

FY27-29 Strategic Plan City of Reno

DRAFT

Table of Contents

Letter from the Mayor	2
Letter from the City Manager	3
Reno City Council	4
Mission	5
Vision	5
Our Priorities.....	5
Strategic Planning Process.....	7
Summary of Phase 1 Insights Gained	8
Plan Elements	10
Fiscal Stewardship.....	12
Major Opportunity Areas What will the City achieve by the end of FY29?	12
Legal Obligations.....	14
Major Opportunity Areas What will the City achieve by the end of FY29?	14
Safe Community.....	16
Major Opportunity Areas What will the City achieve by the end of FY29?	16
Well-Maintained City Infrastructure	18
Major Opportunity Areas What will the City achieve by the end of FY29?	18
Access To Natural Spaces	20
Major Opportunity Areas What will the City achieve by the end of FY29?	20
Implementation	22
Implementation Values.....	22
Implementation Framework	22

Letter from the Mayor

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Letter from the City Manager

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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. Council members are elected to four-year terms. Per Nevada Revised Statutes, they can serve no more than three consecutive terms.

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](https://reno.gov/Meetings). For more information about the Reno City Council, visit [Reno.gov/CityCouncil](https://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. The first five are identified as the City's 36-month strategic focus areas, complete with specific goals and projects to carry out over that time.

1. **Fiscal Stewardship:** Achieve financial stability through revenue reform, strategic budgeting, long-term planning, and debt management.
2. **Legal Obligations:** Meet the requirements of statutory limitations and reduce risk to the city and community.
3. **Safe Community:** Foster a safe city through enhanced public safety, prevention, and emergency response programs.
4. **Well-Maintained City Infrastructure:** Improve the City's infrastructure through robust capital planning, maintenance, and prioritization practices.
5. **Access to Natural Spaces:** Provide opportunities for community members to enjoy clean and safe public parks, the natural environment, and open space.
6. **Quality of Life:** Enhance the overall well-being of residents by fostering a vibrant, inclusive, and livable community.
7. **Government Effectiveness:** Deliver high-quality public services, ensure efficient use of resources, and strengthen internal systems to support responsive, transparent, and results-driven governance.



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.

This is why the first five levels of the pyramid are the strategic focus for the next three years. These are the areas where the City needs to "stabilize the base" and create steady ground for everything that follows. A 36-month window provides enough time to make real improvements, update systems, strengthen processes, test new approaches, and build consistency. It also keeps the City flexible rather than tied to a long commitment that could limit the ability to respond to evolving community needs.

By concentrating on these foundational pieces now, the City is positioning itself to take on the more visible work that residents care about and to deliver results more efficiently and reliably.

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 2: Agree to Priorities and Select Focus (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, called major opportunity areas, for the first five priorities.

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 major opportunity areas. 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 major opportunity areas 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.

Phase 5: Adopt, Share, and Execute (July 2026 – June 2029)

Council adopted the FY27-29 Strategic Plan on [DATE]. Beginning in 2027, Council will receive quarterly updates on the major opportunity areas 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.

Summary of Phase 1 Insights Gained

The strategic planning process began in 2025 with an extensive effort to gather community input and understand organizational needs. During this first phase, the planning team reached out to a wide mix of stakeholders, including the Council, City and department leaders, employees, community organizations, and residents. The mayor and each Council member participated in individual interviews to share their priorities and perspectives. Two surveys—one internal and one open to the community—provided additional insight from staff and the public. The team also reviewed previously adopted City plans to ensure alignment.

All of this information was then organized and analyzed, with major themes grouped into a strengths, weaknesses, opportunities, and threats (SWOT) framework.

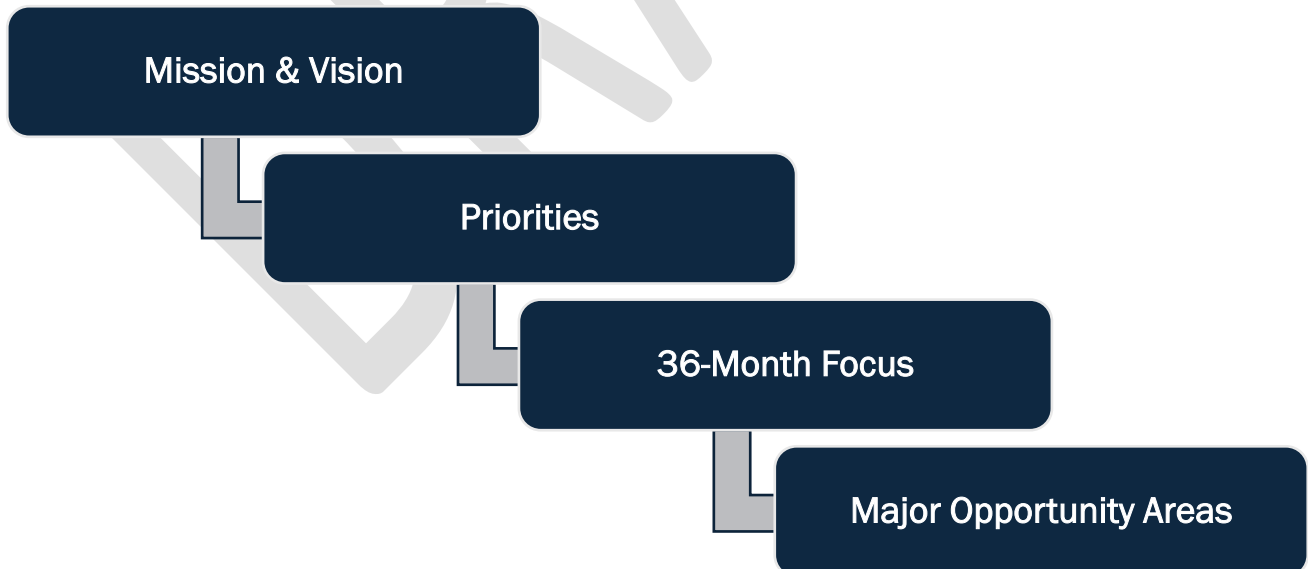
<p><i>Strengths – areas the City should maintain or build upon</i></p> <ul style="list-style-type: none"> • Reno benefits from a strong network of arts, culture, and historic resources, which enrich community identity and attract residents and visitors. • The City offers a wide range of recreational programs and special events that support wellness, connection, and community pride. • Ongoing investment in the downtown core is strengthened by active partnerships with the Downtown Reno Partnership, the Reno-Sparks Convention and Visitors Authority, the Regional Transportation Commission, and the Redevelopment Agency. • City staff consistently demonstrate friendliness and a strong customer-service mindset, which enhances public trust and daily interactions with residents. • The City engages in meaningful housing support and development efforts that expand access to affordable and stable housing options. • Service request processes have become more streamlined, making it easier for 	<p><i>Opportunities – areas where the City can invest or maximize impact</i></p> <ul style="list-style-type: none"> • Strengthening regional collaboration offers the chance to better align resources and improve shared services such as fire, dispatch, parks, and other cross-jurisdictional functions. • Reforming the City’s capital maintenance and improvement planning processes can create a more sustainable and predictable approach to caring for public assets. • Developing a parks service plan or district could expand access, improve maintenance, and better reflect community needs. • A renewed focus on proactive crime prevention and community relationships can strengthen public safety and trust across neighborhoods. • Investing in modern technology and system upgrades can increase efficiency, reduce risk, and improve customer service. • Increasing transparency and visibility into City operations provides an opportunity to build stronger
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<p>residents to report issues and receive timely responses.</p>	<p>relationships and trust with the community.</p>
<p><i>Weaknesses – areas the City must shore up or address</i></p> <ul style="list-style-type: none"> • The City faces a significant backlog of unfunded maintenance across facilities, parks, and parking lots, which affects reliability and long-term costs. • Community perceptions of police services and crime prevention remain mixed, creating challenges for trust and neighborhood safety. • Negative views of downtown persist despite active investment, complicating revitalization and economic development efforts. • Outdated technology systems create operational risk and limit efficiency across departments. • A structural budget deficit and limited funding constrain the City’s ability to keep pace with service demand and address emerging needs. 	<p><i>Threats – factors the City must monitor or mitigate</i></p> <ul style="list-style-type: none"> • Economic volatility, including fluctuations in consolidated tax (C-tax), continues to impact the stability of the general fund. • Unfunded mandates such as PERS increases or new state statutory requirements place additional financial pressure on City operations. • Changes in federal or state policies may shift funding, responsibilities, or regulatory obligations in ways that affect service delivery. • When the scope of City services expands beyond the roles of regional partners, the City risks duplicating efforts or taking on unfunded responsibilities. • Growing expectations and rising demand for services, such as service requests, public records, or call volume, continue to stretch staff capacity. • Nevada’s antiquated tax structure limits revenue growth and restricts the City’s ability to meet community needs.

Plan Elements

The City’s strategic plan is made up of two primary elements – the priorities and major opportunity areas – both essential to achieving the organization's mission and vision. During the strategic planning workshop, Council directed staff to prepare major opportunities only for the first five levels of the plan pyramid to strengthen the base of the organization’s operations.

Level	Element	Scope
FS	Strategic Priority	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	Major Opportunity Area (MOA)	An area that Council has agreed to and that the City staff and Council is focused on improving by June 30, 2029. Each MOA has a current state and future state associated with it describing more in detail what the expected outcomes of the MOA are. These answer, “What will we achieve by the end of FY29?” MOAs 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.



Strategic Priority	Major Opportunity Area – What will the City achieve by the end of FY29?
 <p data-bbox="217 491 456 527">Fiscal Stewardship</p>	<p data-bbox="488 296 1398 401">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.</p>
	<p data-bbox="488 438 1430 506">FS.2 REVENUE REFORM: Advance revenue reform initiatives to increase City revenue to sustain and expand services for the community.</p>
	<p data-bbox="488 506 1382 575">FS.3 REDUCE SUBSIDIES: Reduce subsidies to other entities for services covered by their dedicated funding sources.</p>
 <p data-bbox="228 770 441 806">Legal Obligations</p>	<p data-bbox="488 575 1446 709">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.</p>
	<p data-bbox="488 718 1406 819">LO.2 CORE SERVICES: Define and evaluate the City’s required and discretionary service responsibilities and re-focus the organization on core programs.</p>
	<p data-bbox="488 819 1406 951">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.</p>
 <p data-bbox="228 1146 440 1182">Safe Community</p>	<p data-bbox="488 951 1446 1052">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.</p>
	<p data-bbox="488 1066 1446 1203">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.</p>
	<p data-bbox="488 1203 1422 1304">SC.3 COORDINATED DISPATCH SERVICES: Advance regional coordination of emergency dispatch services resulting in reduced call transfers and emergency response times.</p>
 <p data-bbox="207 1499 461 1560">Well-Maintained City Infrastructure</p>	<p data-bbox="488 1304 1382 1371">WMI.1 MAINTENANCE ASSESSMENT: Complete a full inventory, accurate condition assessment, and lifecycle analysis of all City-owned assets.</p>
	<p data-bbox="488 1398 1438 1499">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.</p>
 <p data-bbox="224 1755 446 1818">Access to Natural Spaces</p>	<p data-bbox="488 1560 1455 1696">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.</p>
	<p data-bbox="488 1696 1446 1764">NS.2 TRUCKEE RIVER: Improve public access to and activation of the Truckee River by enhancing river safety, cleanliness, and accessibility.</p>

Fiscal Stewardship

Ensure long-term financial stability through disciplined budgeting and sustainable revenue strategies.

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.

Major Opportunity Areas *What will the City achieve by the end of FY29?*

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.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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: Advance revenue reform initiatives to increase City revenue to sustain and expand services for the community.

Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. • At risk of increasing difficulty maintaining and expanding services without reform. 	<ul style="list-style-type: none"> • 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: Reduce subsidies to other entities for services covered by their dedicated funding sources.

Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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

Ensure full compliance with statutory requirements while minimizing risk to the City and community.

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.

Major Opportunity Areas *What will the City achieve by the end of FY29?*

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.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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: Define and evaluate the City’s required and discretionary service responsibilities and re-focus the organization on core programs.

Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 cost. • Identify and implement efficiencies within required services to maximize taxpayer value.

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.

Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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

Foster a safe city through enhanced public safety, prevention, and emergency response programs.

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.

Major Opportunity Areas *What will the City achieve by the end of FY29?*

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.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> Coordinating Fire and EMS services through multiple interlocal agreements across jurisdictions. Operating within a structure that creates day-to-day complexity and can contribute to slower response times and service delivery challenges. Participating in the SB319 regional fire study to evaluate financial sustainability, governance structures, and service delivery options. Anticipating the completion of the SB319 regional fire study by December 31, 2026, which will inform the City’s approach to future regional coordination. 	<ul style="list-style-type: none"> Utilize the completed SB319 regional fire study to inform policy decisions and future service delivery models. Collaborate with regional partners to evaluate and advance opportunities for improved Fire and EMS coordination and performance. Establish a clearer and more sustainable framework for governance, funding, and regional coordination of Fire and EMS services. Implement service delivery structures that support timely emergency response and sustainable service levels.

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.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

<ul style="list-style-type: none"> • Reviewing public safety data reporting practices. • Implementing preventative measures in the environment to reduce lower-level crime activity. 	<ul style="list-style-type: none"> • Have increased preventative environmental measures through Crime Prevention Through Environmental Design (CPTED).
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SC.3 COORDINATED DISPATCH SERVICES: Advance regional coordination of emergency dispatch services resulting in reduced call transfers and emergency response times.

Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

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Well-Maintained City Infrastructure

Improve the City’s infrastructure through robust capital planning, maintenance, and prioritization practices.

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 upkeeping it’s about ensuring safety, accessibility, and long-term sustainability for the community.

Major Opportunity Areas *What will the City achieve by the end of FY29?*

WMI.1 MAINTENANCE ASSESSMENT: Complete a full inventory, accurate condition assessment, and lifecycle analysis of all City-owned assets.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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: Reimagine the general capital improvement planning process to prioritize, fund, and deliver future infrastructure projects based on community and organizational needs.

<p style="text-align: center;">Current State <i>Beginning in FY27 the City is...</i></p>	<p style="text-align: center;">Future State <i>By the end of FY29 the City will...</i></p>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

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Access To Natural Spaces

Provide opportunities for community members to enjoy clean and safe public parks, the natural environment, and open space.

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 space 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.

Major Opportunity Areas *What will the City achieve by the end of FY29?*

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.	
Current State <i>Beginning in FY27 the City is...</i>	Future State <i>By the end of FY29 the City will...</i>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Have completed a regional parks service plan that informs next steps for a regional parks and open 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: Improve public access to and activation of the Truckee River by enhancing river safety, cleanliness, and accessibility.

<p style="text-align: center;">Current State <i>Beginning in FY27 the City is...</i></p>	<p style="text-align: center;">Future State <i>By the end of FY29 the City will...</i></p>
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

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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 in a public meeting at least quarterly to advance the initiative over time. Each major opportunity area (MOA) 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 MOA 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 MOAs annually to confirm they are still the spaces where staff should be working to improve.

