance the Truckee River Vision Plan in partnership with public, private, and non-profit stakeholders. • Support the Truckee River corridor as a safe, accessible, and well-maintained public space for residents and visitors. • Have enhanced public access points and riverfront amenities along the corridor. • Have adopted and implemented River Design Guidelines to guide consistent improvements. Foster a more active and connected river corridor that supports recreation, community use, and quality of place.

Quality of Life

Quality of Life [QL]: Enhance the overall well-being of residents by fostering a vibrant, inclusive, and livable community.

Background: The Quality of Life priority focuses on creating the conditions that allow residents and businesses to thrive. The City contributes to quality of life by supporting housing opportunities, fostering vibrant neighborhoods, investing in community amenities, and partnering with regional organizations to address emerging community needs. Through thoughtful planning, strategic investments, and effective partnerships, the City can help ensure Reno remains an inclusive, resilient, and desirable place to live, work, and visit.

Quality of Life Goals

- **QL.1 SUSTAINABILITY / HEAT MITIGATION**: Implement heat mitigation strategies by expanding shade through trees and structures, increasing access to cooling amenities, strengthening emergency response for extreme heat, and integrating heat-resilience practices into planning, capital projects, and community programs.
- **QL.2 HOUSING:** Continue to address community housing affordability issues by evaluating housing policies and programs, pursuing funding opportunities, and supporting the development of all types of housing.

QL.1 SUSTAINABILITY / HEAT MITIGATION	
Current State *Beginning in FY27 the City is/has…*	**Future State** *By the end of FY29 the City will…*
• Adopted heat mitigation policies through the ReImagine Reno Master Plan, providing a framework for addressing the impacts of extreme heat across planning, development, public spaces, and emergency response in compliance with AB96 (2025). • Experiencing extreme heat challenges affecting public health, infrastructure, and the livability of Reno.	• Complete an inventory of shade structures and amenities located on City of Reno properties. • Integrate heat resilience into City planning, capital projects, operations, and community programs. • Provide residents with greater access to shade, cooling amenities, and emergency resources, reducing heat-related risks and improving quality of life.

QL.2 HOUSING	
Current State *Beginning in FY27 the City is/has…*	**Future State** *By the end of FY29 the City will…*
• Facing persistent housing affordability challenges for residents, even as public and private partners work to expand the available housing supply. • Established a range of housing policies and programs, but still has opportunities to assess their effectiveness, pursue additional funding, and remove barriers that slow or limit housing development.	• Evaluate all of the City's housing policies, programs, and investments to confirm that they effectively support the development and preservation of a diverse range of housing options. • Expand strategic partnerships and external funding housing opportunities to improve affordability for current and future residents.

Government Effectiveness

Government Effectiveness [GE]: Strengthen organizational performance by improving service delivery, operational efficiency, and transparent, accountable governance.

Background: Government Effectiveness focuses on how the City delivers services to the community and continuously improves its operations. As Reno grows and community expectations evolve, the City must ensure its processes, technology, workforce, and decision-making practices support efficient, responsive, and accountable government. Strengthening organizational effectiveness means evaluating how work is performed, using data to inform decisions, streamlining internal processes, and fostering a culture of continuous improvement. By investing in operational excellence and transparent governance, the City can better steward public resources, improve the customer experience, and build trust with the community.

Government Effectiveness Goal

- GE.1 SERVICE DELIVERY: Strengthen the City's use of measurement and data to evaluate processes, identify trends, and improve service delivery to the community.

GE.1 SERVICE DELIVERY	
Current State *Beginning in FY27 the City is…*	**Future State** *By the end of FY29 the City will…*
• Actively working with departments to develop cross-departmental metrics focused on service delivery. • Recognized as a What Works Cities Silver Certified City for data-driven decision-making. • Collecting performance and operational data across departments, but measures are not consistently aligned or used to evaluate service delivery. • Working to identify trends, improve processes, and support decision-making through more consistent use of data.	• Agree to metrics, data sources, and potential insights to be published across service areas. • Pursue Gold Certification through the What Works Cities Certification. • Consistently use performance measures to evaluate service delivery, identify trends, and improve City processes. • Use data to inform operational and budget decisions, strengthen accountability, and support continuous improvement across the organization.

Implementation

Implementation Values

The success of this Strategic Plan depends on how well we execute it. This section outlines the values and practices that will guide our work over the next three years, ensuring that every action taken by our teams, departments, and leadership directly advances the City's priorities. Grounded in transparency, collaboration, and disciplined implementation, these principles help us stay aligned, measure progress, and adapt as conditions change.

- Community engagement – We design our work *with* the community, not just *for* it. We create accessible, inclusive opportunities for residents to stay informed, participate meaningfully, and shape decisions as we implement this plan.
- Transparency and accountability – We communicate openly about progress, challenges, and results. By sharing regular updates and grounding decisions in data and evidence, we strengthen public trust and ensure our work remains responsive and measurable.
- Regional collaboration – We actively partner with regional agencies, jurisdictions, and community organizations to improve service delivery, reduce duplication, lower costs, and address issues at their root. We recognize that many challenges—and solutions—cross city boundaries and service responsibilities.
- Fiscal discipline – We steward public resources with rigor and intention, ensuring that every dollar advances the City's mission and the outcomes Council has identified as most critical. Fiscal decisions are proactive, transparent, and aligned to long-term fiscal sustainability—not short-term fixes.

Implementation Framework

For the first year of implementation, each of the City's strategic priorities will be reported on at least quarterly to advance the initiative over time. Each goal will be supported by a cross-departmental team of City staff responsible for developing the specific actions to take to advance Council's direction. These goal teams will develop a quarterly status report on their work and provide a quarterly presentation on major milestones of the project, metrics used to track progress, and strategic policy questions for Council to weigh in on as necessary. This implementation framework will allow for routine updates and transparency.

The Reno City Council will have the opportunity to modify and reconfirm the outlined goals annually to confirm they are still the areas where staff should be prioritizing.

Appendix A: Summary of Community Engagement

The City of Reno's Strategic Plan utilized multiple forms of community engagement throughout the process following the IAP2 Public Participation Spectrum.

- Inform: Provides balanced, objective information to assist understanding.
- Consult: Obtains feedback on analysis and decisions.
- Involve: Works directly with the public to ensure concerns are understood and considered.
- Collaborate: Partners with the public to develop alternatives and identify preferred solutions.
- Empower: Places final decision-making in the hands of the public

Phase 1: Gaining Insight
Level of Engagement: Consult
Engagement Opportunities:

- April – May 2025: 2025 Reno Community Survey – 3,247 validated responses
- July 2025: Community Drop-In Sessions held
  - 4 drop-ins across the community at different times and geographic locations
  - Summary of feedback from community members and staff
  - 65 attendees

Phase 2: Agree to Priorities
Level of Engagement: Inform
Engagement Opportunities:

- October 29, 2025 Council Strategic Planning Workshop (Materials)
  - 3 public comments received summarized
    - Expressed concern about Reno's long-term fiscal sustainability, urging the City to diversify revenue beyond declining casino-based models and include specific, actionable steps in the Strategic Plan to grow revenue, maximize redevelopment tax increment, and attract high-paying jobs.
    - Called for a more vibrant, balanced downtown with active daily uses, improved riverfront and cultural amenities, reduced blight, fewer late-night bars, and opposition to the proposed Neon Line District sports fields due to limited public access and poor economic activation.
    - Item B.2 - Letter regarding City Council and Redevelopment Agency focus on new revenue sources.

Phase 3: Draft Plan
Level of Engagement: Inform – used insights from phase 1 to draft the plan.
Engagement Opportunities:

- March 11, 2026 – the Council discussed the Fiscal Stewardship and Legal Obligations section of the plan.
    - 0 public comments received
- May 6, 2026 – the Council discussed the Safe Communities section of the plan
    - 0 public comments received
- June 10, 2026 – the Council discussed the City Infrastructure and Access to Natural Spaces section of the plan
    - 3 public comments received summarized (Materials)
        - Supports additional funding directed toward protecting and enhancing Reno's public and natural spaces.
        - Supports moving forward with the service plan for the proposed Park District.
        - Expressed strong concern and opposition to a recently submitted unsolicited letter of intent from a RAAB member and business owner regarding use of City Plaza. Advocated for City Plaza to remain a public, accessible civic space rather than being privatized. Requested investment in public amenities such as seating, shade, drinking fountains, and better infrastructure to support community use.

Phase 4: Refine Plan
Level of Engagement: Involve
Engagement Opportunities:

- June 12-30: Draft Plan available for feedback
    - Included in City of Reno newsletter and social media marketing
    - Announcement made during all community boards and committees that occurred during the comment period
- June 23, 2026 - Community webinar
    - 2 attendees
- Feedback form – 24 responses
- Emailed feedback and letters – 11 unique commenters

Phase 5: Adopt and Implement
Level of Engagement: Inform, Involve, Collaborate
Engagement Opportunities:

- Regular Council presentations and public report


BIGGEST LITTLE CITY IN THE WORLD
CITY OF
RENO