



RENO-SPARKS CONVENTION AND VISITORS AUTHORITY NOTICE OF PUBLIC MEETING MEETING OF THE BOARD OF DIRECTORS Thursday, July 24, 2025, at 10:00 a.m. Reno-Sparks Convention and Visitors Authority 4065 S. Virginia Street, Board Room Reno, Nevada

BOARD OF DIRECTORS: Mayor Hillary Schieve, Chair

Councilwoman Charlene Bybee Commissioner Alexis Hill Mr. Stephen Ascuaga Ms. Cortney Young Mr. Greg Long Mr. Glenn Carano Mr. John East Mr. Eddie Ableser

THIS NOTICE AND AGENDA HAVE BEEN POSTED PER NRS REQUIREMENT, AT LEAST THREE BUSINESS DAYS BEFORE THE MEETING, IN ACCORDANCE WITH NRS 241.020, AT THE MEETING LOCATION AND AT THE FOLLOWING PUBLIC LOCATIONS:

Evelyn Mount Northeast Community Center

Reno Municipal Court

Reno-Sparks Convention & Visitors Authority (RSCVA)

Washoe County Administration Building

RSCVA Website: www.rscva.com/public-meetings

Reno City Hall Sparks City Hall

McKinley Arts & Culture Center Washoe Co. Reno Downtown Library Online at http://notice.nv.gov/

This meeting is being livestreamed and may be viewed by the public at the following link: www.rscva.com/public-meetings

Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board may combine two or more agenda items for consideration, may remove an item from the agenda, or may delay discussion relating to an item on the agenda at any time. Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Myrra Estrellado, 4065 South Virginia Street, Suite 100, Reno, NV (775) 827-7737.

AGENDA

A. OPENING CEREMONIES

Call to Order Pledge of Allegiance Roll Call

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period or on "action" items immediately before board discussion of such "action" items. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the RSCVA clerk at the meeting. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken. Public comments may not be accepted after the Chairman closes any period for public comment.

After conclusion of public comment, the Board of Directors will recess to meet with legal counsel regarding litigation pursuant to NRS 241.015(4)(c). The meeting will be called back to order upon completion of the discussion with legal counsel.

- **C. CONSENT AGENDA** (All consent items may be approved together with a single motion, be taken out of order, and/or be heard and discussed individually. All consent agenda items pulled for discussion will be heard after approval of the remaining consent agenda items)
- C1. Approval of the Agenda of the July 24, 2025, Regular Meeting of the Board of Directors

For Possible Action

C2. Approval of the Minutes of the June 26, 2025, Regular Meeting of the Board of Directors

For Possible Action

C3. Approval of Settlement of that certain action captioned Chief Administrative Officer of the Occupational Safety and Health Administration of the Division of Industrial Relations and Department of Business and Industry, State of Nevada vs. RSCVA dba Reno-Sparks Convention Center (Docket No. RNO 24-2240, Inspection No. 1647600) in the amount of \$101,253.60

The RSCVA Board of Directors is being asked to review, discuss, and approve settlement in *Chief Administrative Officer of the Occupational Safety and Health Administration of the Division of Industrial Relations and Department of Business and Industry, State of Nevada vs. RSCVA dba Reno-Sparks Convention Center* (Docket No. RNO 24-2240, Inspection No. 1647600), for a total payment by the RSCVA in the amount of \$101,253.60 covering all claims by the foregoing plaintiff against the RSCVA, and to authorize RSCVA legal counsel to execute the related settlement agreement.

D. PRESENTATIONS

D1. Presentation: Zartico

Nicole Brownell, Chief Operating Officer at Zartico, will provide an overview of how Reno Tahoe is adapting to broader industry trends and traveler behaviors. The focus will be on leveraging insights to sustain momentum, strengthen the destination's appeal, and support long-term success.

Informational Only

D2. <u>Presentation: Downtown Reno Partnership</u>

Downtown Reno Partnership Executive Director Neoma Jardon will present the Board with information regarding recent activities, initiatives and priorities surrounding the Business Improvement District.

Informational Only

D3. Reno-Sparks Convention and Visitors Authority Department Updates

Members of the Senior Leadership Team will deliver updates on current activities and initiatives.

Informational Only

E. BOARD MATTERS

E1. Election of the RSCVA Board Vice-Chair.

The RSCVA Board of Directors will elect a Vice-Chair from among its members pursuant to NRS

244A.601 and 244A.605.

For Possible Action

E2. <u>Presentation, Review, Discussion and Possible Approval on the Fiscal Year 2026-2028</u> Three-Year Strategic Plan & the Fiscal Year 2025-2026 Annual Business Plan

At its June 26 meeting, the RSCVA Board of Directors approved the RSCVA's Fiscal Year 2026-2028 Three-Year Strategic Plan (the "Strategic Plan"). At the Board's request, OnStrategy and RSCVA staff, will present the Strategic Plan, incorporating Urban Core Revitalization, Venue Activation & Event Attraction, Visitor Access, and Organizational Sustainability & Performance. This presentation will also include elements of the proposed Fiscal Year 2025-2026 Annual Business Plan (the "Annual Plan"). The Board of Directors is being asked to review, discuss and possibly approve the Annual Business Plan, which will provide staff with specific direction, initiatives and goals for Fiscal Year 2025-2026. The Board may make modifications to the Strategic Plan and/or the Annual Plan prior to possible approval.

For Possible Action

E3. Review, Discussion and Possible Action regarding Senate Bill 420

The Board of Directors is being asked to review, discuss, and possibly take action to recommend support for including Senate Bill 420 from the 2025 Legislative in a special session of the Legislature should a special session be called. The Board will also have a general discussion of the TART Connect transportation program and potential funding sources for the TART Connect program. The Board of Directors may take action to provide direction to staff regarding the foregoing.

For Possible Action

E4. Review, Discussion and Possible Approval of Survey Questions to be Utilized in Connection with the Reno-Sparks Convention and Visitors Authority Annual President & CEO Review

The RSCVA Board of Directors is being asked to review, possibly revise, and approve the executive staff and Board of Directors survey questions presented by the Executive and Legislative Committee to be utilized in connection with the annual RSCVA President/CEO Review.

For Possible Action

E5. Review, Discussion, and Possible Action Regarding RSCVA President and CEO Mr. Mike Laraguetta's Goals and Objectives for Fiscal Year 2024-2025 and Possible Recommendation of Bonus Based Thereon

The Board of Directors will review, discuss, and may possibly take action to approve the payment of a bonus to the RSCVA President/CEO in amounts not to exceed (i) \$31,500 based on achievement of the FY 2024-2025 President/CEO goals and objectives, and (ii) an additional amount not to exceed \$15,750 as a discretionary bonus award.

For Possible Action

F. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

RSCVA Board Members may share announcements, reports, updates, and requests for information. This item is informational only, and no discussion among Board Members will take place on this item.

Informational Only

G. COMMENTS FROM THE FLOOR BY THE PUBLIC

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items

as well as issues not on the agenda during the Public Comment period. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

H. <u>ADJOURNMENT</u>

For Possible Action

For information or questions regarding this agenda please contact: The RSCVA Executive Office P.O. Box 837, Reno, NV 89504 775-827-7618





Reno-Sparks Convention & Visitors Authority Meeting held Thursday, June 26, 2025, at 10:00 am 4065 S. Virginia Street, Board Room Reno, Nevada

The Reno-Sparks Convention & Visitors Authority Board of Directors met at 10:00 a.m. on Thursday, June 26, 2025. The meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

A. OPENING CEREMONIES

A1. Call to Order

Chair Schieve called the meeting to order at 10:05 a.m.

A2. Pledge of Allegiance

Board Member Ascuaga led the pledge.

A3. Roll Call

The Clerk of the Board took roll call.

Board Members Present:

Mayor Hillary Schieve, RSCVA Chair Stephen Ascuaga, RSCVA Board Member Councilwoman Charlene Bybee, Board Member Glenn Carano, RSCVA Board Member Commissioner Alexis Hill, Board Member Greg Long, RSCVA Board Member John East, RSCVA Board Member Eddie Ableser, RSCVA Board Member

RSCVA Executive Staff Present:

Mike Larragueta, President & CEO
Christina Erny, Vice President of Marketing
John McGinnes, Vice President of Sales
Chad Peters, Executive Director of Facilities
Ben McDonald, Senior Director of Communications & Public Affairs
Art Jimenez, Executive Director of Tourism Sales
Renee McGinnes, Executive Director of Venue Sales & Events
Lori Tange, Director of Human Resources
Robert Douglas, Room Tax Manager

RSCVA Legal Counsel:

Benjamin Kennedy, Argentum Law Molly Rezac, Ogletree Deakins

Board Clerk:

Myrra Estrellado, Administrative Office Manager & Board Clerk

Board Members Absent:

Richard Jay, RSCVA Vice Chair

B. COMMENTS FROM THE FLOOR BY THE PUBLIC

Chair Schieve opened the floor to public comment, which was addressed by two individuals: Mr. Brian Moss with the Reno Aces and Mr. Rafael Villanueva with Travel Nevada.

Mr. Moss expressed gratitude for the support in hosting the Banana Ball event, featuring the Savannah Bananas and Texas Tailgaters, which celebrated its fifth anniversary. The event sold over 29,000 tickets, with nearly half purchased by out-of-town visitors, boosting local tourism and hospitality. The players appreciated the city's recognition, sharing the marriage proclamation on social media, marking a unique honor. Plans are underway to bring the event back in 2026 with continued support requested.

Mr. Villanueva announced the return of the Nevada Governor's Conference in Tourism to Reno, which is being organized in collaboration with the Reno-Tahoe area's experts. This partnership aims to leverage local knowledge to enhance the event's impact and sustainability, with Travel Nevada covering most costs except a reception managed by the RSCVA.

Public comment was closed.

C. CONSENT AGENDA:

The meeting agenda was adjusted to prioritize appointments and action items, with plans to approve the strategic plan based on prior involvement and presentations.

On a motion made by Board Member Long and seconded by Board Member East, it was resolved to approve the consent agenda of the June 26, 2025, Regular Meeting of the Board of Directors. The motion was **APPROVED** by a vote of 8-0-0.

D. PRESENTATIONS

D1. Legislative Summary

Jesse Wadhams, with the law firm of Black and Wadhams, as the RSCVA's retained government affairs firm, discussed the recent legislative session and issues that may impact or be of interest to the RSCVA. It was noted that Bill AV420, intended to fund micro transit in Tahoe through local revenue, did not pass due to delays in the Finance Committee despite no direct cost to the city. Efforts to reintroduce it are anticipated.

The session experienced significant delays and bottlenecks in the Finance Committee and the Budget Committee, limiting the time to process bills and amendments, which contributed to AV420's failure. Concerns about upcoming federal ACA and Medicaid cuts suggest Nevada may face a special session focused on healthcare and governance, offering an opportunity to address local governance issues. There was a suggestion for the Board to proactively draft a letter to the governor's team advocating for self-governance and local government impact considerations in any special session.

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Board members were encouraged to actively participate beyond sending letters, including attending sessions and collaborating with staff and government affairs teams. Plans were made to include AV420 and related governance discussions on upcoming meeting agendas, including a detailed examination of the bill's components before taking formal action.

On a motion made by Board Member Hill and seconded by Board Member Bybee, it was resolved to approve Mr. Wadhams' report (legislative summary) as presented. The motion was **APPROVED** by a vote of 8-0-0.

D2. Presentation: Miles Partnership

Members of the Miles Partnership leadership team, Debbie Johnson, Sr. VP at Miles Partnership, and Danelle Amos, Vice President of Paid Media, provided an overview of the agency's capabilities, strategic approach, and partnership vision as the new Agency of Record and Media Buying Agency for the RSCVA.

The presentation expanded upon their experience in destination marketing, paid media strategy, and collaborative planning as they begin their work with the RSCVA to elevate the Reno Tahoe brand across key markets. Seasonality will be a significant factor, and it will be addressed through creative assets and media targeting travel intenders by season, with a focus on summer or winter campaigns accordingly. International travel will be something to keep an eye on moving through the following year.

The team has signed a contract and is working on timelines for campaign updates, maintaining the "no limits" platform while conducting research and planning strategic check-ins. A mini-fan-trip is planned for late July 2025 to bring team members to experience the destination firsthand, and to enhance storytelling and marketing efforts.

The marketing team primarily works remotely with offices in Florida and Denver; many members live in the western U.S., facilitating frequent travel to Reno. Key media personnel, including Ben, are based in Denver, allowing easy access to the Reno market.

The members expressed appreciation for the team's efforts and enthusiasm about working together, acknowledging the competitive RFP process and the momentum in the Reno Tahoe Sparks area.

- 10:33am Board Member Carano left the meeting. He returned at 10:34am.
- 10:35am Chair Schieve left the meeting, she did not return.
- 10:35am Board Member Hill left the meeting, she did not return.
- 10:36am Board Member Bybee left the meeting, she did not return.
- 10:43am Board Member Ableser left the meeting. He returned at 10:52am.

D3. Reno-Sparks Convention and Visitors Authority Department Updates

Mike Larragueta presented the Executive Updates slide presentation, which covered key updates, including event participation, employee recognition, financial performance, and upcoming initiatives. Highlights included successful partnerships with sports leagues, detailed financial reports, and plans for employee and community engagement events.

Art Jimenez provided an update on the tourism sales personnel and recent familiarization (FAM) tours, which aim to promote Nevada destinations to travel advisors and their clients. He introduced Yennifer Diaz, who joined the tourism sales team in April 2025, bringing extensive experience from the hotel industry, Travel Nevada, and Trip Scout, where she specialized in social media and influencer marketing.

Christina Erny shared information about the Reno Tahoe Creator Camp event, which aims to foster creativity and showcase the diverse offerings of the Reno Tahoe region through a weekend experience led by prominent travel influencers. The camp was designed to attract both aspiring creators and casual participants interested in enhancing their creative skills.

The team was commended for their phenomenal work and passion in organizing the creator camp, which involved months of weekly meetings and extensive logistical efforts.

E. APPOINTMENT OF BOARD MEMBERS

E1. RSCVA Board Appointment of Reno Tahoe Airport Authority (RTAA) Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(1)

The nominee's appointment will become effective July 1, 2025, and will be for a term of one year (serving out the remaining term of the previous appointee). The RTAA has submitted the following names for consideration:

- Ms. Courtney Young
- Mr. Shaun Carey

On a motion made by Board Member Hill and seconded by Board Member Bybee, it was resolved to approve Ms. Courtney Young for the RSCVA Board Appointment of Reno Tahoe Airport Authority (RTAA) Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(1). The motion was **APPROVED** by a vote of 8-0-0.

E2. RSCVA Board Appointment of the Nevada Resort Association (NRA) Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(4)

The nominee's appointment will take effect on July 1, 2025, and will be for a term of two years. The NRA has submitted the following names for consideration:

- Mr. John East
- Mr. Matt Denning

On a motion made by Mayor Schieve and seconded by Board Member Bybee, it was resolved to approve Mr. John East for the Nevada Resort Association (NRA) Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(4). The motion was **APPROVED** by a vote of 8-0-0.

E3. RSCVA Board Appointment of the Reno + Sparks Chamber of Commerce Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(2)

The nominee's appointment will take effect on July 1, 2025, and will be for a term of two years. The Chamber has submitted the following names for consideration:

- Mr. Edward Ableser
- Mr. Mike Hix

On a motion made by Mayor Schieve and seconded by Board Member Bybee, it was resolved to approve Mr. Edward Ableser for the Reno + Sparks Chamber of Commerce Board of Directors' Seat Pursuant to NRS 244A.601(1)(d)(2). The motion was **APPROVED** by a vote of 8-0-0.

F. BOARD MATTERS

F1. <u>Presentation, Review, Discussion, and Possible Approval on the Direction of the</u> Fiscal Year 2026-2028 Three-Year Strategic Plan

Following a presentation from On Strategy and RSCVA staff, the Board of Directors was asked to review, discuss and approve the proposed Fiscal Year 2026-2028 Three-Year Strategic Plan (the "Plan"), incorporating Urban Core Revitalization, Venue Activation & Event Attraction, Visitor Access, and Organizational Sustainability & Performance. The Board may make modifications to the Plan prior to possible approval.

It was resolved to approve the plan as presented, while permitting members to submit any questions to the staff. It was further agreed that the presenters would return for a presentation at the July meeting.

F2. Review, Discussion, and Possible Action to Approve Contracts with KPS3 for Website Search Engine Optimization, Maintenance/Enhancement/Optimization, and Website User Experience Optimization (A/B testing).

The RSCVA Board of Directors was asked to review, discuss, and possibly approve the authorization of the President/CEO to execute an agreement with KPS3 for professional services related to website search engine optimization, technical maintenance/enhancement/optimization, user experience optimization, content and reporting for the visitrenotahoe.com and rscva.com websites, in an amount not to exceed \$311,000, for a term not to exceed 24 months.

On a motion made by Board Member Ascuaga and seconded by Board Member East, it was resolved to approve the authorization for the President/CEO to execute a professional services agreement with KPS3 for professional services related to website search engine optimization, technical maintenance/enhancement/optimization, user experience optimization, content and reporting for the visitrenotahoe.com and rscva.com websites, in an amount not to exceed \$311,000 for a term not to exceed 24 months. The motion was **APPROVED** by a vote of 8-0-0.

F3. Review, Discussion, and Possible Approval of an Interlocal Agreement with Travel Nevada in an Amount Not to Exceed \$200,000

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For the successful planning and execution of the 2025 Governor's Conference on Tourism, the Reno-Sparks Convention and Visitors Authority is entering into an agreement with Travel Nevada. As part of this agreement, the RSCVA would assist with Venue Sourcing and Contracting, Payment of Conference-related Expenses, and hosting the Opening Reception. 100% of pre-approved expenses will be reimbursed by Travel Nevada. The RSCVA Board of Directors was asked to approve the scope of work and the terms of the Interlocal Contract with Travel Nevada and authorize the RSCVA President/CEO to execute the same.

On a motion made by Board Member Bybee and seconded by Board Member Long, it was resolved to approve the scope of work and the terms of the Interlocal Contract with Travel Nevada and authorize the RSCVA President/CEO to execute the same. The motion was **APPROVED** by a vote of 8-0-0.

G. BOARD MEMBER ANNOUNCEMENTS, REPORTS, AND UPDATES

There was none.

H. COMMENTS FROM THE FLOOR BY THE PUBLIC

Chair Schieve opened the floor to public comment, there was none. Public comment was closed.

I. ADJOURNMENT

Chair Schieve adjourned the meeting at 11:50 am.
The meeting may be viewed at the following link:
06/26/2025 RSCVA BOD Mtg https://www.youtube.com/watch?v=Y8MdJ7Z2Fz0

State of Nevada Department of Business and Industry Division of Industrial Relations Nevada Occupational Safety and Health Administration

SETTLEMENT AGREEMENT

This Settlement Agreement ("Agreement") is entered into by and between RSCVA dba RENO-SPARKS CONVENTION CENTER ("RSCVA"), through its legal representative, Noel M. Hernandez, Esq., and the NEVADA OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION ("Nevada OSHA"), Division of Industrial Relations, Department of Business and Industry, State of Nevada, through its Division Counsel, Salli Ortiz.

RECITALS

- 1. RSCVA conducts business and maintains a place of employment, as defined by NRS 618.155, at 4590 South Virginia Street, Reno, Nevada, 89502.
- 2. Nevada OSHA conducted an inspection, Number 1647600, WS-35-23, of the RSCVA worksite located at 4590 South Virginia Street, Reno, Nevada, 89502, from January 30, 2023, through July 26, 2023.
- 3. On July 27, 2023, relative to Inspection Number 1647600, Nevada OSHA issued to RSCVA a Citation and Notification of Penalty containing the following alleged violations:
 - Citation 1, Item 1: 29 CFR 1910.28(b)(1)(i) [Unprotected Sides and Edges], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 2: 29 CFR 1910.30(a)(1) [Fall Hazard Training], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 3: 29 CFR 1910.67(c)(2)(ii) [Aerial Lift], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 4: 29 CFR 1910.137(c)(1) [Electrical Protective Equipment-Condition], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 5: 29 CFR 1910.332(b)(1) [Electrical Safety-Related Work Practices], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 6: 29 CFR 1910.303(f)(2) [Services, feeders, and branch circuits], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 7: 29 CFR 1910.305(b)(1)(ii) [Unused Openings], that was classified as "SERIOUS" with a proposed penalty of \$14,063;

- Citation 1, Item 8: 29 CFR 1910.333(a) [Electrical Hazards], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 9: 29 CFR 1910.27(a) [Scaffolds], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 10: Nevada Revised Statutes 618.383(1) [Written Safety Program], that was classified as "SERIOUS" with a proposed penalty of \$14,063;
- Citation 2, Item 1: 29 CFR 1910.132(d)(1) [Personal Protective Equipment], that was classified as "OTHER-THAN-SERIOUS ("OTS")" with no proposed penalty; and
- Citation 2, Item 2: 29 CFR 1910.305(b)(1)(i) [Conductors], that was classified as "OTS" with no proposed penalty.
- 4. By contest letter, dated August 24, 2023, RSCVA contested Nevada OSHA's July 27, 2023, Citation and Notification of Penalty ("Citation").
- 5. The contested matter was designated, for the purposes of a hearing before the Nevada Occupational Safety and Health Review Board ("the Review Board"), as Docket Number RNO 24-2240.
- 6. Prior to this matter being set for hearing by the Review Board, and in light of the complexity of the issues raised by this matter, Nevada OSHA and RSCVA resolved the matter with a penalty reduction.

Upon consideration of the time, cost and uncertainty of litigation of the subject matter of the underlying Citation, the parties agree to the following:

AGREEMENT

- 1. RSCVA agrees to withdraw its August 24, 2023, contest of Nevada OSHA's July 27, 2023, Citation, regarding Inspection Number 1647600.
- 2. Contingent on RSCVA's agreement to withdraw its contest of the above-stated July 27, 2023, Citation, and on timely payment, Nevada OSHA agrees to modify the Citation, issued relative to Inspection Number 1647600, as follows:
 - Citation 1, Item 1 [29 CFR 1910.28(b)(1)(i): Unprotected Sides and Edges], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 2 [29 CFR 1910.30(a)(1): Fall Hazard Training], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 3 [29 CFR 1910.67(c)(2)(ii): Aerial Lift], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
 - Citation 1, Item 4 [29 CFR 1910.137(c)(1): Electrical Protective Equipment-Condition], remains as written, "SERIOUS" with a proposed penalty of \$14,063;

- Citation 1, Item 5 [29 CFR 1910.332(b)(1): Electrical Safety-Related Work Practices], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 6 [29 CFR 1910.303(f)(2): Services, feeders, and branch circuits], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 7 [29 CFR 1910.305(b)(1)(ii): Unused Openings], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 8 [29 CFR 1910.333(a): Electrical Hazards], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 9 [29 CFR 1910.27(a): Scaffolds], remains as written, "SERIOUS" with a proposed penalty of \$14,063;
- Citation 1, Item 10 [NRS 618.383(1): Written Safety Program], shall be grouped with Citation 1, Item 2, with no additional penalty;
- Citation 2, Item 1 [29 CFR 1910.132(d)(1): Personal Protective Equipment], remains as written, "OTS" with no proposed penalty; and
- Citation 2, Item 2 [29 CFR 1910.305(b)(1)(i): Conductors], remains as written, "OTS" with no proposed penalty,

The remaining total penalty shall be reduced by 20%, from \$126,567 to \$101,253.60.

- 3. RSCVA agrees to pay the amended penalty amount of \$101,253.60 no later than thirty (30) days after this Agreement is executed by both parties.
- 4. RSCVA does not contest the alleged violative conditions, classifications, or penalties, as amended above.
- 5. RSCVA agrees to abate all violative conditions, *if any remain*, no later than thirty (30) days after this Agreement is executed by both parties.
- 6. RSCVA shall note with its payment the following information, to ensure payment is credited to the proper account: "RSCVA dba RENO-SPARKS CONVENTION CENTER, Inspection No. 1647600" and remit payment to OSHA, payable to DIR-Nevada OSHA, and deliver to:

Nevada Division of Industrial Relations – OSHA ATTN: JACOB LA FRANCE 4600 Kietzke Lane Bldg. F-153 Reno, NV 89502

7. RSCVA acknowledges that if it fails to comply with the terms above within the listed deadlines, or fails to pay the total penalty in full within 30 days after this Agreement is executed by both parties, the penalty contained in the July 27, 2023, Citation shall be reinstated, and RSCVA shall be responsible for payment of the original, un-amended penalty of \$140,630, less any penalty amount already remitted.

- 8. If payment is required due to a breach of this Agreement, and it is not made within 30 days of a written demand for payment, RSCVA acknowledges that Nevada OSHA may seek to recover the amount due and payable through any available means, including an action for breach of this Agreement or a proceeding under NRS 353C.150 or 353C.180 or referral to a private debt collection agency pursuant to NRS Chapter 353C, which is currently established as the lesser of 35% of the remaining debt or \$50,000.
- 9. If the matter is referred to a private debt collector, RSCVA may be liable for additional costs and fees associated with such collection, as provided for in NRS Chapter 353C.
- 10. RSCVA and Nevada OSHA acknowledge and understand that this Agreement may not be amended or modified, unless done so in writing by agreement of authorized representatives of RSCVA and Nevada OSHA, or their respective successors in interest.
- 11. RSCVA and Nevada OSHA acknowledge and understand that this Agreement operates as a full adjudication of the issues presented in this matter.
- 12. RSCVA and Nevada OSHA acknowledge and agree that this is an equitable and fair settlement of this matter.
- 13. The parties agree that this Agreement is made due to the facts and circumstances unique to this case and that the Agreement is not precedent in any other case involving Nevada OSHA, the Division of Industrial Relations, or the Nevada Department of Business and Industry.
- 14. RSCVA and Nevada OSHA agree that this Agreement is made and entered into freely and voluntarily by each of the parties and, acting upon its independent judgment, each party acknowledges that it has been represented by an attorney or waived that right. The parties agree to bear their respective attorney's fees and other costs associated with this matter and the fulfillment of the terms of this Agreement.
- 15. All notices, requests, demands, and other communications under this Agreement shall be in writing and shall be deemed to have been duly given if delivered or mailed, first class, postage prepaid, to its resident agent and Nevada OSHA at the addresses listed in this Agreement, unless and until written notice of a change of address is given as provided for by this paragraph.
- 16. None of the foregoing agreements, statements, stipulations, findings and actions taken by RSCVA shall be deemed an admission by RSCVA of the allegations contained within the Citation and Notification of Penalty and Nevada OSHA documentation related to same, or any violations of Nevada OSHA standards and regulations, the Occupational Safety and Health Act of 1970, or the Nevada Revised Statutes and implementing regulations. The agreements, statements, stipulations, findings and actions taken in this case are made for the purpose of settling this matter only and shall not be used for any other purpose except in the context of any future

inspection conducted by, or future violations cited by, Nevada OSHA.

- 17. Should any portion of this Agreement be held unenforceable or inoperative for any reason, the remainder shall be as effective as though the ineffective portion had not been contained in this Agreement.
- 18. This Agreement is made under, and shall be governed and interpreted by, the laws of the State of Nevada. The parties each agree to submit to the jurisdiction of Nevada courts in any action brought to enforce the terms of this Agreement.
- 19. This Agreement contains the entire Agreement between the parties and no promise, inducement, or representation other than what is contained in this Agreement has been made, offered, or agreed upon; the terms of this Agreement are contractual and not a mere recital.
- 20. NOEL M. HERNANDEZ, ESQ., represents that she has the authority to sign this Agreement on behalf of RSCVA, and agrees to and hereby does withdraw the Contest filed in this matter subject to the terms of this Settlement Agreement.

RSCVA dba RENO-SPARKS CONVENTION CENTER

NOEL M. HERNANDEZ, Esq. Ogletree Deakins 10801 W Charleston Blvd., Suite 500 Las Vegas, NV 89135 (702)369-6800 OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION By: SALLI ORTIZ, Division Counsel Division of Industrial Relations 1886 College Pkwy, Suite 110 Carson City, NV 89706	July	, 2025.	By:	
Ogletree Deakins 10801 W Charleston Blvd., Suite 500 Las Vegas, NV 89135 (702)369-6800 OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION By: SALLI ORTIZ, Division Counsel Division of Industrial Relations 1886 College Pkwy, Suite 110 Carson City, NV 89706	<i>J</i>		J	NOEL M. HERNANDEZ, Esq.
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1886 College Pkwy, Suite 110 Carson City, NV 89706				SALLI ORTIZ, Division Counsel
Carson City, NV 89706				Division of Industrial Relations
Carson City, NV 89706				1886 College Pkwy, Suite 110
(775) 684-7286				(775) 684-7286

Reno Tahoe in an Evolving Travel Landscape



Nicole Brownell
Chief Operating Officer



ZARTICO

About Zartico

Headquarters
Salt Lake City

Founded in 2019

Working with 250+ North American Destinations









Zartico illuminates the hidden patterns of people and places to reveal the right visitors at the right time.







Our Essential Intelligence, Your Advantage



Raw Data

Proprietary AI-Fueled Data Science High Resolution Mapping

↓
Integrated Data Model

Stable + Reliable Intelligence to Action

Manage Growth, Impact, and ROI



Reno Tahoe A Thriving and Resilient Destination

Examining what makes Reno Tahoe unique against national trends and how data-driven strategies are maximizing opportunities





Low Consumer Confidence

Key Indices Show Continued Decline



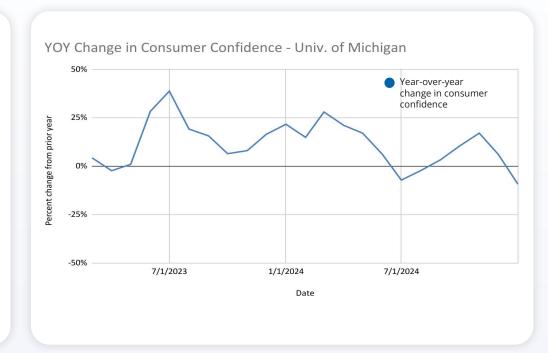
US Consumer Confidence Retreats in June

Latest Press Release

Updated: Tuesday, June 24, 2025

The Conference Board Consumer Confidence Index® deteriorated by 5.4 points in June, falling to 93.0 (1985=100) from 98.4 in May. The Present Situation Index—based on consumers' assessment of current business and labor market conditions—fell 6.4 points to 129.1. The Expectations Index—based on consumers' short-term outlook for income, business, and labor market conditions—fell 4.6 points to 69.0, substantially below the threshold of 80 that typically signals a recession ahead. The cutoff date for preliminary results was June 18, 2025.

"Consumer confidence weakened in June, erasing almost half of May's sharp gains," said
Stephanie Guichard, Senior Economist, Global Indicators at The Conference Board. "The decline
was broad-based across components, with consumers' assessments of the present situation wheir expectations for the future both contributing to the deterioration. Consumers were less
positive about current business conditions than May. Their appraisal of current job availability



Hotel Occupancy Pacing Behind

Pacing shows steeper declines than historicals due to late bookings



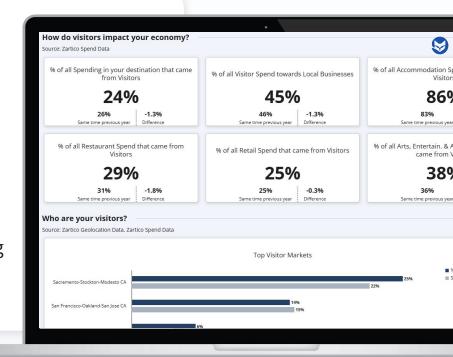


Visitor Economic Impact FY 25

- 24% of all spending in Reno Tahoe comes from visitors
- 45% of visitor spending towards local businesses
- Sector breakdown of visitor spending:



- 76 93% of **accommodation** spending
- 24 32% of retail spending
- 24 38% of restaurant spending





Boosting the Local Economy

In H1 2025

• 45% of visitor spending occurred at **local businesses** (restaurants, attractions, retail, breweries - compared to comp set avg. of 43%)

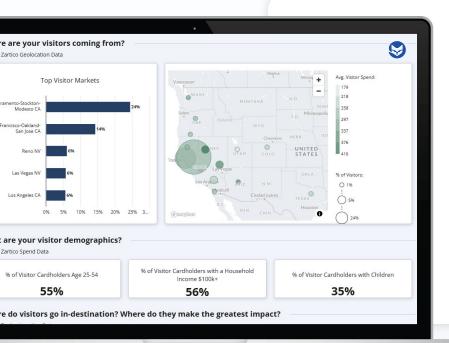
Strong restaurant support

• 28% of spend at **Restaurants** came from visitors (compared to comp set avg. of 26%)





Visitor Demographics & Behavior



- Top origin markets
 - Sacramento-Stockton-Modesto (24-33%), San Francisco-Oakland-San Jose (13-14%)
- Affluent profile
 56% have household incomes over \$100K
- Family-friendly destination
 35% traveling with children
- Activity patterns
 - 23 27% visit sports/outdoor rec sites
 - 38 44% stay in accommodations



What is a Quality Visit?

- 1. An **overnight** or **multi-day trip**, contributing extended tax revenue and spending for local benefit
- 2. Occurs during **low demand periods**
- 3. Follows high **engagement** with **your recommendations** of how, when, and where to visit
- 4. Supports **locally owned businesses**, keeping profits within the community
- A **Quality Visit** contributes *more value than cost* to your tourism economy.



Identifying need-time opportunity markets

Here are potential opportunity markets for Reno Tahoe for October - November and February - March

Origin Market	QVI (Quality Visitor Index)	% Visitors	% Visitor Spend	% Hotel Visitors	% Spend Local Spend
Chico-Redding CA	104	3%	3%	55%	48%
Portland OR	100	2%	2%	53%	45%
Seattle-Tacoma WA	101	2%	2%	36%	43%
Salt Lake City	100	2%	3%	48%	29%

Visit Reno Tahoe

Visitors from Chico-Redding CA

Fun-seeking travelers without kids who come for the buzz of annual events, live music, and a bit of gaming on the side.

- Entertainment Enthusiasts: Show exceptional interest in events/concerts indicating a strong drive market potential for annual events.
 - Likely to engage with areas on your webpage pertaining to different events.
 - More frequently observed at Nugget Event Center, Downtown Reno and the Brewery District, furthering the idea this market travels for events, concerts and gaming.
 - Greater spending on Accommodations and Arts and Entertainment than your average visitor.









Family Travel Profile

Visitors with kids are more likely to be from Sacramento, Fresno, and Salt Lake City

↑ **1%** in people travelling with kids *(35% in 2025 to 34% in 2024)*

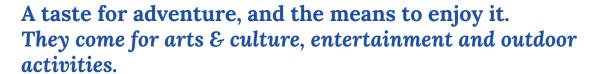
Families with kids spend more on gas and services and less on transportation, indicating they are a drive-market audience





Visit Reno Tahoe

Visitors from Salt Lake City



- Museum goers: Highly engaged with museum web content and are visiting attractions.
- Much likely than average visitor to have children in the household.
- **Event Goers:** Visitors from Salt Lake City are visiting the Reno Events Center
- Outdoor Adventurers: Highly engaged with outdoor activity content on website, including whitewater rafting content.
 - Visit golf courses including Sierra Sage Golf Course, Lakeridge Golf Course, etc. High spending on golf memberships and private golf courses
- Visiting regions **Victorian Ave, Sparks Marina/Legends** and **Riverwalk District** compared to the average visitor to the destination.









Staying Strong Against Uncertainty: Four Strategic Recommendations for Reno Tahoe





- Double down on Sacramento and San Francisco markets (38% of visitors)
- Portland OR and Seattle-Tacoma WA spend 50% more on accommodations compared to your average visitor
- Explore high-value segments
 with household incomes \$100K+



Leverage your Amazing Assets

- Strong year-round outdoor recreation activities
- Diverse visitor interests: Outdoor recreation, Gaming, and Golf
- Create specific content during your need times to promote visitation
- Strong and diverse accommodation offerings (casino hotels, resorts, etc.)





Use Data to Monitor Trends for Change

- Track organic search as 4-month leading indicator
- Maintain weekly KPI reviews in volatile market
- Monitor shifts in booking windows





- Implement shorter planning cycles
- Optimize marketing spend to highest-converting channels
- Keep stakeholders involved in ever changing landscape







What is the Downtown Reno Partnership?

- Created in 2018 by the City of Reno at the request of downtown property owners. It replaces and expands two previous Special Assessment Districts.
- 1 of 1,600+ throughout the country.
- Private-sector led and managed Neighborhood Improvement Project under NRS271.
- 501c6 nonprofit business whose main purpose is to make downtown Reno a safer, cleaner, and more vibrant district for residents and visitors.
- Funded by property assessments which pay for operations, augmented City maintenance services, Ambassadors, marketing and economic development.







Before the BID was created

- Major cleanliness issues.
- Downtown's reputation was negative.
- Developers were hesitant to come downtown.
- No strong sense of a community.
- Homeless individuals were not strongly tended to for help and referrals to resources.
- Police were inundated with nuisance calls for service (i.e. trash, weeds, vandalism, graffiti, illegal camps).



We cover 110 blocks and serve 1,500 properties

Standard Services are provided throughout the entire district and include safety, on-demand spot cleaning, crime deterrence and engagement with street populations and visitors.

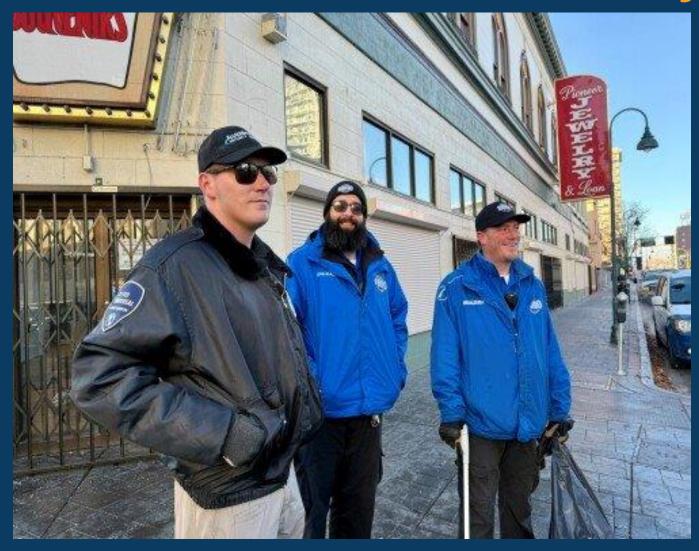
Premium services added patrols within the core of downtown, heavy concentration on litter and graffiti removal, public furniture cleaning and power washing.

Premium-plus services are concentrated along the Virginia Street corridor and include additional daily services. Premium-plus properties also pay into a special beautification budget for annual projects.

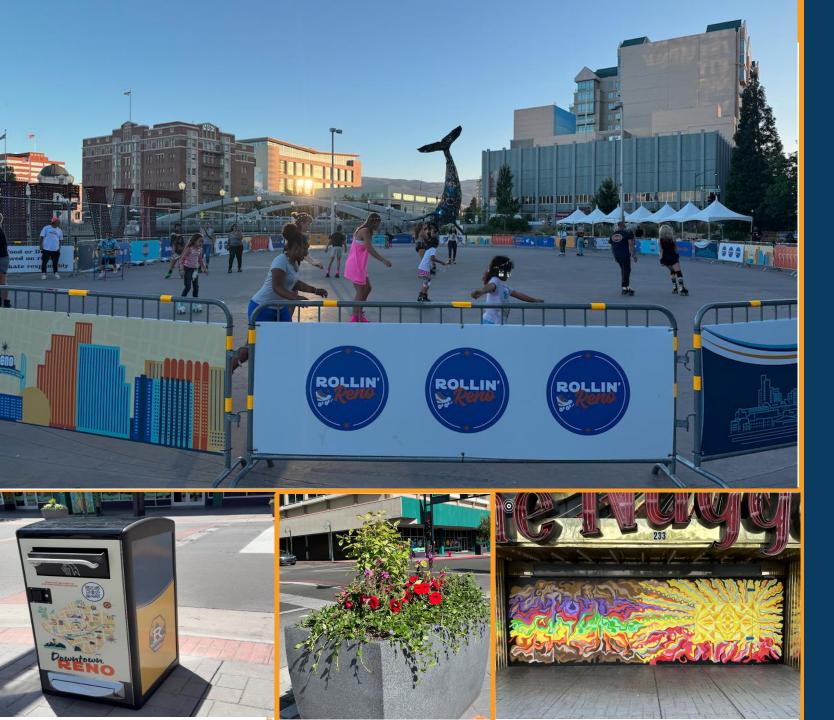
HOTLINE 775-313-4080

4

Ambassador & Security Guard Services



- Our Ambassadors & Security Guards work three shifts, 24 hours a day, seven days a week
- Ambassadors pick up trash, remove graffiti, pressure wash, transport individuals to services, check in with business owners, assist with patrolling special events & engage with residents and visitors.
- Security guards are licensed security personnel that are deployed in the place and manner as issues dictate.



Activation and Beautification

- Two-month roller skating activation Rollin' Reno at Believe Plaza – Free family friendly event Wed-Sat 5:30-10pm
- 184 new, dig-proof trash cans and wraps throughout downtown
- Vacant storefront mural on First and Virginia
- 100 planters and flowers deployed along Virginia Street f





July 2024 - June 2025 Ambassador Stats



312,500 pounds of trash collected



1,808 power washes completed



1,418 pieces of graffiti removed



26,906 resident, business & property check-ins



1,593 shopping carts recovered



1,423 rides given to shelter/services

#BELIEVEINRENO





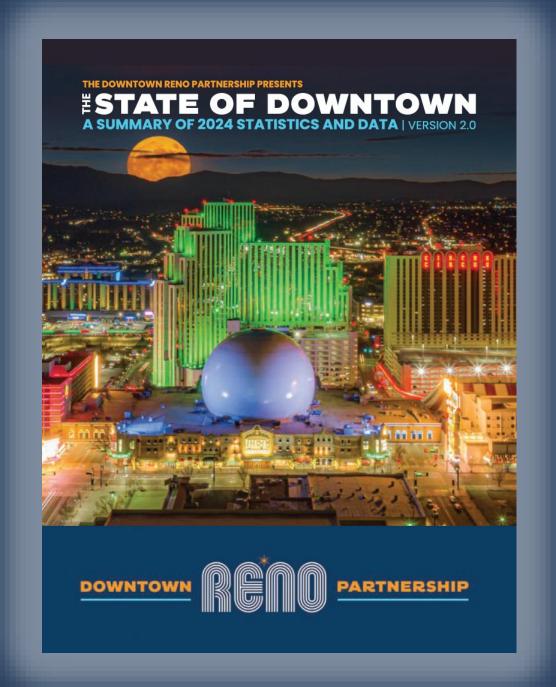
THE

State of Downtown

Presented by

Downtown Reno Partnership Economic Development Director

Nathan Digangi



Where we're at today

Northern Nevada economic shift from hospitality and tourism to advanced manufacturing, tech, knowledge workers, and logistics.

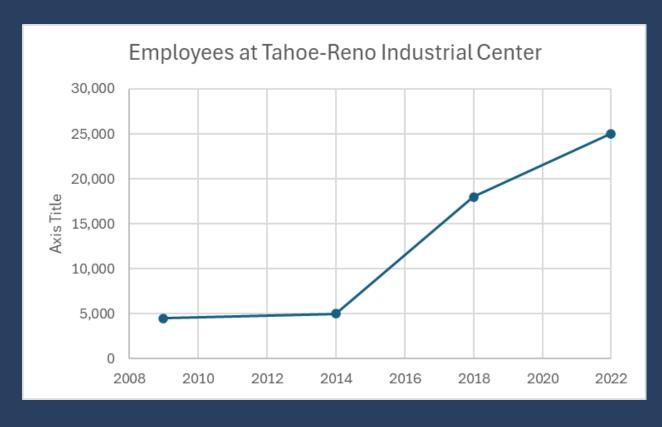
Downtown Reno shifting more towards arts & entertainment, Professional & Technical Services, and Retail, driven largely by retail food and beverage operations (+350% since 2020)

Reduction in downtown gaming casino-hotels
17 hotel-casinos in 1997

Increased demand for urban living

Housing attainability and supply

National economic headwinds



25,000 in 2022. 5,000+ more w/ Tesla Semi. Need to know current # (EDAWN?)

Growth of TRIC and other industrial parks

Tesla, Apple, Google, Switch, Amazon, eBay, Walmart

Powntown







THE DOWNTOWN RENO PARTNERSHIP PRESENTS

STATE OF DOWNTOWN

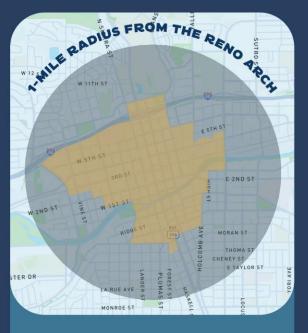
A SUMMARY OF 2024 STATISTICS AND DATA

The Downtown Reno Partnership invites you to explore this State of Downtown Report and use its insights to guide business decisions, identify investment opportunities, and support downtown's continued evolution.

This report offers a clear, data-driven view of the economic conditions shaping the heart of our city—designed for business owners, developers, brokers, civic leaders, and anyone with a stake in downtown Reno's future.

In our second year of publishing this report, we've seen firsthand the value it brings to revitalization and redevelopment efforts. With over a dozen public presentations reaching more than 1,000 people, 300 printed copies in circulation, and hundreds more accessed digitally, this report has become a trusted resource. We're committed to continuing the conversation and welcome opportunities to share these findings with your team, organization, or community.

Downtown Reno continues to evolve—from the growing residential presence near UNR to active redevelopment along the riverfront, revitalized spaces in the Brewery and Riverwalk Districts, and increased activity in legacy corridors like Fourth Street and Virginia Street.

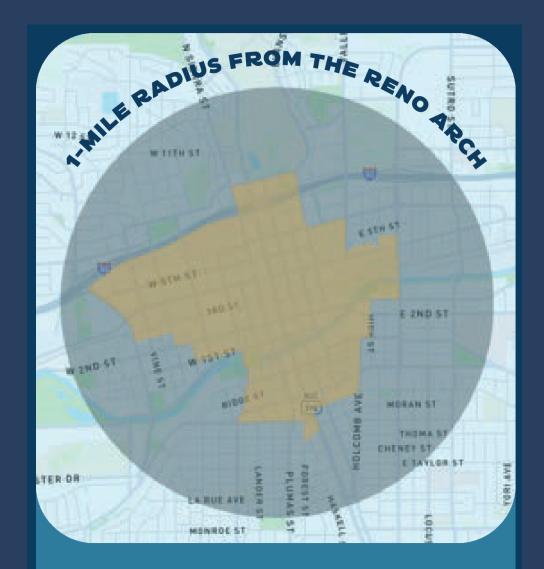


THE YELLOW AREA MARKS THE BUSINESS IMPROVEMENT DISTRICT

WE USE A 1-MILE RADIUS AS AN ECONOMIC AREA OF INFLUENCE AND A STANDARD COMPARISON GEOGRAPHY.

These shifts reflect a downtown that is not only changing physically, but gaining momentum in how people live, move, and invest here.

Downtown Reno offers a compelling mix of culture, walkability, and economic potential. With major assets like Greater Nevada Field, four nationally recognized museums, a Tier 1 research university, theaters, parks, public art, and year-round recreation—plus Nevada's business-friendly tax environment—the urban core is well positioned for its next chapter. We hope this report helps illuminate where we are today—and encourages you to be part of what comes next.



THE YELLOW AREA MARKS THE BUSINESS IMPROVEMENT DISTRICT

WE USE A 1-MILE RADIUS AS AN ECONOMIC AREA OF INFLUENCE AND A STANDARD COMPARISON GEOGRAPHY.

Draw a Bigger Circle

Standard geography

Capture more impressive demographic and industry numbers

Better understand the area surrounding downtown proper

DEMOGRAPHICS & EMPLOYMENT

Downtown Reno's demographic landscape continues to evolve,

with a modest shift in population and a growing concentration of young adults and working professionals. Average incomes rose again this year, reflecting broader economic trends. Employment remains diverse across industries, with gains in arts, entertainment, and professional services helping to offset changes

in the **hospitality sector**. Downtown offers a healthy mix of residential neighborhoods and **commercial hubs** with a wide variety of dining and entertainment options. Looking ahead, downtown's success will depend on meeting the **diverse needs of residents, workers, and visitors** while expanding opportunities for entertainment, **family-friendly activities**, and additional residential units.

RESIDENTIAL STATISTICS



The statistics listed here are measured within a 1-mile radius from the Reno Arch



21,533



HOUSEHOLDS WITH PETS



12,880 TOTAL HOUSING UNITS

11,429 HOUSEHOLDS



40.52%

SENIOR STYLES: SOCIAL SECURITY SET

Elderly residents (25% aged 65+) with fixed Social Security incomes, living in affordable high-rise apartments in business-heavy metropolitan centers. Access to healthcare, community facilities, and public transport.



SCHOLARS AND PATRIOTS: COLLEGE TOWNS

50% college students and faculty/service workers.
Balancing academics, part-time work, and social activities.
Digital-savvy, impulsive spenders who value new experiences and diversity.



MIDTOWN SINGLES: SET TO IMPRESS

Affordable, medium-to-large apartments in mixed-use areas. Non-family households (33% aged 20-34), including college students, are employed in food service. Bargain seekers, fashion-forward, with an interest in local music.



MIDTOWN SINGLES: YOUNG AND RESTLESS

Highly mobile, educated young adults (under 35) in professional, technical, sales, or administrative roles. Below average median income. Heavy smartphone and Internet users in metropolitan areas.

4.61%

GENXURBAN: IN STYLE

Professionally established singles or couples without children. Embracing an upscale urban lifestyle focused on arts, travel, and extensive reading. Active retirement planning dedicated to personal interests.

BUSINESSES



2,406
TOTAL BUSINESSES

34,137

TOTAL EMPLOYEES

AVERAGE INCOME



\$72,240
HOUSEHOLD INCOME

\$57,471

DISPOSABLE INCOME

ACTIVITY



50,073

DAYTIME POPULATION

EMPLOYMENT BY INDUSTRY

HEALTH CARE & SOCIAL ASSISTANCE	21.09%	MEDIA & INFORMATION	2.81%
ARTS/ENTERTAINMENT/REC	15.66%	FINANCE & INSURANCE	2.71%
PROFESSIONAL/TECH SERVICES	12.05%	CONSTRUCTION	2.65%
OTHER SERVICES	10.50%	EDUCATIONAL SERVICES	2.46%
ACCOMMODATION & FOOD SERVICE	9.87%	MANUFACTURING	1.92%
PUBLIC ADMINISTRATION	9.22%	REAL ESTATE	1.79%
RETAIL TRADE	3.34%	OTHER	3.95%

Industry Categorization Based on NAICS Codes.

*Other includes Admin/Support/Waste Mamt Wholesale Trade Transportation/Warehouse Mining Employees

PARKS & OUTDOOR RECREATION

TAHOE GATEWAY TO THE

DOWNTOWN RENO IS A HUB FOR OUTDOOR RECREATION DUE TO ITS PROXIMITY TO DIVERSE NATURAL LANDSCAPES AND ITS

URBAN AMENITIES. The city serves as a convenient starting point for accessing the surrounding mountains, lakes, and trails, making it ideal for a variety of outdoor activities such as skiing, biking, hiking, fishing, kayaking, rafting, boating, and more. This unique combination of urban comforts and immediate access to nature allows residents and visitors to enjoy the best of both worlds.





45 MILES FROM TIOGA PASS (2.5 HOURS) RENO IS THE CLOSEST MAJOR CITY TO THE EASTERN GATE OF YOSEMITE.



25 MILES TO THE NEAREST SKI RESORT & 11 RESORTS WITHIN AN HOUR DRIVE





50 GOLF COURSES WITHIN 90 MINUTE DRIVE



48 TRAIL HEADS WITHIN A 30 MINUTE DRIVE



120 MILES DRIVE TO **BLACK ROCK DESERT** (2 HOURS)



DOWNTOWN DENVER 57 ACRES 54,668 PEOPLE

COLORADO SPRINGS 200 ACRES **2,574** PEOPLE

BOISE PARKS 292 ACRES 15,790 PEOPLE



THE TRUCKEE RIVER: Open year-round, providing free public access for various water activities such as a class 2 Whitewater Park, kayaking, canoeing, and inner tubing. Floating the river from Mayberry Park to downtown is a favorite summer activity for locals!



RICH BIODIVERSITY: Nevada boasts diverse plant and animal species, crucial for maintaining the state's delicate ecosystem.



BIG HEIGHTS: Home to the world's largest climbing wall, at an impressive 164 feet, beckoning climbers of all skill levels.



COMMUNITY PLAZAS: 80,000 square feetfeet of smooth concrete for skateboarding, roller skating, roller-blading, riding unicycles, doing wheelies, juggling, disco dancing, and more.



MICROMOBILITY-FRIENDLY: The Riverwalk 12-mile bike route passes through numerous parks and recreational areas, offering nearly 190 alternate paths.



THE TAHOE-PYRAMID TRAIL: Hike and Bike the Truckee River, 114-mile pathway through a combination of existing dirt, paved, and historic roads, that runs from Lake Tahoe to Pyramid Lake.



- TOTAL ACREAGE OF PARKS AND PUBLIC **SPACE WITHIN 1 MILE OF THE RENO ARCH**



Reno High School



17.35 MILES OF **BIKE LANES WITHIN** THE 1-MILE RADIUS



224 SQ FT PARK **SPACE PER PERSON** (112 ACRES / 21,775 RESIDENTS)



RENO HAS ALL 4 SEASONS, 300 SUNNY DAYS/YEAR, AND RANKS #6 SUNNIEST **UNITED STATES CITY**

(WORLD METEOROLOGICAL ORGANIZATION)



145 MILES FROM
TIOGA PASS (2.5 HOURS)
RENO IS THE CLOSEST MAJOR CITY
TO THE EASTERN GATE OF YOSEMITE.





25 MILES TO THE NEAREST SKI RESORT & 11 RESORTS WITHIN AN HOUR DRIVE





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RENO HAS ALL 4 SEASONS, 300 SUNNY DAYS/YEAR, AND RANKS #6 SUNNIEST UNITED STATES CITY

(WORLD METEOROLOGICAL ORGANIZATION)

Vital Quality of Life indicators

Outdoor amenities to balance urban environment

Low-cost recreation opportunities

Equitable access to natural landscapes

Outdoor industry expansion

DOWNTOWN DENVER 57 ACRES 54,668 PEOPLE

COLORADO SPRINGS 200 ACRES 2,574 PEOPLE

BOISE PARKS
292 ACRES 15,790 PEOPLE

OFFICE & REAL ESTATE

\$229,111,481 **TOTAL PROPERTY SALES VOLUME**

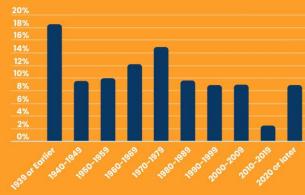
Downtown Reno's office and real estate market is evolving to meet new expectations. While office lease rates softened slightly, occupancy remains high, and well-located, high-amenity spaces continue to attract interest. Retail rents rose significantly, reflecting increased demand for storefronts in active corridors. Property sales volume also climbed, signaling sustained investor confidence. On the residential side, over 600 new units were built in 2024, helping to address the development gap left by the previous decade and reinforcing downtown's momentum as a dynamic place to live, work, and invest.

\$558,884 **AVERAGE HOME VALUE IN 2024** \$479,104 **MEDIAN HOME VALUE IN 2024**

\$381 AVERAGE SALES PRICE PER SQ FT

MONTHLY PROPERTY SALES VOLUME 2024 \$50,000,000 \$45,000,000 \$40,000,000 \$35,000,000 \$30,000,000 \$25,000,000 \$20,000,000 \$15,000,000 \$10,000,000 \$5,000,000

HOUSING: YEAR BUILT



608 RESIDENTIAL UNITS COMPLETED

1,212 UNITS IN THE PIPELINE (PROPOSED + UNDER CONSTRUCTION)

\$250 PER SO FT **AVERAGE COST OF** CONSTRUCTION

RETAIL SPACE:

582,813 SQ FT OF TOTAL RETAIL SPACE



AVERAGE OCCUPANCY

\$1.83 AVERAGE RENT PER SQ FT





OFFICE SPACE:

1,638,148 SQ FT TOTAL OFFICE SPACE 585,732 sq fT



CLASS A OFFICE SPACE









SCAN TO VIEW OUR DEVELOPMENT MAP ONLINE

UNIVERSITY

OF NEVADA, RENO

The University of Nevada, Reno plays a central role in

In addition to advancing research and innovation, the

University contributes to the cultural fabric of the city

and strengthens the regional talent pipeline. Projects

As the University continues to grow and invest in its

like University Village are helping extend the campus's

presence into the urban core, creating more **opportunities for housing**, collaboration, and **community connection**.

surroundings, the relationship between campus and city is

evolving into a stronger town-and-gown partnership-one

that supports shared prosperity and long-term growth.

downtown economic development and long-term vitality.



THE UNIVERSITY HAS
A STATEWIDE ECONOMIC
IMPACT OF MORE THAN
\$2.2 BILLION
ANNUALLY.



23,029

TOTAL STUDENTS
(GRAD UNDERGRAD & UNDERGRAD)



60+ RESEARCH
CENTERS & FACILITIES
9 RESIDENT HALLS
290 ACRE CAMPUS



108,000 SQ FT FITNESS FACILITY



5,199 PRIVATELY
OWNED STUDENT BEDS
3,400 UNIVERSITY
OWNED STUDENT BEDS



CARNEGIE RI CLASSIFICATION:



PROXIMITY MAP

0.6 MILES TO THE RENO ARCH 10 MINUTE WALK TO THE RENO ARCH



HOME OF THE WOLF PACK

LAWLOR EVENTS CENTER CAPACITY 12,000

MACKAY STADIUM CAPACITY 27,000

560+ ACADEMIC PROGRAMS

COLLEGES & SCHOOLS 250+ STUDENT CLUBS & ORGANIZATIONS \$560.1 MILLION IN ENDOWMENT

UNIVERSITY ADVANCEMENTS

\$194.1 MILLION



IN R&D EXPENDITURES IN FISCAL YEAR 2024 CONTRIBUTING TO RESEARCH-BASED ADVANCEMENTS, GENERATING JOBS & INFRASTRUCTURE FOR NEVADA



RANKED 99TH FOR FACULTY RESEARCH PRODUCTIVITY AMONG PUBLIC INSTITUTIONS IN FISCAL YEAR 2024.



\$317,000

IN R&D EXPENDITURES PER FACULTY MEMBER IN FISCAL YEAR 2024.

UNIVERSITY VILLAGE

Located in the Downtown University
District, University Village, a 16-parcel,
2.29 acre development, represents a
transformational investment in the future
of research and academic excellence.

By offering high-quality, affordable housing for faculty, researchers, staff, and graduate students, the University is cultivating a vibrant, inclusive community that strengthens the ties between campus and city. The University Village will provide around 100 beds and significantly contribute to revitalizing the area.

THE MATHEWSON GATEWAY PROJECT

OPENING JULY 2025
STATE-OF-THE-ART BUSINESS BUILDING



70% OF CONSTRUCTION VALUE AWARDED TO LOCAL SUBCONTRACTORS



\$40 MILLION PARKING GARAGE 814 PARKING SPACES



NEW HOTEL
AND CONFERENCE
CENTER COMPONENT

The Mathewson Gateway Project is a landmark collaboration between the University of Nevada, Reno and the City of Reno. It is reshaping the southern edge of campus and redefining the University's connection to downtown.

A cornerstone of the Gateway Project, the **John Tulloch Business Building**, opening July 2025, will serve as the new home for the College of Business. This five-story, 128,000 square-foot facility will welcome thousands of students into dynamic, future-focused learning environments designed to meet the evolving needs of modern business education.

The new building will also serve as the hub for entrepreneurial activity on campus, housing the **Ozmen Center for Entrepreneurship** and supporting a growing ecosystem of innovation, startups, and student-led ventures.

With more than 70% of the project's value awarded to local subcontractors, the building's construction is generating local jobs and fueling Northern Nevada's economy. Pursuing LEED Gold Certification, the facility reflects a strong commitment to sustainability, with significant energy and water savings built into its design.

LEARN MORE

TO LEARN MORE ABOUT THE UNIVERSITY OF NEVADA, RENO MATHEWSON GATEWAY PROJECT AND TO SUBMIT AN INTEREST FORM, VISIT unr.edu/gateway.

ENTREPRENEURSHIP, STARTUPS, & INNOVATION



The University of Nevada, Reno Innevation Center located in the heart of the urban core is a community asset that houses a maker space, conference rooms, event space, and offices. The innovation ecosystem is headquartered here with it being the residence of the Reno Seed Fund, StartupNV (AngelNV, FundNV, SeedNV), and the Genera8tor.



\$170,000,000+

RAISED IN VENTURE FUNDING BY DOWNTOWN AREA LATE-STAGE COMPANIES.



2 MAKER SPACES



The Reno K-12 Robotics Center in downtown at the South Side School was built to encourage young students' interest in robotics, computer science, engineering, and automation, and to create a pathway to degrees and careers.

THE INNEVATION CENTER

POWERING NEVADA'S INNOVATION ECONOMY

84 MEMBER COMPANIES

4 YEARS OF ANNUAL MAKERTHONS

FREE FOUNDER FRIDAYS

600+ HOURS OF EVENTS HOSTED

1,800 HOURS OF CONFERENCE ROOM BOOKINGS

10 ROBOTICS TEAMS AT THE K-12 ROBOTICS CENTER

1.300 USES OF THE MAKERSPACE



1,029 REGISTERED ATTENDEES

70 SESSIONS

33 SPONSORS

\$100K+ RAISED

VENUES THROUGHOUT DOWNTOWN RENO

964 CUPS OF COFFEE

599 ACTIVE USERS ON THE EVENT APP

gener8tor

\$1M IN INVESTMENTS

15 STARTUP PARTICIPANTS

EACH YEAR, 5 COMPANIES RECEIVE \$100,000 EACH

Gener8tor, a startup accelerator, offers mentorship-driven accelerator programs across the globe. The Reno programs include five, \$100K investments into new high-growth startups each year. In 2024, with the support of community partners, gener8tor launched the Electrify Nevada Accelerator—a program designed to propel early-stage startups innovating in energy solutions. With a focus on advanced battery technology and sustainable energy systems, the program leverages Nevada's strategic role in the global energy market.

To date, gener8tor Reno has had **15 startup companies** participate in their investment and non-investment accelerator programs. A total of **\$1M has been invested** into startup participants' companies.



27 STARTUPS FUNDED

\$16 M INVESTED

300 JOBS CREATED

\$3.2 MILLION TO 24 COMPANIES IN 5 YEARS

Established in early 2019, the **Reno Seed Fund** continues to **generate value and opportunity** for its members and the broader region. With \$3.2 million directly invested in 27 companies and an additional \$13 million in co-investment capital, it is **Nevada's most active angel fund**. The Fund focuses on leading early-stage investments in Northern Nevada while also participating in **strategic partnerships** across the Mountain West—driving innovation, creating jobs, and helping to build long-term regional wealth.



1,145 FOUNDERS SERVED

9 UNIQUE PROGRAMS

139 COMMUNITY EVENTS

LEAD INVESTMENTS OF \$5.128 MILLION IN 5 STARTUPS BRINGING TOTALS TO \$30.5 MILLION

Since 2017, **StartupNV** has been building Nevada's statewide startup ecosystem as a nonprofit accelerator and incubator. In addition to **supporting over 1,000 companies** and hosting more than 100 events annually, StartupNV manages four investor-focused funds: **FundNV** (pre-seed), **AngelNV** (a seed fund and investor education program), **the 1864 Fund** (seed-stage), and a **recently launched growth-stage fund**. Through these initiatives, StartupNV provides capital, mentorship, and resources to **help early-stage companies thrive** across Nevada.

MEDICAL & LIFE SCIENCES



PULL-SERVICE HOSPITALS

The **healthcare industry** remains a key driver of economic activity in downtown, accounting for over 20% of local employment within the one-mile radius. Anchored by leading institutions like Renown, Saint Mary's, the Reno Orthopedic Center (ROC), and Northern Nevada HOPES, the area offers high-quality care and a concentration of skilled, well-compensated professionals. Recent expansions—including major capital investments and expanded outreach by ROC and HOPES-reflect long-term confidence in downtown as a destination for care and innovation. Saint Mary's earned its eighth consecutive Patient Safety Excellence Award from Healthgrades, HOPES grew its patient base by 20%, and Renown continues to serve the region's youth as home to Northern Nevada's only dedicated children's hospital. ROC has been a downtown institution since 1958 and continues to invest in research and educational partnerships with UNR, TMCC, and WCSD.





SAINT MARY'S WAS NAMED
#3 CARDIOVASCULAR HOSPITAL
IN THE US BY FORTUNE



735,334 SQ FT MEDICAL FACILITY



352 HOSPITAL BEDS



\$38.89 AVERAGE PAY PER HOUR 700 PRACTICING PHYSICIANS 1,156 EMPLOYEES



THE ONLY HOSPITAL
IN NORTHERN NEVADA TO RECEIVE

THE HEALTHGRADES' PATIENT
SAFETY EXCELLENCE AWARD
8 YEARS IN A ROW

SOURCE: SAINT MARY'S REGIONAL MEDICAL CENTER



A FEDERALLY QUALIFIED

HEALTH CENTER PROVIDER



51 PRACTICING PROVIDERS 130 EMPLOYEES



\$70,483,411 REVENUE \$56,315,446 EXPENSES

17,395 TOTAL PATIENTS SERVED (20% INCREASE)



3,279 PEDIATRIC PATIENTS
5,378 NEW PATIENTS

117,081 PATIENT VISITS



THE MOST ADVANCED ORTHOPEDIC TREATMENT FACILITY IN THE REGION LOCATED DOWNTOWN SINCE 1958

RENO ORTHOPEDIC CENTER FOUNDATION LOCATED DOWNTOWN
OFFICE DOES COMMUNITY OUTREACH ALONG WITH RESEARCH
AND EDUCATIONAL PARTNERSHIPS WITH WCSD, LINR AND TMCC



35 PRACTICING PHYSICIANS

456 EMPLOYEES

\$84,267 AVERAGE SALARY



138,159 SQ FT
MEDICAL FACILITY



8 BED AMBULATORY SURGERY CENTER

SOURCE: RENO ORTHOPEDIC CENTER



Renown



2,290,413 sq ft MEDICAL FACILITY 826 HOSPITAL BEDS

543,569 PATIENT VISITS 407,890 OUTPATIENT VISITS 109,354 EMERGENCY

ROOM VISITS

22.217 SURGERIES



1,208 PRACTICING PHYSICIANS
4,250 EMPLOYEES

THE REGION'S ONLY

LEVEL II TRAUMA CENTER

\$33.89 AVERAGE PAY (NOT INCLUDING PROVIDERS)



1,600 AVERAGE HOURS
OF DOG THERAPY



4,108 BABIES BORN

5

SOURCE: AMERICAN HOSPITAL ASSOCIATION (2022), & RENOWN REGIONAL MEDICAL CENTER

HOSPITALITY

TOURISM & CULTURE

29.7 MILLION VISITS

FROM 3.4 MILLION VISITORS IN 2024

15% OF VISITORS ARE FROM WITHIN THE REGION

Downtown Reno merges diverse dining, entertainment, and outdoor activities, creating an inviting atmosphere for both leisure and business visitors. The area's rich arts scene and array of events, from the month-long Artown festival to the Santa Crawl, reflect its vibrant community spirit. Accessible and diverse neighborhoods like the Riverwalk and Brewery districts contribute unique cultural flavors, enhancing Reno's appeal as a dynamic destination for travel and conventions.



5,550 HOTEL ROOMS
400,000 SQ FT OF
MEETING & CONVENTION
SPACE



\$133 AVERAGE NIGHTLY HOTEL ROOM RATE



AVERAGE DISTANCE TO THE NEWLY RENOVATED RENO AIRPORT

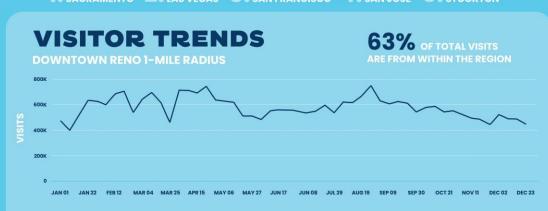


15,000+ PARKING SPACES IN THE DOWNTOWN CORE



TOP 5 LOCATIONS FOR OUTSIDE THE AREA UNIQUE VISITORS

1. SACRAMENTO 2. LAS VEGAS 3. SAN FRANCISCO 4. SAN JOSE 5. STOCKTON



JAN 1ST, 2024 - DEC 31ST, 2024 Data Provided BY Placer Labs Inc. (www.placer.ai)

SOURCE: RENO SPARKS CONVENTION & VISITORS ALITHORITY AND PLACER AL





NEV MUS OF ADA EUM ART

NEVADA MUSEUM OF ART IS THE ONLY ART MUSEUM IN NEVADA ACCREDITED BY THE AMERICAN ALLIANCE OF MUSEUMS.

DOWNTOWN EVENTS

MINOR LEAGUE BASEBALL
MONTHLY WINE WALKS
QUARTERLY TOUR DE BREWS
RIVERFEST
BBQ, BLUES, & BREWS
ARTOWN
WINGFEST
HOT AUGUST NIGHTS
STREET VIBRATIONS
ITALIAN FESTIVAL
CORDILLERA INTERNATIONAL
FILM FESTIVAL

SANTA CRAWL

GLOW PLAZA SUMMER CONCERT SERIES



National Automobile Museum

THE NATIONAL AUTOMOBILE MUSEUM
(THE HARRAH COLLECTION) HAS BEEN
RECOGNIZED AS "ONE OF AMERICA'S
TOP TEN AUTOMOBILE MUSEUMS."





GREATER NEVADA FIELD, HOME OF THE RENO ACES, HAS A CAPACITY OF 9,013 AND WELCOMED OVER 314,000 VISITS IN 2024.





THE TERRY LEE WELLS NEVADA DISCOVERY
MUSEUM (THE DISCOVERY) IS A
WORLD-CLASS SCIENCE CENTER

AND NORTHERN NEVADA'S HUB FOR FUN, HANDS-ON SCIENCE EXPLORATION FOR ALL AGES.



RIVERWALK DISTRICT, BREWERY DISTRICT,
WELLS AVE, NEON LINE, ARCH AREA,
DICKERSON RD





PIONEER CENTER FOR THE
PERFORMING ARTS IS THE PREMIER
PERFORMING ARTS FACILITY
IN NORTHERN NEVADA.

BROADWAY★**RENO**



30 YEAR

OF BROADWAY COMES TO RENO SHOWS HOSTED BY THE PIONEER CENTER FOR THE PERFORMING ARTS

29.7 MILLION VISITS

FROM 3.4 MILLION VISITORS IN 2024

15% OF VISITORS ARE FROM WITHIN THE REGION

TOP 5 LOCATIONS FOR OUTSIDE THE AREA UNIQUE VISITORS 1. SACRAMENTO 2. LAS VEGAS 3. SAN FRANCISCO 4. SAN JOSE 5. STOCKTON VISITOR TRENDS DOWNTOWN RENO 1-MILE RADIUS 63% OF TOTAL VISITS ARE FROM WITHIN THE REGION

800K
600K
400K

JAN 1ST, 2024 - DEC 31ST, 2024 Data Provided BY Placer Labs Inc. (www.placer.ai)

Western Nevada Region

450K visitors

18.7M visits

41.5 avg visits per person

Outside Region

2.95M visitors (+400,000)11M visits (-200,000)3.7 avg visits per person (-0.7) = Natl econ trends

Downtown attracts repeat visitors, especially from drivable markets, influenced by solid base of recurring, seasonal events

Downtown Event Foot Traffic

Reno River Festival2022: 7,000 attendees2023: 14,000 attendees2024: 14,600 attendees

2025: Not in the BID

BBQ, Brews & Blues Festival 2022: 13,000 attendees 2023: 17,000 attendees 2024: 16,700 attendees
2025: 17,800 attendees

Biggest Little City Wing Fest 2022: 25,750 attendees 2023: 30,000 attendees

2024: 30,700 attendees

Hot August Nights

2022: 27,600 attendees 2023: 36,700 attendees 2024: 34,900 attendees

Great Reno Italian Festival

2022: 19,300 2023: 21,700 2024: 25,300

 Western Lights Illuminated Arts Festival

2025: 53,000

 J Resort Life in Lite NYE Event 2024: 1,400





National Automobile Museum

THE NATIONAL AUTOMOBILE MUSEUM (THE HARRAH COLLECTION) HAS BEEN RECOGNIZED AS "ONE OF AMERICA'S TOP TEN AUTOMOBILE MUSEUMS."





THE TERRY LEE WELLS NEVADA DISCOVERY
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NEIGHBORHOODS:

RIVERWALK DISTRICT, BREWERY DISTRICT,
WELLS AVE, NEON LINE, ARCH AREA,
DICKERSON RD





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OF BROADWAY COMES TO RENO
SHOWS HOSTED BY THE PIONEER
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STREET VIBRATIONS
ITALIAN FESTIVAL
CORDILLERA INTERNATIONAL
FILM FESTIVAL
SANTA CRAWL

GLOW PLAZA SUMMER

CONCERT SERIES

HIGHLIGHTS

RECOGNITION



RENO RANKED 16TH AMONG 200 **LARGE U.S. CITIES IN THE 2023 BEST-PERFORMING CITIES BY** MILKEN INSTITUTE



RENO DUBBED AS 1 OF 12 BEST PLACES TO LIVE IN THE U.S. BY OUTSIDE MAGAZINE

THE BIGGEST LITTLE CITY RANKED 21ST OUT OF 25 CITIES AS BEST PLACES TO LIVE IN THE WESTERN U.S.



RENO NAMED 9TH MOST EDUCATED CITY IN THE COUNTRY



RENO NAMED HAPPIEST PLACE TO LIVE BY OUTSIDE MAGAZINE.

RENO TAHOE NAMED THE ADVENTURE **CAPITAL OF THE WEST** BY OUTSIDE MAGAZINE

DOWNTOWN SCORES

TRANSIT SCORE®

WALK SCORE®

BIKE SCORE®







50/100 **Good Transit**

97/100

87/100 Walker's Paradise Very Bikeable

LESS TAX

NO CORPORATE INCOME TAX NO INVENTORY TAX **NO FRANCHISE TAX**

NO PERSONAL INCOME TAX NO ESTATE TAX **NO UNITARY TAX**



people here. It's just big enough, and it's just small enough for me, and I love it,"

> - JEREMY RENNER, Celebrity actor Reno Gazette Journal

Reno, ... It's the place where I grew up. It's lifetime friends. It's a place where I fell in love with playing football. It's a place

> - BRANDON AIYUK, NFL Player Las Vegas Sun

"Reno has always been good to me. decent chance I'll still be here when I die.

- DAVID WISE, Olympic Gold Medalist Instagram - David Wise

OFFICIAL DESIGNEE

CONCLUSION

& RESOURCES

Downtown Reno continues to present meaningful opportunities for investment, business expansion, and long-term value creation. The completion of over 600 new residential units in 2024, alongside rising household incomes, reflects both market demand and upward economic momentum. With more housing on the way, ensuring these new units are successfully absorbed will be critical to paving the way for future development.

Retail vacancies and underutilized ground floors remain visible challenges—but also areas of untapped potential for place-making, entrepreneurship, and urban vibrancy. As residential density increases, the environment becomes more favorable for new retail, dining, and service concepts that will benefit from additional foot traffic.

To maintain momentum, downtown must continue aligning public and private efforts to support infill development, promote business activity, and create places where residents, workers, and visitors want to spend time. By blending livability with investment-readiness, downtown Reno is well positioned to attract the next wave of growth and inspire new energy across the community.





reno.gov

washoecounty.gov

chamberof commerce

thechamberny.org

The **Reno+Sparks Chamber of Commerce** is the largest business organization in Northern Nevada, representing more than 2,300 businesses. As the voice of business, it champions a thriving regional economy through advocacy, networking, connections, and community engagement.



nevadasbdc.org

Nevada SBDC guides and assists Nevadans looking to start and grow businesses, with objectives to increase business starts, create, and retain jobs, and increase access to capital. One-on-one advising services are free and confidential. Nevada SBDC also offers and coordinates a wide range of workshops and courses in collaboration with public and private entities. They are an instrumental partner for downtown business development.



edawn.org

EDAWN, established in 1983, is a private/public partnership focused on enhancing the Greater Reno-Sparks area by attracting new companies, supporting existing ones, and aiding startups to diversify the economy and improve local quality of life.

RECOGNITION



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DOWNTOWN SCORES

TRANSIT SCORE®

WALK SCORE®

BIKE SCORE®







50/100 **Good Transit**

97/100 Walker's Paradise 87/100

Very Bikeable

LESS TAX

NO CORPORATE INCOME TAX

NO INVENTORY TAX

NO FRANCHISE TAX

NO INHERITANCE TAX

NO PERSONAL INCOME TAX

NO ESTATE TAX

NO UNITARY TAX

NO INTANGIBLES TAX

Reno has been getting some great PR over the last few years

RENO TAHOE NAMED THE ADVENTURE CAPITAL OF THE WEST BY OUTSIDE MAGAZINE

Thank you!



Neoma Jardon

Nathan Digangi njaro

Economic Development Director ndigangi@downtownreno.org

Marketing Manager
Assistant Executive Director
ksaibini@downtownreno.org



Executive Director
njardon@downtownreno.org

Kristen Saibini

Appendix



Downtown Developments

- Oslo
- 5 stories88 unitsReported job value:\$8,554,173

- NV Museum of Art Expansion
- 50,000 square-feet2025 CompletionReported job value:\$60,000,000





- Ballpark Apartments
- 5 stories368 unitsReported job value:\$63,551,556

- UNR Business Building
- 5 stories128,000 sq ftHotel component





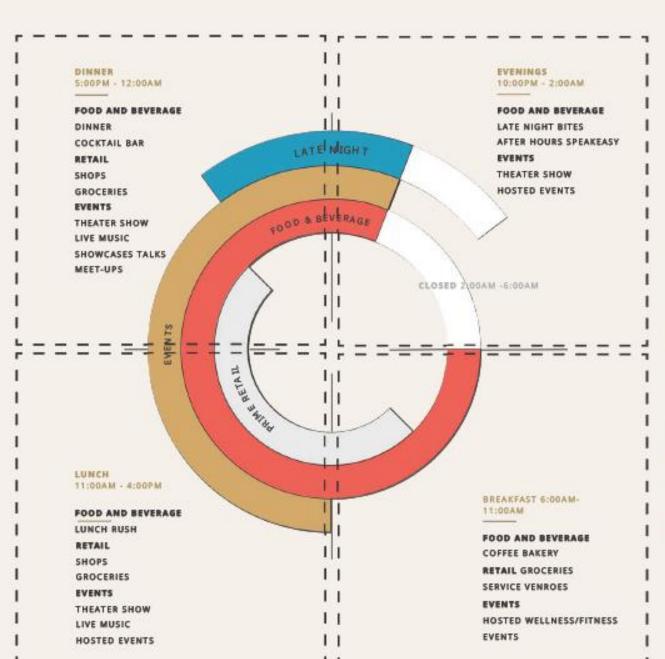
- Vintage at Washington
- 5 stories
 205 units
 Affordable senior living
 Reported job value:
 \$17,092,584

- 245 N Arlington
- 5 stories60 unitsReported job value:\$14,104,956.74









CULTURE & COMMUNITY

DAILY ACTIVATION

BREAKFAST

LUNCH









DINNER EVENINGS

THE HEART + SOUL OF RENO





Appendix



EXECUTIVE UPDATES

BOARD OF DIRECTORS July 24, 2025



SPOTLIGHT AWARD (MAY)







SPOTLIGHT AWARD (JUNE)

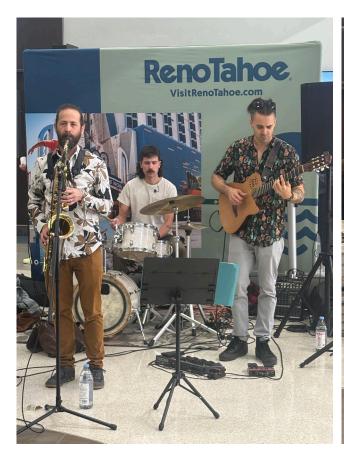






AMERICAN CENTURY CHAMPIONSHIP

JULY 9









AMERICAN CENTURY CHAMPIONSHIP

JULY 11 – Reno Tahoe Experience FAM













AMERICAN CENTURY CHAMPIONSHIP

JULY 11 – Reno Tahoe Experience FAM













GOVERNOR'S DINNER RECAP

JULY 15







EMPLOYEE APPRECIATION PARTY



WHEN

Thursday, July 24 1:00 PM - 5:00 PM

WHERE

National Bowling Stadium Theater

150 RSVPs



NBS PACKAGES

STADIUM CLUB, KINGPIN, AND THEATER July 15







USARS UPDATE









10,000 – 12,000 ROOM NIGHTS



USARS UPDATE

EVENT	SCHEDULE
Speed Skating	July 2 - 10
Rink Hockey	July 5 - 10
Artistic Skating	July 11 - 25
Roller Derby	July 26 - 28

EVENT	# OF PARTICIPANTS	
Speed Skating	425	
Rink Hockey	60	
Artistic Skating	1,250	
Roller Derby	250	



ADR JUNE VS ADR JUNE LAST YEAR ACTUAL

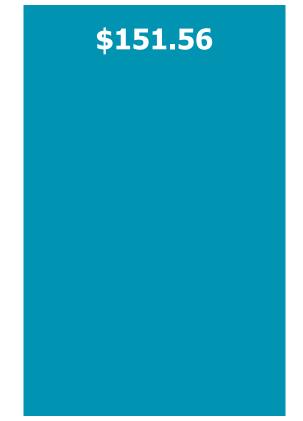




ADR VS BUDGET JUNE

\$160



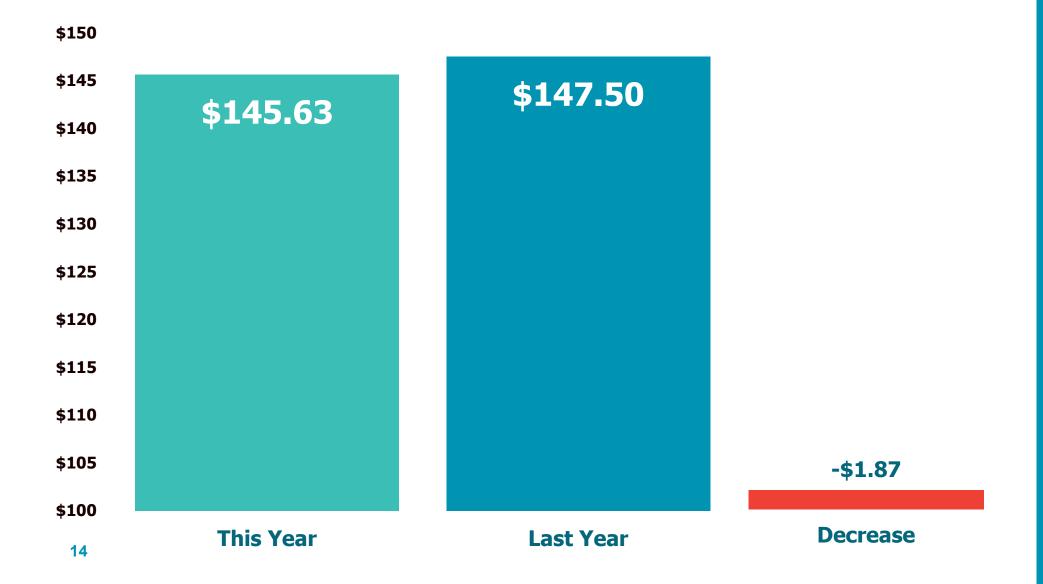


-\$2.23

Decrease

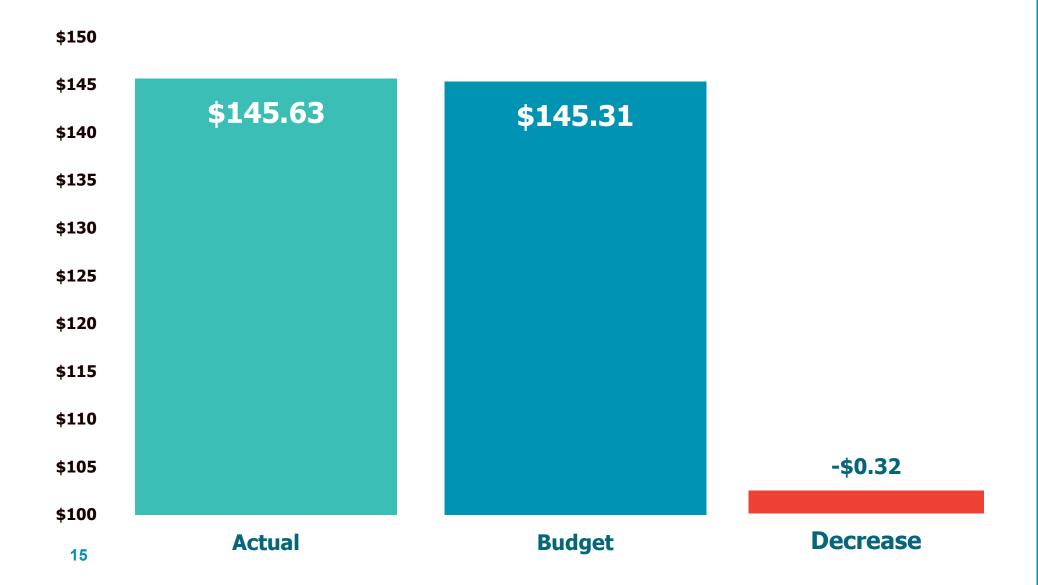


YTD ADR VS LAST YEAR ACTUAL



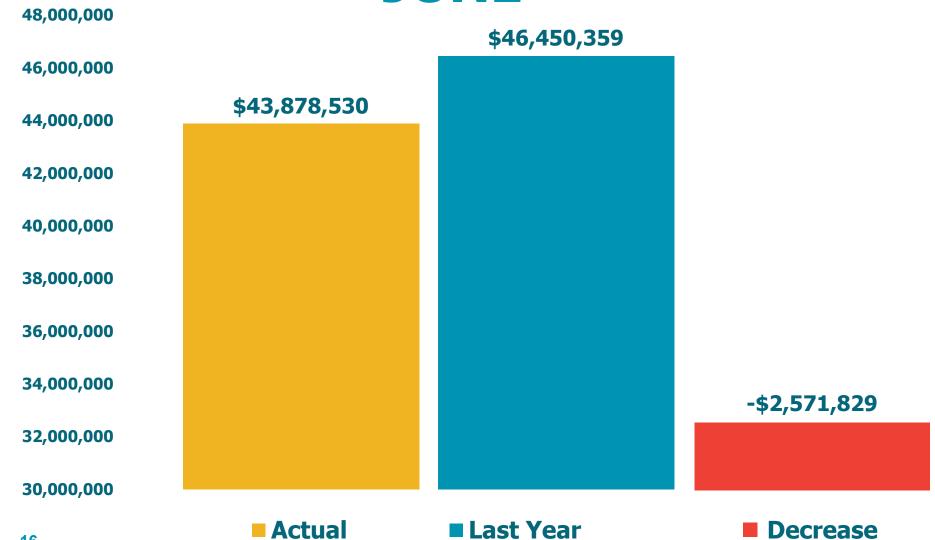


YTD ADR VS BUDGET



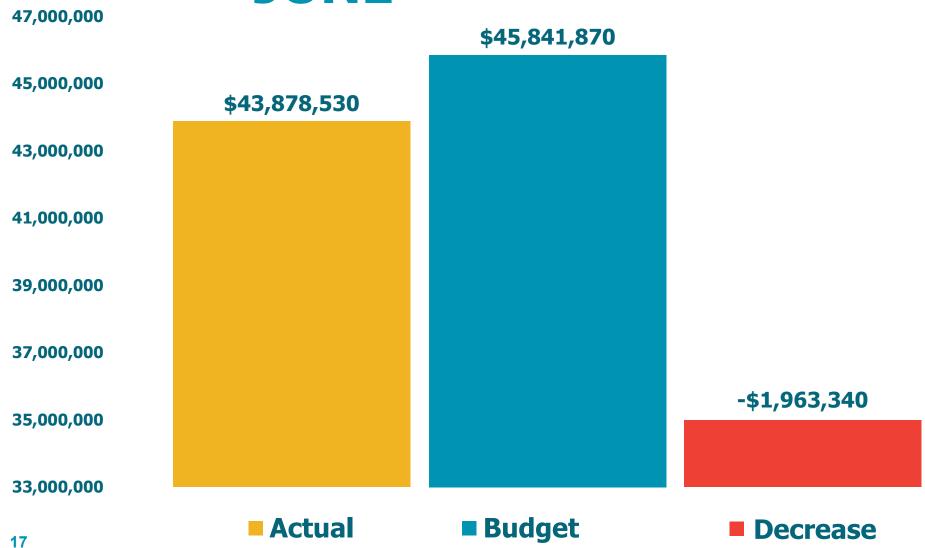


ROOM TAX VS LAST YEAR ACTUAL JUNE



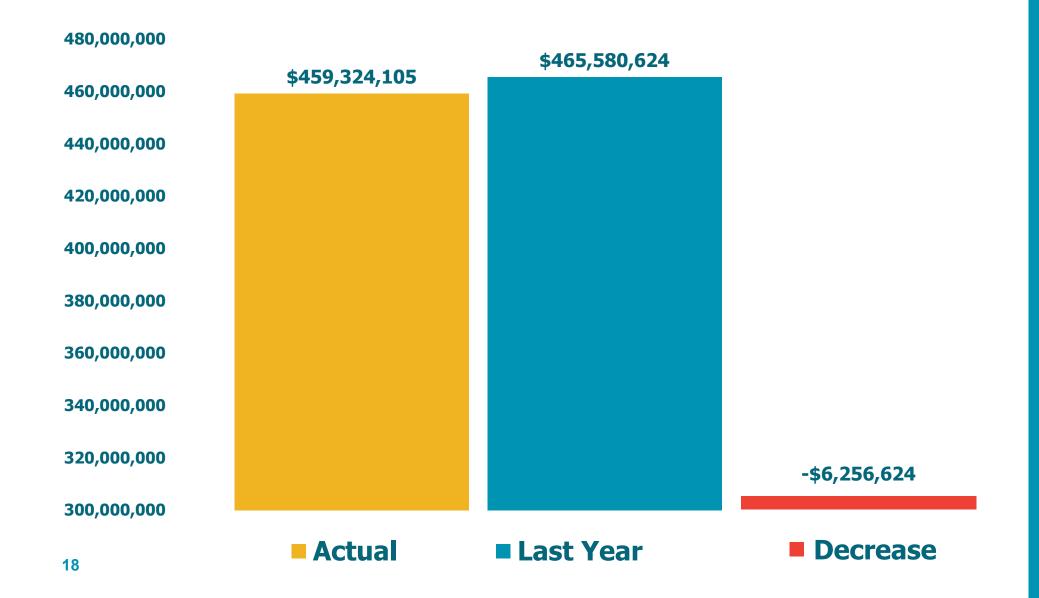


ROOM TAX VS BUDGET JUNE



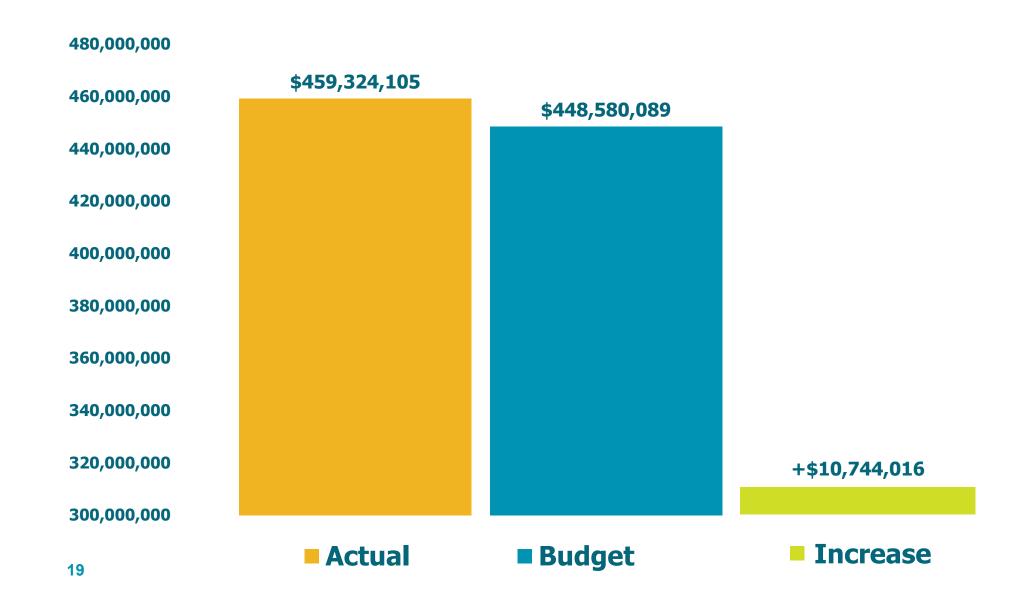


YTD ROOM TAX VS LAST YEAR ACTUAL





YTD ROOM TAX VS BUDGET







THANK YOU.





To: Visit Reno Tahoe Board of Directors

From: Mike Larragueta, President & CEO

Cc: Hillary Schieve, RSCVA Board Chair

Date: July 24, 2025

Subject: Presentation, Review, Discussion and Possible Approval of the Fiscal Year 2026-

2028 Three-Year Strategic Plan & the Fiscal Year 2025-2026 Annual Business

Plan

Executive Summary

At its June 26 meeting, the RSCVA Board of Directors approved the Fiscal Year 2026-2028 Three-Year Strategic Plan (the "Strategic Plan"). At the Board's request, OnStrategy and RSCVA staff, will present the Strategic Plan, incorporating Urban Core Revitalization, Venue Activation & Event Attraction, Visitor Access, and Organizational Sustainability & Performance. This presentation will also include elements of the proposed Fiscal Year 2025-2026 Annual Business Plan (the "Annual Plan"). The Board of Directors is also being asked to review, discuss and possibly approve the Annual Plan, which will provide staff with specific direction, initiatives and goals for Fiscal Year 2025-2026.

Background

In 2022, the RSCVA developed a three-year strategic plan which expired on June 30, 2025. This February, RSCVA President and CEO, and staff, engaged local consulting and strategic planning firm OnStrategy to become the RSCVA's strategic planning partner for this project.

The planning process began with a February stakeholder meeting, in which community members were invited to give their perspective on the current state of Reno Tahoe as a travel destination, identifying challenges and potential solutions to ensure the sustained benefits of tourism throughout Washoe County and Northern Nevada. Meetings to ascertain organizational priorities were held with individual RSCVA Board Members in March. Results compiled from those fact-finding efforts were integral to guiding the framework for the proposed strategic plan.

OnStrategy and the RSCVA team is taking an aggressive approach to this new plan, focusing on priorities that require the collaboration of various community leaders and organizations, representing a vision for what might be possible outside the day-to-day operations of the RSCVA and its partners. While the RSCVA is steadfast in its purpose to generate overnight visitation to Washoe County transient lodging establishments via sales and marketing efforts,



this proposed plan incorporates the priorities of the broader Reno Tahoe tourism community and its intent to sustain the regional tourism economy for decades to come.

Each year, Visit Reno Tahoe develops and publishes an integrated Annual Plan that outlines the goals, strategies and tactics that work in unison to deliver on our strategic vision. The individual strategies and tactics within the plan are measured, optimized, and reported to the Board of Directors on an ongoing basis. The included Annual Plan is based on the Strategic Goals, Initiatives and Tactics in the current three-year Strategic Plan, approved by the Board on June 26, 2025.

Fiscal Impact

Approval will not incur expenses in addition to the Fiscal Year 2025-2026 approved budget.

Recommendation

Staff is recommending approval of the Fiscal Year 2025-2026 Annual Business Plan.



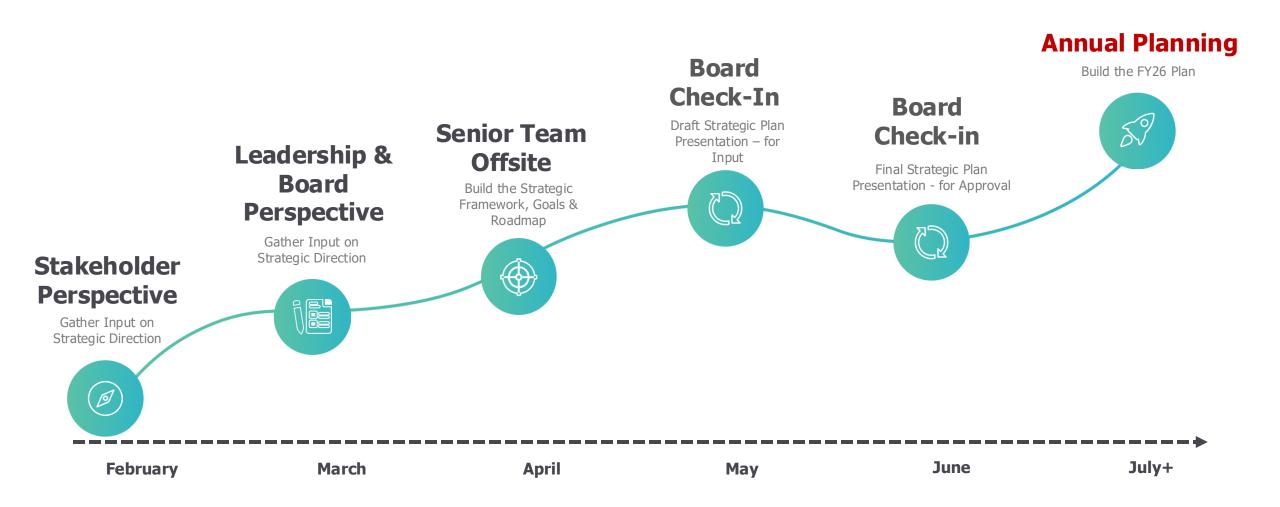
FY26-28 Strategic Plan Draft

RSCVA BOARD OF DIRECTORS

July 24, 2025



RSCVA Planning Process Timeline



Strategic Plan Structure

Level	Planning Element & Definition	Responsible	Frequency of Modification
VISION (Where) Our North Star, definition of success in 5+ years		Board	5+ Years
1 (What)	Strategic Goals & Roadmap Priorities, "Big Rocks," focus areas for the org and framework of the plan	Senior Staff	3 Years
1.1 (How)	Strategic Initiatives Org-wide outcomes & impact measures	Senior Staff	1-3 years
1.1.1 (How – Depts)	Tactics Tangible, departmental projects	Dept Staff	1 Year
1.1.1.1	Quarterly Milestones Quarterly deliverables, projects, & targets	TBD	Quarterly



FY26-28 Strategic Goals

Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers - creating vibrant spaces for visitors and the community to live, work, and play.

Venue Activation & Event Attraction

Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

Visitor Access

Visitors have easy access to the local attractions and venues throughout Reno Tahoe.

Organizational Sustainability & Performance

RSCVA is known for operational excellence, transparency, and community leadership.

1 Urban Core Revitalization

Strategic Initiatives

Where we are today...

Where we want to be...

Advocate for an activated, vibrant downtown.

47% of visitors go to Downtown Reno.

31 Events held in Downtown Reno.

60% of visitors go downtown.

More pedestrians and foot traffic in a thriving downtown & Victorian Square.

Community collaboration to make strides in improving the Downtown District and river corridor.

2 Fully utilize the river as a tourism asset.

Positive feedback from visitors on the river and river experience.

The Truckee River and other natural assets are not fully leveraged for tourism.

A clean, vibrant city center that integrates the river as a central feature, offering recreational and aesthetic value.

Make it easier for visitors to experience Reno Tahoe.

Consumer-facing website that highlights all events taking place.

Visitors come to the region with specific experiences in mind, or specific regions explored.

Good Value for Money is rated below attribute importance among visitor perceptions.

Visitors combine multiple experiences into their stays and visits.

Visitors perceive Reno Tahoe as a good value.

An urban center that provides a mix of outdoor activities, gaming, and cultural experiences, ensuring diverse guest experiences.



1 Urban Core Revitalization

Strategic Initiatives

FY26 Tactics

- Advocate for an activated, vibrant downtown.
- 1. Support more events in the downtown core.
- 2. Engage with associations doing the work in downtown.

- 2 Fully utilize the river as a tourism asset.
- 1. Advocate for river infrastructure improvements.
- 2. Prioritize promoting the river as a key asset of our region.

- Make it easier for visitors to experience Reno Tahoe.
- 1. Develop a parking solution at the National Bowling Stadium.
- 2. Activate Greater Nevada Field as a promotion platform.
- 3. Drive traffic to the Reno Tahoe Visitor Center.
- 4. Activate public spaces for events.



Strategic Initiatives

Where we are today...

Where we want to be...

Enhance RSLEC attractiveness through venue updates.

71 events hosted in FY24.

Forecasted 75 events hosted FY25

<10% operating budget allocated annually to venue improvements (\$750k-1M)

Greater mix of equine and livestock events.

Mitigate impacts of available and potential new competition (GSR, Fallon, Winnemucca arenas).

Improved WiFi | Resurface parking lot | Install HVAC

Activate REC with concerts and other events.

43 events hosted in FY24

Forecasted 30 events in FY25

Upgraded suites

Host 45 events per year.

Permanent stage lights installed.

Purchase LED backdrop.

Attract the right artists, genres, and night of the week.

One added festival downtown.

Maintain & moderately expand RSCC track and convention business.

Hosting 217 events in FY24

Forecasted 210 events in FY25

Improved Wi-fi

20 LED signs

Hosting 255 events per year.

An advanced, clean, sustainable convention center with the appropriate technology, accessibility amenities, security, and safety.

Parking Lot C is repayed | Exterior signage refurbished.



Strategic Initiatives

Where we are today...

Where we want to be...

Creatively activate the National Bowling Stadium.

74 events hosted in FY24.

Forecasted 125 events hosted FY25.

<10% operating budget allocated annually to facilities improvements (\$750k-1M)

Increase room night bookings with bowling events.

Activate the theater for local events.

Sell more multi-events per day.

Install lockers | Install a gate and ticketing system to open parking garage daily.

Attract regional events, targeting arts & culture, food & beverage, sports, and music

Expanding the Event Development Strategy with dedicated efforts to identify new festivals and events for the region.

Building relationships with festival producers looking to expand their event portfolio for future years.

Showcased the destination to eight event producers with hosted site tours.

Partnered with Greater Nevada Field to host the First Banana Ball Series in May 2025.

Established Annual Large Scale Music Festival showcasing Reno as music destination.

Create a citywide festival that offers arts & culture, curated food and beverage offerings, lifestyle and music spread across multiple downtown hotels and venues.



Strategic Initiatives

FY26 Tactics

- Enhance RSLEC attractiveness through venue updates.
- 1. Execute capital improvements with State budget.
- 2. Maintain and occupy venue through concentrated event attraction.

- Activate REC with concerts and other events.
- 1. Consistently bring events and entertainment to support the venue and surrounding businesses.
- 2. Secure 15 concerts.
- 3. Maintain and improve the venue through capital expenditures.
- Maintain & moderately expand RSCC track and convention business.
- 1. Leverage existing event production momentum by contracting local and national meetings & tradeshows, while actively integrating events secured by the venue sales team into the production pipeline.
- 2. Improve Food & Beverage experience.
- 3. Maintain and improve the venue through capital expenditures.



Strategic Initiatives

FY26 Tactics

- 4 Creatively activate the National Bowling Stadium.
- 1. Maximize venue production, considering USBC Open Championships.
- 2. Activate Kingpin Club, Theater and Stadium Club, find additional revenue streams.
- 3. Maintain and improve the venue through capital expenditures.

- Attract regional events, targeting arts & culture, food & beverage, sports, and music
- 1. Establish new events attracting overnight visitation.
- 2. Build upon successful events.



3 Visitor Access

Where we are today...

Where we want to be...

Support air service development.

Airlift is one of the top 20 in the country for comparable size destinations.

Visit Reno Tahoe air service fund largely used for marketing support to preserve current routes.

Collaboration with RTAA, EDAWN, RASC, and stakeholders to identify routes of priority.

Maintain active partnership in air service development to support existing routes and create new air lift. Focus is improving frequency of routes.

Grow and cultivate relationships with legacy airlines.

2 access to and from the Lake Tahoe Basin.

57% of visitors travel to the Lake.

~53,000 views on website shuttle page.

Increased ridership to Lake Tahoe to encourage sustainable travel.

Provide more options for public Lake transportation at a lower cost.

Be the voice of the visitor in getting around the community.

Limited walkability in the Convention Center District.

Downtown walkability experience is not seamless.

Improved walkability in downtown, in around the convention center district, and urban areas, similar to Midtown.

Community engagement in infrastructure improvements around RSCC.



3 Visitor Access

Strategic Initiatives

FY26 Tactics

- Support air service development.
- 1. Focus marketing resources.
- 2. Engage regional stakeholders.
- 3. Take a targeted approach to RTX programming.

- 2 Encourage sustainable access to and from the Lake Tahoe Basin.
- 1. Increase awareness, and ridership, of transportation options to and around Lake Tahoe.

- Be the voice of the visitor in getting around the community.
- 1. Brand activations at Reno-Tahoe International Airport.
- 2. Identify needs in the visitor transportation experience.



4 Organizational Sustainability & Performance Scorecard

Strategic Initiatives

Where we are today...

Where we want to be...

Support employee engagement.

96% of employees feel happy to work at Visit Reno Tahoe.

New leadership in place to update employee policies and programs.

Maintain employee satisfaction benchmarks.

Advance organizational capabilities.

Leadership team in place at major facilities (NBS and REC).

Talented individuals aligned with Visit Reno Tahoe's mission.

Proactive employee recruitment and development to get the right talent in the right positions.



4 Organizational Sustainability & Performance Scorecard

Strategic Initiatives

FY26 Tactics

- Support employee engagement.
- 1. Implement New Employee Orientation program.
- 2. Develop an employee information/human resources communication program.

Advance organizational capabilities.

- 1. Launch an internal Learning Management System.
- 2. Update and implement harassment training program.



PERFORMANCE SCORECARD

FY26-28 Key Performance Indicators & Annual Targets

КРІ	FY25	FY26 TARGET	FY27 TARGET	FY28 TARGET
Cash Room Nights	2,860,127 (May)	3,138,287	3,232,435	3,329,408
Taxable Room Revenue	\$415,445,575 (May)	\$441,665,462	\$454,665,462	\$468,562,887
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Tourism Room Nights	696,699	687,223	700,967	714,986
Number of Events at Venues	399	415	430	449
Venues Client Satisfaction	91.5%	92%	92.5%	93%
Enhanced Engaged Website Sessions	707,436	733,080	755,072	777,724
Paid Media Engagement Rate	17.1%	10%	10%	10%
Earned Media Placements	275	215	225	235
Community Engagement Activities	48	30	35	40
Resident Favorability of Tourism	60%	63%	65%	67%
Training Completed (Safety)	100%	100%	100%	100%
Employee Satisfaction Rate	96%	96%	96%	96%
Workplace Happiness Metrics Response Rate	75% Response Rate	75% Response Rate	80% Response Rate	80% Response Rate



NEXT STEPS

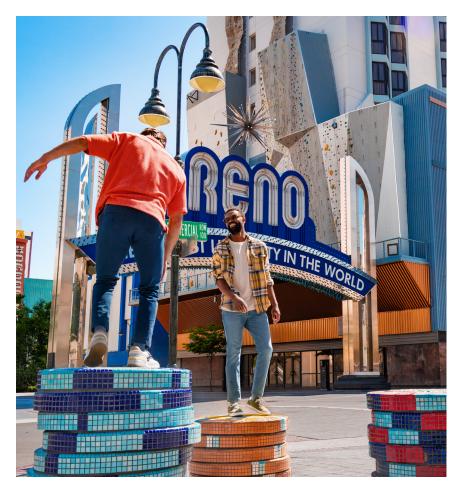
Annual Plan approval at today's Board meeting.

FY26 implementation process design and training.

Bi-Annual performance review and refresh.

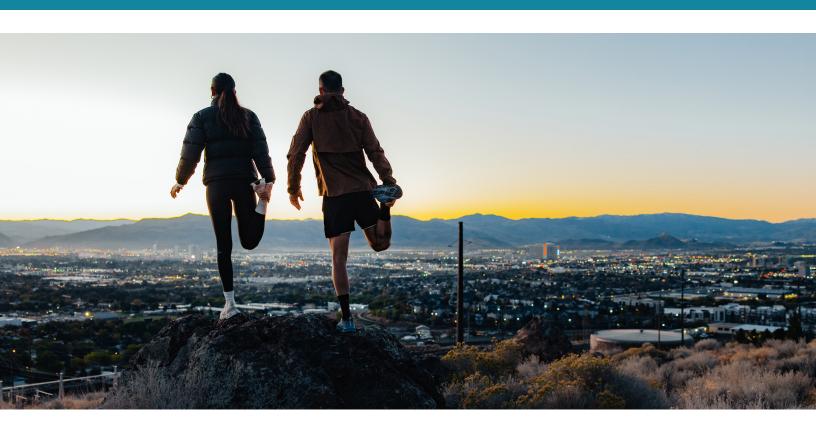






Visit Reno Tahoe Annual Plan 2025 2026





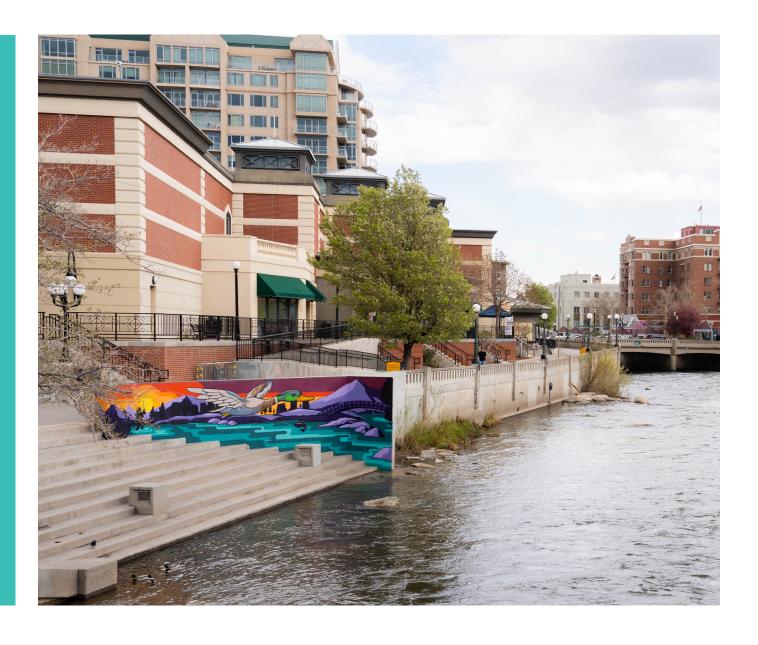


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Visit Reno Tahoe exists for the sole purpose of sustaining and strengthening the Northern Nevada economy by generating overnight visitation to Washoe County lodging properties. For those of us fortunate enough to represent our home and this great destination, it is our privilege and responsibility to invite millions of travelers to experience the endless possibilities of Reno, Sparks, Lake Tahoe, Pyramid Lake, and the Sierra Nevada. And it is our role not only to inspire visitation, but to ensure that we are delivering on promised experiences, enhancing economic opportunities, and nurturing the Reno Tahoe customer of the future.

Tourism does not happen in a vacuum. Encouraging travelers to choose your destination requires thoughtful promotion. Delivering on sales efforts, pursuing large groups, and driving innovative marketing campaigns in a highly competitive space takes expertise. Success in travel hinges on passionate people who get the job done, but is largely impacted by an array of variables outside of one's direct control: outdoor amenities, hotel rooms, restaurants, retail, weather, and transportation, just to name a few.

These considerations are all part of the booking journey and the effort to inspire someone to visit Reno Tahoe just once, but our goals for sustained, repeat visitation are much bigger than that. Visit Reno Tahoe's mission to support the sustainable development of our communities demands partnership and collaboration, and we are focused on actions that will help us meet that promise.

Visit Reno Tahoe is committed to activating entertainment venues, welcoming visitors and residents to a modern, inviting urban landscape. We are working to build and support new and existing events that bring people together for unforgettable experiences. We are educating visitors about their role in maintaining our natural resources, and we are encouraging everyone to treat Northern Nevada as if it were their home.

This plan is a call for community collaboration. Visit Reno Tahoe is dedicated to engaging community partners in service to our visitors, and to being a champion for improving the quality of life for our friends and neighbors. Success is only possible through the continued partnership of our many regional stakeholders. We have the people. We have the product. And we are forever grateful to be a part of this wonderful destination, so supportive and so in love with what it means to live in Reno Tahoe.

Mike Larragueta President and CEO Visit Reno Tahoe

MISSION

Attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities.

VALUES

Collaboration

We seek out internal and external perspectives, emphasizing an inclusive approach.

Integrity

We always keep our word and do the right thing.

Transparency

We share information to create open and honest communication.

Ambition

We put in the hard work to enhance the quality of life for visitors and all Northern Nevada residents.

People

We invest in the diverse experience and expertise of individuals who positively impact the communities we serve.



PURPOSE

Each year Visit Reno Tahoe develops and publishes an integrated annual plan that outlines the goals, strategies and tactics that work in unison to deliver on our strategic vision. The individual strategies and tactics within the plan are measured, optimized and reported to the Board of Directors on an ongoing basis.

STATE OF THE INDUSTRY

International Uncertainty Shifting Focus to Domestic Travel

53%
Of Americans plan to travel in Summer 2025.

3.1

-Deloitte

Million travelers were screened at U.S. security checkpoints, June 22, 2025. The most ever in a single day.

-TSA

79%
Of America's highest earners are planning leisure travel in 2025.
-MMGY

Despite global international arrivals fully recovering and surpassing 2019 figures for the first time since the pandemic in 2024, legislation, economic uncertainty, and shifting international sentiments have recently changed the outlook for travel and tourism going forward in 2025. What was originally projected to be a strong year for travel following the continued trend of recovery, has now been hindered by the aforementioned obstacles. Heightened uncertainty has led to declining forecasts for travel that especially impact international inbound travel to North America and domestic travel.

The effects of recent economic policy are already visible in the industry, with Canadian travel to the US by land and air down 38.2%, and 24.2%, respectively in May 2025. Noticeable declines such as this forced a change in Tourism Economics' international arrivals forecast, originally expected to increase 9% year-over-year, international arrivals are expected to now fall 8% compared to 2024. This forecasted annual decline is primarily driven by a 20% decline in inbound arrivals from Canada and a 3% decline from overseas arrivals.

Despite the macro-economic and industry specific headwinds, resiliency can be found in domestic travel for the upcoming summer season. According to Deloitte's annual Summer Travel Survey, 53% of Americans plan to travel during summer 2025, the highest percentage of positive respondents since the pandemic. Macro-economic factors are still being felt, however, as the majority of positive respondents planned on making changes toward shortening length of stay, and downgrading accommodations to ensure affordability. A similar study by Future Partners revealed that 60% of respondents in April claimed leisure travel over the next three months was a priority for them, despite the same survey finding respondents have less confidence in their household finances.







The latest industry-wide data signals mixed results across various tourism sectors. US hotel performance year-over-year remained flat, with occupancy declining less than one percent to 65.3%, and ADR and RevPAR both climbing less than one percent to \$163 and \$104 respectively. National figures convey the trend of normalizing demand patterns and fading growth rates that propelled the industry to a speedy recovery following the pandemic. TSA throughput in May was down 1.7% year-over-year, though still 6.2% above 2019 levels. For calendar year 2025 through May, national TSA throughput was less than one percent below 2024 levels, despite the headwinds facing travel in 2025. June TSA data show initial signs of promise, recording the single busiest day in the agency's history on June 22nd, screening nearly 3.1 million passengers.

The latest macro-economic data provides some positive outlooks despite uncertainty still clouding travelers' inflation expectations and economic outlook. June's job report exceeded expectations, adding over 147,000 non-farm jobs and lowering the unemployment rate to 4.1%. Inflation rose slightly in May to 2.4%, down from 3.3% compared to the same period last year. The increases, primarily seen in the price of groceries, were slightly offset by declining fuel prices, which often proves to be a tailwind for leisure demand. Inflation expectations remain high due to the aforementioned obstacles and administrative policy, though consumer sentiment in June improved for the first time in six months.

According to the most recent MMGY Portrait of the American Traveler (Q2 2025), intent for leisure travel has been highly affected across all income brackets nationwide. Approximately 79% of the highest earners (\$250k+ households) are planning leisure travel in the next six months, down from 91% in the previous quarter, while only 39% of survey respondents in the lowest income bracket (\$<50k households) have plans to travel, down from 56% in the previous quarter. Such marked changes from just the beginning of the year further reveal the uncertainty travelers and consumers are facing.

As evidenced by both industry performance and traveler sentiment, the travel and tourism industry has begun to show signs of easing compared to the growth rates driven by "pent-up" demand in recent years. Additional obstacles in 2025 have come in the form of macro-economic headwinds that have casted uncertainty on the industry outlook going forward. While the upcoming summer travel season is showing signs of variable and wavering demand, indicators are still strong for growth in the travel and tourism sector through the coming years.

Key Findings from the 2024 Past and Potential Visitor Profile Study

WHO: We're Attracting a Higher-Quality Visitor



BOOMER AND MILLENNIAL AUDIENCES CONTINUE TO SHOW STRONG ENGAGEMENT

Data Point: The average age of the Reno Tahoe visitor is 46.8, which remains consistent to 2023.

Action: Our messaging continues to resonate with Millennials and Boomers alike – two audiences with both disposable income and strong travel intent. Continue targeted messaging to Millennials to further capture market share in this key growth demographic.



NOTABLE INCREASE IN HOUSEHOLD INCOME

Data Point: The average household income for the Reno Tahoe visitor increased to \$102,859 in 2024, compared to \$97,039 in 2023.

Action: Campaigns are successfully attracting a higher-earning visitor who is more likely to stay longer and spend more.

Continue to target travelers with a household income above \$100K.



A MORE INCLUSIVE VISITOR BASE

Data Point: 21% of our visitors identify as BIPOC, and 1 in 10 of visitors identify as LGBTQ+.

Action: Prioritize showcasing diverse voices to foster a destination brand that reflects a wide range of perspectives.



A SHIFT IN FAMILY TRAVEL

Data Point: One in four traveled to Reno Tahoe with their children in 2024 compared to one in three in 2023.

Action: Maintain strategic balance, support family offerings while investing in emerging high-value segments.

WHAT: Gaming, Arts, Outdoors, Events and Festivals, and Valuable Experiences



OUTDOORS GAINING SHARE AS A PRIMARY DRIVER

Data Point: Visitors were motivated to travel to Reno Tahoe primarily by gaming and outdoors activities, including Lake Tahoe.

Action: Visitors increasingly associate Reno Tahoe with outdoor adventure. Continue reinforcing outdoor narratives, while maintaining visibility for gaming to retain this legacy draw.



PERCEPTIONS OF VALUE HOLD STEADY

Data Point: While value is a top decision driver, just two-thirds of 2024 visitors felt they received good value for their money in Reno Tahoe, similar to the level witnessed in 2023.

Action: Value perception remains positive but has room to grow. Elevate the desiation's uniqueness by showcasing authentic, only-in-Reno Tahoe experiences and diversity of the destination.



EVENT AND FESTIVALS PRESENT A GROWTH OPPORTUNITY

Data Point: Events, festivals and professional sporting events are valued by visitors but have significant room for growth as core destination attributes, with 59% and 27% of recent visitors rating Reno Tahoe highly on these attributes, respectively. Only 9% of 2024 visitors attended an event or festival, and 6% attended a live sporting event.

Action: Expand promotional efforts around iconic events and festivals to build equity and awareness to increase visitor participation.

HOW: Spontaneous Planning, Higher Spend, and Elevated Satisfaction



VISITORS ARE SPENDING MORE

Data Point: Daily spend was \$224 in 2023 and \$273 among overnight visitors in 2024.

Action: Target marketing towards travelers with greater discretionary income and longer potential length of stay.



SHORT PLANNING WINDOW

Data Point: 86% of Reno Tahoe visitors plan their trip less than two months before they arrive.

Action: Spontaneity is a key behavior among our target audiences. Capitalize on this short booking window with conversion-focused messaging and short-lead campaigns.



BRAND MESSAGING IS RESONATING

Data Point: 80% describe Reno Tahoe as vibrant and fun (up from 74% in 2023); 74% say it's a place to "live life to the fullest".

Action: The No Limits platform continues to shape strong, aspirational brand perceptions. Maintain and evolve the current brand voice to build on this momentum.



HIGH TRIP SATISFACTION AND RETURN INTENT

Data Point: 8 in 10 report satisfaction and likelihood to return.

Action: Destination development efforts, loyalty and positive word-ofmouth have had a positive effect on the visitor experience. Consider increased emphasis on repeat visitors using a CRM messaging strategy given their propensity to return



INCREASE AIR LIFT

Data Point: 73% of visitors in 2024 arrived via car, compared to 22% by plane.

Action: Air travelers remain a high-value audience. Prioritize air service markets development and campaigns that entice visitors from further away who will stay longer and spend more.

Taxable Room Revenue - Washoe County

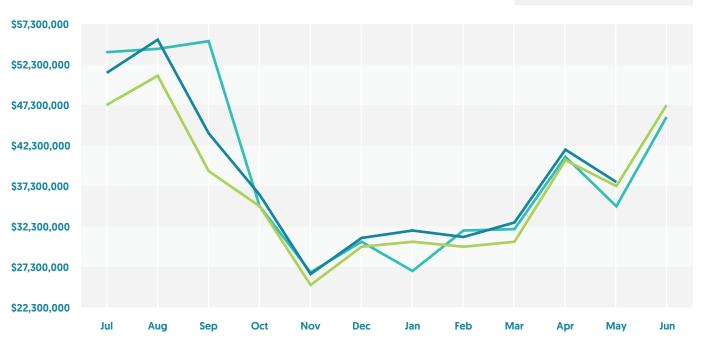
	Actual		Budget
Month	FY 23-24	FY 24-25	FY 25-26
July	\$53,454,177	\$49,457,885	\$47,209,398
August	\$53,576,718	\$55,845,967	\$50,917,421
September	\$54,934,713	\$43,216,655	\$40,603,665
October	\$34,630,171	\$36,554,764	\$34,707,512
November	\$26,799,571	\$26,026,566	\$24,766,410
December	\$30,148,834	\$30,807,312	\$29,317,235
January	\$27,128,665	\$31,041,768	\$30,155,594
February	\$31,231,814	\$30,142,129	\$29,001,800
March	\$31,513,251	\$32,609,477	\$31,186,021
April	\$39,797,914	\$41,883,438	\$39,373,092
May	\$35,914,540	\$37,859,614	\$37,189,860
June	\$46,450,359	\$-	\$47,237,454
Totals	\$465,580,729	\$415,445,575	\$441,665,462

Taxable Room Revenue - All Market Segments

FY 23-24



Budget FY 25-26



FY 24-25

Cash Occupied Room Nights - Washoe County

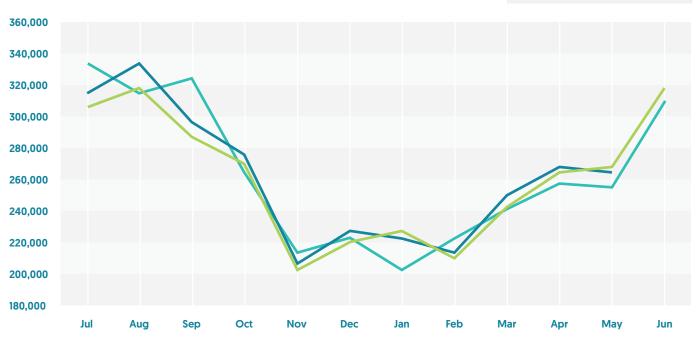
	Ac	Budget	
Month	FY 23-24	FY 24-25	FY 25-26
July	328,661	314,421	306,709
August	315,116	331,510	319,864
September	324,722	293,103	287,296
October	262,219	271,762	267,906
November	213,812	206,826	204,851
December	222,944	226,440	221,431
January	203,817	221,931	222,129
February	221,899	214,736	213,794
March	240,671	248,498	241,810
April	256,080	267,013	266,703
May	254,372	263,887	265,881
June	312,180	-	319,912
Totals	3,156,493	2,860,127	3,138,287

Cash Occupied Room Nights - All Market Segments

FY 23-24



Budget FY 25-26



FY 24-25

Average Daily Rate - Washoe County

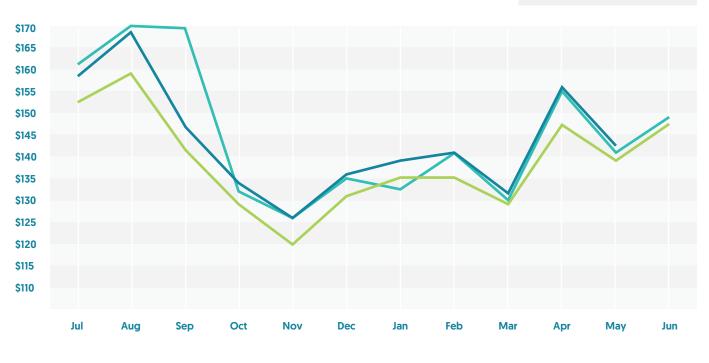
	Ac	Budget	
Month	FY 23-24	FY 24-25	FY 25-26
July	\$162.64	\$157.30	\$153.92
August	\$170.02	\$168.46	\$159.18
September	\$169.17	\$147.45	\$141.33
October	\$132.07	\$134.51	\$129.55
November	\$125.34	\$125.84	\$120.90
December	\$135.23	\$136.05	\$132.40
January	\$133.10	\$139.87	\$135.76
February	\$140.75	\$140.37	\$135.65
March	\$130.94	\$131.23	\$128.97
April	\$155.41	\$156.86	\$147.63
May	\$141.19	\$143.47	\$139.87
June	\$148.79	\$-	\$147.66
Average	\$147.50	\$145.25	\$140.73

Average Daily Rate - All Market Segments

FY 23-24



Budget FY 25-26



FY 24-25

BACKGROUND

The Visit Reno Tahoe senior staff and the Board of Directors recently completed a comprehensive, three-year strategic plan, outlining new organizational goals and actionable initiatives. In its inaugural year, this plan reinforces Visit Reno Tahoe's intent to coordinate with partner organizations supporting the ongoing development of Washoe County and the State of Nevada as leading tourism destinations. Recognizing a shared vision for success that is embraced beyond tourism, the plan pushes for positive change and development that benefits all.







Key Trends & Implications:

- Major private investments are poised to add capacity and elevate the destination.
- A new generation of travelers remote workers, digital nomads, and bleisure (business + leisure) visitors – seek destinations that blend work, play, and purpose. They prioritize experiences, connectivity, wellness, and authenticity over traditional packaged tourism.
- Travel has skewed toward domestic and drive-market visitors, with increased migration from California bringing more visitors and business relocations.
- Local, state, and federal economic uncertainty may limit revenue growth and visitor spend.
- Environmental awareness is reshaping tourism behavior. Travelers prioritize eco-conscious destinations, healthy experiences, and wellness integrations.
- The presentation of "downtown" is crucial to initial visitor impressions, brand equity, and convention appeal.
- Tech-savvy travelers rely on digital planning tools, Al-powered recommendations, and personalization.
- Stakeholders want to build on Reno Tahoe's heritage like events such as Reno Rodeo, Hot August Nights, Great Reno Balloon Race – not constantly reinvent.

Armed with this new strategic framework, the 25/26 Annual Business Plan sets in motion specific strategies and tactics aimed at advancing the outlined initiatives. Find a complete version of the Visit Reno Tahoe Fiscal Year 25/26 - 27/28 Strategic Plan at RSCVA.com.



ANNUAL PLAN INITIATIVES & TACTICS

FY25/26 goals have been strategically bucketed into four pillars



Urban Core Revitalization

Visitor Access



Venue Activation & Event Attraction



Organization
Sustainability &
Performance



#1 Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers creating vibrant spaces for visitors and the community to live, work, and play.

What Success Will Look Like:

- Community collaboration to make strides in improving the Downtown District and Truckee River corridor.
- Clean, vibrant Reno & Sparks downtowns that integrate the river as a central feature, offering recreational and aesthetic value.
- An urban core that provides a mix of outdoor activities, gaming, dining, and cultural experiences for a memorable quest experience.

Our Role:

Drive use of the Reno Events Center and National Bowling Stadium for events.

Advocate for transformation projects with regional partners.

Support visitation by marketing assets, providing parking solutions, and elevating the Visitor Center experience.

#1: Urban Core Revitalization

INITIATIVES	TACTICS	ACTIONS
Advocate for an activated, vibrant downtown	Support more events in the downtown core Engage with associations doing the work in downtown	Identify and support at least six key events in the greater downtown area, defining creative needs and generating assets Quarterly meetings with various community stakeholders, e.g. City of Reno, City of Sparks, Downtown Reno Partnership, Riverwalk District, MidTown District, 39 North, Reno Brewery District
Fully utilize the river as a tourism asset	Advocate for river infrastructure improvements Prioritize promoting the river as a key asset of our region	Partner with local organizations to educate visitors on improvements, such as RTC's progress on the Arlington Bridges project and its impact on future events Develop and promote a digital Truckee River Guide, including walkability and urban river experiences
Make it easier for visitors to experience Reno Tahoe	Develop a parking solution at the National Bowling Stadium Activate Greater Nevada Field as a promotion platform Drive traffic to the Reno Tahoe Visitor Center Activate public spaces for events	Activate public parking at the NBS garage to support events and attractions in downtown Connect visitors to Visit Reno Tahoe planning resources through onsite promotional campaigns at Greater Nevada Field Develop a minimum of two marketing activations to drive traffic to the Visitor Center, and incorporate Visitor Center promotions throughout venues Develop and install signage at major events and festivals within the urban core



#2 Venue Activation & Event Attraction

Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

What Success Will Look Like:

- Modern, upgraded venues that attract high-profile events.
- Venues are fully utilized, balancing midweek and seasonal lulls.
- Pursuing opportunities to drive new festivals, concerts, and events throughout the region.

Our Role:

Drive event bookings in all Visit Reno Tahoe venues & throughout the destination.

Advocate for infrastructure improvements near events venues.

#2: Venue Activation & Event Attraction

INITIATIVES	TACTICS	ACTIONS
Enhance RSLEC venue attractiveness through facility updates	Execute capital improvements with State budget Maintain and occupy venue through concentrated event attraction	Engage the State of Nevada to contract and complete improvements, including grandstand repair, utility vehicles, trailers, tractors, forklift, restroom remodel, and more Book 30 livestock and equine events
Activate REC with concerts and other events	Consistently bring events and entertainment to support the venue and surrounding businesses Secure 15 concerts Maintain and improve the venue through capital expenditures	Host 35 events Lead the booking of six at-risk concerts Procure new lighting and sound system, staging, pipe and drape, VIP bar in suite concourse, furniture for dressing room
Maintain & moderately expand RSCC track and convention business	Leverage existing event production momentum by contracting local and national meetings & tradeshows, while actively integrating events secured by the venue sales team into the production pipeline Improve Food & Beverage experience Maintain and improve the venue through capital expenditures	Host 235 events Work closely with F&B provider to monitor menus and quality, analyze customer reviews, increase communication, and regularly review revenue and budgets Improve Wi-Fi, purchase bleachers and track equipment, replace skylights and 500-ton chiller, upgrade digital display assets, install electronic key system and new carpet for ballroom

#2: Venue Activation & Event Attraction

INITIATIVES	TACTICS	ACTIONS
Creatively activate the National Bowling Stadium	Maximize venue production, considering USBC Open Championships Activate Kingpin Club, Theater and Stadium Club, find additional revenue streams Maintain and improve the venue through capital expenditures	Host 70 events Create packaging to promote and book 30 events incorporating the Kingpin Club, Theater and Stadium Club, lease the "museum" space Install new carpet in the theater and renovate Stadium Club
Attract regional events in our target categories – arts & culture, food & beverage, sports, and music	Establish new events attracting overnight visitation Build upon successful events	Launch two festivals and execute a running race series Secure Banana Ball event in an effort to attract annual productions





#3 Visitor Access

Visitors have easy access to local attractions and venues throughout Reno Tahoe

What Success Will Look Like:

- Maintained and enhanced air lift, with a focus on routes from regional hubs.
- Walkable spaces in heavily trafficked areas.
- Increased options for visitors to practice sustainable travel in the region.

Our Role:

Support partnerships in air service development with legacy carriers.

Advocate for increased shared transportation ridership, using our marketing reach.

Advocate for tourism infrastructure in high-traffic areas.

#3: Visitor Access

INITIATIVES	TACTICS	ACTIONS
Support air service development	Focus marketing resources Engage regional stakeholders Take a targeted approach to RTX programming	Maintain Air Service Development Fund, launch a campaign aimed at attracting and/or maintaining air service Work with RTAA, RASC and regional part- ners to promote Reno-Tahoe International Airport directly to airline representatives Host a minimum of one FAM incorporating air service decision-makers
Enable sustainable access to and from the Lake	Increase awareness, and ridership, of transportation options to and around Lake Tahoe	Utilize newsletters, digital marketing and public relations programming to promote the North Lake Tahoe Express, as well as various, seasonal rideshare activations, such as the Emerald Bay Shuttle project
Be the voice of the visitor in getting around the community	Brand activations at Reno-Tahoe International Airport Identify needs in the visitor transportation experience	Enhance the sense of arrival by immediately introducing visitors to Reno Tahoe through co-branded RTAA promotions and signage, guiding travelers to online resources related to events, activities, attractions and lodging Work with RTC to relay the visitor experience, identifying relevant solutions to better serve the Reno Tahoe visitor of the future



#4 Organization Sustainability & Performance

Visit Reno Tahoe is known for operational excellence, transparency, and community leadership.

What Success Will Look Like:

- A cohesive team culture, avoiding overextension of staff.
- Team stays focused on core mission activities without distraction.
- Regional stakeholders are actively engaged and bought into the success of the region.
- Maintained fiscal stewardship of public funds.

Our Role:

Drive development, capabilities, and satisfaction of Visit Reno Tahoe staff.

Drive responsible financial programming.

Convene and engage regional stakeholders in contributing to the success of the region.

#4: Organization Sustainability & Performance

INITIATIVES	TACTICS	ACTIONS
Support employee engagement	Implement New Employee Orientation program Develop an employee information/human resources communication program	Develop NEO, coordinating leadership appearances/interaction, conducting employee surveys and adapting content Publish a quarterly newsletter, addressing personnel-specific topics, such as benefits and policy
Advance organizational capabilities	Launch an internal Learning Management System Update and implement harassment training program	Develop LMS and ensure appropriate employees receive necessary training Ensure that 100% of current employees attend harassment prevention training, and that new employees receive training in a timely manner

Performance Scorecard

KPI	FY25	FY26 TARGET	FY27 TARGET	FY28 TARGET
Cash Room Nights	2,860,127 [May]	3,138,287	3,232,435	3,329,408
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Resident Favorability of Tourism	60%	63%	65%	67%
Training Completed	100%	100%	100%	100%
Employee Satisfaction Rate	96%	96%	96%	96%
Workplace Happiness Metrics Response Rate	75%	75%	80%	80%

Board Members

Hillary Schieve, Chair

Vice Chair

Stephen Ascuaga, Secretary/Treasurer

Alexis Hill, Board Member

Charlene Bybee, Board Member

Greg Long, Board Member

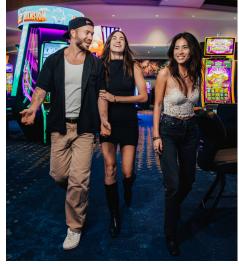
Glenn Carano, Board Member

John East, Board Member

Eddie Ableser, Board Member

Cortney Young, Board Member

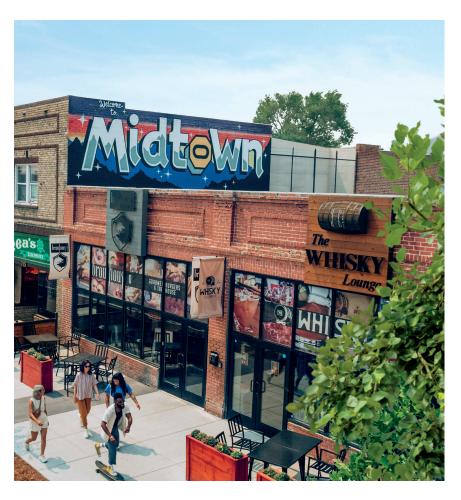












Reno-Sparks Convention and Visitors Authority

Strategic Plan

FY26-28

FY26-28 Strategic Plan

Mission

Attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities.

Vision

To be the preferred outdoor, gaming and event destination.



FY26-28 Strategic Goals

#1 Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers - creating vibrant spaces for visitors and the community to live, work, and play.

#2 Venue Activation & Event Attraction

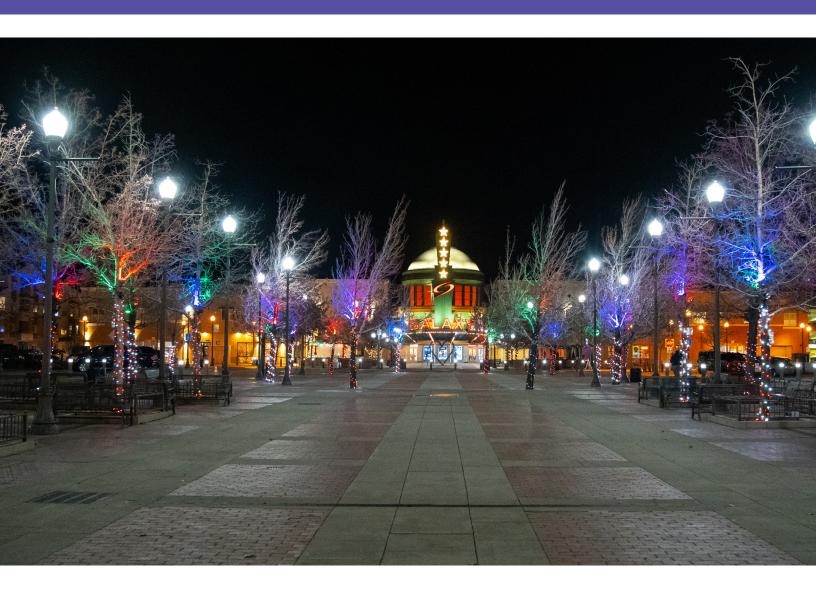
Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

#3 Visitor Access

Visitors have easy access to local attractions and venues throughout Reno Tahoe.

#4 Organization Sustainability & Performance

Visit Reno Tahoe is known for operational excellence, transparency, and community leadership.



FY 26-28 Strategic Plan

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Foreword

Our Challenge

No Apologies. Just Ambition.

Reno Tahoe has never been about following the well-worn path. We've always carved our own way forward, shaped by ambition, resilience, and a deep connection to the place where mountains meet desert and tradition meets progress. The next three years come with more questions than answers in an ever-changing national tourism environment, providing an opportunity to find new solutions for reinvention, revitalization, and the necessary collaboration required to achieve sustained success.

The destination has reached a new inflection point. Budget constraints are tightening. Tourism infrastructure is due for an overhaul. Urban centers need revitalization. Transportation is a challenge. And we've lost signature events that once defined our cultural calendar. But those aren't signs of decline—they're signals for reinvention.

We're stepping into a pivotal moment with fresh leadership and the opportunity to rewrite the script. Shift to a more diverse, experience-driven economy. To tap into the power of our natural assets—the Truckee River, high desert trails, and wide-open skies—and to bring them to life for visitors and locals alike.

We'll confront these challenges head-on: workforce, event generation, and inconsistencies in perception that keep Reno Tahoe from being fully seen for what it is—a destination on the edge of transformation. And we'll do it with urgency, clarity, and a shared vision.

Because Reno Tahoe isn't content with being a supporting act in someone else's show. We've got our own stage, our own voice, and our own story to tell. A story that balances grit with innovation, legacy with momentum, and risk with reward.

This plan is more than a strategic outline—it's our commitment to lead with purpose, adapt with agility, and build with courage.

We're not here to wait for opportunity. We're here to create it.

Core Purpose & Values

What We Do

The Reno-Sparks Convention & Visitors Authority (RSCVA) was established in 1959 as the Washoe County Fair and Recreation Board. Branded as Visit Reno Tahoe, the organization acts as a marketing arm for the county to promote convention and tourism business.

Unlike many convention and visitors bureaus across the country, Visit Reno Tahoe operates several venues designed to draw out-of-town visitors. In addition, Visit Reno Tahoe is mandated by the Nevada State Legislature (NRS 244A), and is not a partnership-based organization. As a quasi-governmental entity, Visit Reno Tahoe also functions as a collection agency, ensuring that room taxes are distributed to the appropriate governmental organizations benefiting visitors and residents of Reno Tahoe.

By the Numbers

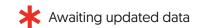












MISSION

What is our core purpose?

Attract overnight visitors to Reno Tahoe while supporting the sustainable growth of our communities.

VALUES

How will we behave?

Collaboration

We seek out internal and external perspectives, emphasizing an inclusive approach.

Integrity

We always keep our word and do the right thing.

Transparency

We share information to create open and honest communication.

Ambition

We put in the hard work to enhance the quality of life for visitors and all Northern Nevada residents.

People

We invest in the diverse experience and expertise of individuals who positively impact the communities we serve.

Current State Summary

Where are we today?

Visit Reno Tahoe stands on solid ground with a resilient tourism model, strong venue management expertise, and a unique regional identity built on western heritage and outdoor recreation. Its reputation for promoting and supporting specialized and large-scale events like Hot August Nights and the Reno Rodeo is a proven driver of tourism. Reno Tahoe benefits from close proximity to California's economic engine and features diverse tourism assets, including skiing, mountain biking, historical attractions, and high-quality dining and entertainment. Community engagement and trends favoring domestic travel also position Reno Tahoe well for continued recovery and growth.

However, the region is simultaneously navigating a set of compounding challenges: aging and underutilized infrastructure, regional competition and an unknown global economic future. These issues—paired with gaps in regional transportation, rising costs for visitors, and an enduring commitment to collaboration—highlight an immediate need for revitalization and diversification to remain competitive.

Key Trends & Implications

Investment Momentum in Hospitality & Attractions

Major private investments are poised to add capacity and elevate the destination.

Implications:

- Future-ready infrastructure is key to meaningful visitation.
- Without complementary public infrastructure, private gains may stall overall progress.

- Align public-private strategy to ensure event infrastructure, transportation, and wayfinding upgrades keep pace.
- Use new developments to reposition urban centers as central experience hubs.
- Develop joint programming (e.g., events, activations) with existing and emerging venues.

Rise of Lifestyle-Integrated Travelers

A new generation of travelers—remote workers, digital nomads, and bleisure (business + leisure) visitors—seek destinations that blend work, play, and purpose. They prioritize experiences, connectivity, wellness, and authenticity over traditional packaged tourism.

Implications:

- Demand continues to shift from passive entertainment to interactive, unique experiences.
- Shorter but more frequent trips; focus on convenience, walkability, and "livable" destinations.
- These travelers influence brand perception through social media and peer recommendations.

Strategic Opportunities:

- Develop experience-rich downtown districts and hybrid work-friendly venues.
- Promote walkable, Wi-Fi enabled corridors and coworking-friendly amenities.
- Strengthen digital marketing that highlights lifestyle alignment, wellness, and culture.

Rise in Domestic Travel & Regional Migration

Travel has skewed toward domestic and drive-market visitors, with increased migration from California bringing more visitors and business relocations.

Implications:

- Proximity to California remains a major advantage—but also brings higher visitor expectations.
- Regional pride and heritage must be matched with urban amenities and hospitality and infrastructure upgrades.

- Capitalize on drive-market momentum with bundled outdoor, dining, and cultural experiences.
- Reinvest in local icons and historic sites to align with visitor nostalgia and community pride.
- Create new events and experiences to entice new and repeat visitors.

Economic Headwinds & Public Budget Constraints

Local, state, and federal economic uncertainty may limit revenue growth and visitor spend.

Implications:

- Shorter stays and reduced discretionary spending may impact midweek and shoulder-season visitation.
- Fiscal uncertainty complicates long-term planning and public investment.

Strategic Opportunities:

- Bolster sales & marketing efforts to grow market share.
- Focus on emerging and legacy programming that drives room nights.

Shift Toward Sustainable & Wellness-Oriented Travel

Environmental awareness is reshaping tourism behavior. Travelers prioritize eco-conscious destinations, healthy experiences, and wellness integrations.

Implications:

- Visit Reno Tahoe must redefine its narrative and embrace sustainability credibly.
- Aging infrastructure, limited green spaces and transportation options hinder perception.

- Integrate wellness tourism offerings: trails, spas, healthy dining, hot springs, retreats.
- Improve downtown greenery, riverfront access, and shuttle systems to reduce carbon footprint.
- Collaborate with DMOs to define and promote regional eco-branding.

The Downtown Imperative

The presentation of "downtown" is crucial to initial visitor impressions, brand equity, and convention appeal.

Implications:

- First impressions from downtown shape the entire destination experience.
- Competing cities with revitalized urban cores are drawing key market share in events and leisure.

Strategic Opportunities:

- Support a Downtown Master Plan with a focus on beautification, safety, and activation.
- Leverage redevelopment as a symbol of transformation.
- Engage with agencies activating riverfront improvements, lighting, wayfinding, and event plazas.

Technology & Trip Customization

Tech-savvy travelers rely on digital planning tools, Al-powered recommendations, and personalization.

Implications:

- The user journey—from inspiration to booking to travel—has moved almost entirely online.
- Missed opportunities if Visit Reno Tahoe's digital presence is fragmented or outdated.

- Continue to be an industry leader in the digital ecosystem with personalized itineraries and AI tools for advanced trip planning.
- Use first-party data to deliver hyper-personalized content and re-engagement campaigns.

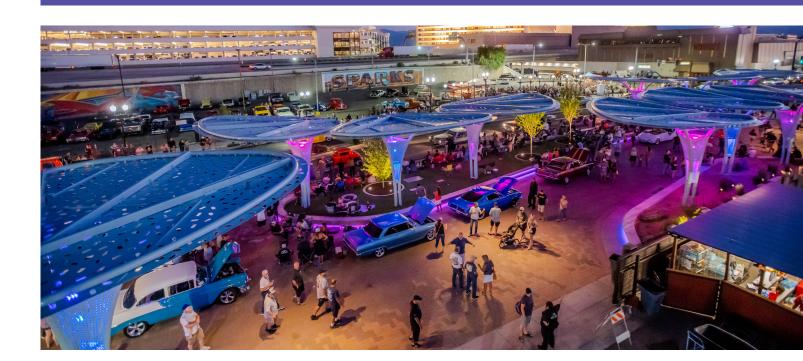
Heritage & Event Legacy

Stakeholders want to build on Reno Tahoe's heritage—like events such as Reno Rodeo, Hot August Nights, Great Reno Balloon Race—not constantly reinvent.

Implications:

- Event strategy must preserve identity while expanding relevance.
- Signature events are a critical tool for "peaking the peaks" and storytelling.

- Reinforce Reno Tahoe's identity through refreshed legacy events and new culturally aligned programming.
- Experiment with hybrid events (concerts + festivals + wellness) to reach wider demos.
- Align event strategy with Visit Reno Tahoe's mission.



Big, Bold Vision

OUR VISION

Our aspiration and desired future state (the impact we will have)

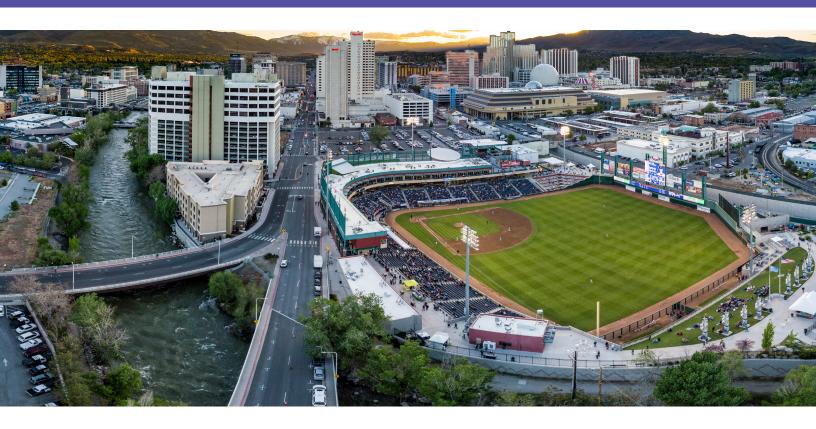
To be the preferred outdoor, gaming and event destination.

STRATEGIC GOALS

What are the key areas of focus to achieve our vision?

We will achieve our vision by focusing on the following four areas:

- 1. Urban Core Revitalization
- 2. Venue Activation & Event Attraction
- 3. Visitor Mobility & Access
- 4. Organizational Sustainability & Performance Scorecard



Strategic Goal Detail



#1 Urban Core Revitalization

Be a strong advocate to make a difference in our urban centers creating vibrant spaces for visitors and the community to live, work, and play.

What Success Will Look Like:

- Community collaboration to make strides in improving the Downtown District and Truckee River corridor.
- Clean, vibrant Reno & Sparks downtowns that integrate the river as a central feature, offering recreational and aesthetic value.
- An urban core that provides a mix of outdoor activities, gaming, dining, and cultural experiences for a memorable quest experience.

Our Role:

Drive use of the Reno Events Center and National Bowling Stadium for events.

Advocate for transformation projects with regional partners.

Support visitation by marketing assets, providing parking solutions, and elevating the Visitor Center experience.

Visitor Concerns & Strategies

Health & Public Safety

To improve the sense of security and enhance the overall visitor experience, increase the visible security presence downtown and improve walkability to encourage more consistent foot traffic.

Blighted Buildings

Ensure key corridors like Virginia Street are active and welcoming—not boarded up or vacant. Considerations include redeveloping these areas and possibly transitioning parts of downtown into pedestrian-only zones to improve accessibility and vibrancy.

River Cleanliness & Access

Enhancing the Truckee River as a key amenity includes improving public access points, increasing usability (such as trails and gathering areas), and exploring its potential as a sustainable transportation corridor for the region.

Parking Limitations

Addressing parking constraints for both residents and visitors involves increasing parking availability downtown. We have a key opportunity to fully activate and utilize the National Bowling Stadium garage to support tourism and events.

FY26-28 Roadmap

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
Advocate for an activated, vibrant downtown	47% of visitors go downtown 31 Events held in Downtown Reno	Support more events in our downtown region that impact visitation Engage with associations doing the work in downtown	60% of visitors go downtown More pedestrians and foot traffic in a thriving downtown Community collaboration to make strides in improving the Downtown District and river corridor
Fully utilize the river as a tourism asset	Positive feedback from visitors on the river and river experience The Truckee River and other natural assets are not fully leveraged for tourism	Advocate for river infrastructure improvements High effort in promoting the river as a key asset of our region	A clean, vibrant city center that integrates the river as a central feature, offering recreational and aesthetic value
Make it easier for visitors to experience Reno Tahoe	Consumer-facing website that highlights all events taking place Visitors come to the region with specific experiences in mind, or specific regions explored Good Value for Money is rated below attribute importance among visitor perceptions	Explore using the NBS for a downtown parking solution Event support and promotion at Greater Nevada Field Promoting the Visitor Center at Visit Reno Tahoe venues More promotion of regional amenities Activating public spaces for events – from Idlewild to Wingfield and Rancho San Rafael	Visitors combine multiple experiences into their stays and visits Visitors perceive Reno Tahoe as a good value An urban center that provides a mix of outdoor activities, gaming, and cultural experiences, ensuring diverse guest experiences





#2 Venue Activation & Event Attraction

Reno Tahoe is known for hosting diverse events, including concerts and major festivals, to maximize visitor engagement.

What Success Will Look Like:

- Modern, upgraded venues that attract high-profile events.
- Venues are fully utilized, balancing midweek and seasonal lulls.
- Pursuing opportunities to drive new festivals, concerts, and events throughout the region.

Our Role:

Drive event bookings in all Visit Reno Tahoe venues & throughout the destination.

Advocate for infrastructure improvements near events venues.

parking garage

Venue Activation Strategy

VENUE	OPPORTUNITY TO ACTIVATE	INVESTMENTS NEEDED
Reno-Sparks Livestock Events Center Actively pursue the equine and livestock market, via CapEx partnership with the State, to defend against new regional competitors	 State of Nevada investment in capital expenditures Host State Fair (FY27) Host local 4H events (NJLS) Pursue equine and livestock events 	 Grandstands, restrooms, suites Resurface parking lot Install HVAC Upgrade stall conditions Upgraded Wi-Fi
Reno Events Center Focus on event development and expanded entertainment offerings	 Leverage partnerships with festival organizations to host concerts during major downtown events Pursue tradeshows and sporting events 	 Upgraded sound system Purchase/install lighting, staging, backdrop
Reno-Sparks Convention Center Aggressively pursue track market and traditional meetings segments: Association, SMERF, convention, and sports	 Regional and national track meets (increase size and reach) Host Conference & NCAA championships Sell naming rights and advertising Improve standards with food & beverage provider Continue art program Provide statistics to commercial developers on convention center event impact to nearby businesses 	 Install digital signage Install digital keys Maintain GBAC certification Procure portable bleachers (track) Refurbish carpet Complete parking lot paving Wi-Fi renovation Refresh exterior appearance
National Bowling Stadium Pursue opportunities in addition to traditional usage, further activating the Kingpin Club, Theater and Stadium Club	 Lease the museum Host annual youth events Capitalize on national sporting events to drive social and group event bookings Cross-sell bowling lane availability during downtown activity and events 	 Replace carpet in theater and Hall of Fame Install blinds and windows in Stadium Club Install lockers Install gate and ticketing system in

FY26-28 Roadmap

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
Enhance RSLEC venue attractiveness through facility updates	71 events hosted in FY24 Forecasted 75 events hosted FY25 <10% operating budget allocated annually to venue improvements (\$750k-1M)	Work with the State on capital improvement budget Venue Sales Team and Director of Equine Events and Sports will pursue more equine & livestock events	Greater mix of equine and livestock events Mitigate impacts of available and potential new competition [GSR, Fallon, Winnemucca arenas] Improved Wi-Fi Resurface parking lot Install HVAC
Activate REC with concerts and other events	43 events hosted in FY24 Forecasted 30 events in FY25 Upgraded suites	Underwrite 6 concerts bought by Visit Reno Tahoe Host 35 events in FY2026 with 15 being ticketed events Improved sound system Purchase staging Improved event lighting Complete dressing room remodel with furniture Install VIP Bar in suite concourse	Enhanced concert equipment package Purchase LED backdrop Attract the right artists, genres, and night of the week One added festival downtown
Maintain & moderately expand RSCC track and convention business	Hosting 217 events in FY24 Forecasted 210 events in FY25 Improved Wi-Fi 20 LED signs	Host 235 events in FY26 Additional bleachers for track and group rental Improve internet coverage throughout all the venue Electronic key system New concourse carpet Improved F&B experience	An advanced, clean, sustainable convention center with the appropriate technology, accessibility amenities, security, and safety Parking Lot C is repaved Refresh exterior appearance

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
Creatively activate the National Bowling Stadium	74 events hosted in FY24 Forecasted 125 events hosted FY25 <10% operating budget allocated annually to facilities improvements (\$750k-1M)	Host 70 events, including USBC Open Championships Lease Museum Carpet replaced in theater and Hall of Fame Install windows and blinds in Stadium Club Open NBS for ancillary activity surrounding NCVA & wrestling tournaments Host events in Stadium Club, Theater and Squad Room	Increase room night bookings with bowling events Activate the theater for local events Sell more multi-events per day Install lockers Install a gate and ticketing system to open parking garage daily
Attract regional events, targeting arts & culture, food & beverage, sports, and music	Expanding the Event Development Strategy with dedicated efforts to identify new festivals and events for the region Building relationships with festival producers looking to expand their event portfolio for future years Showcased the destination to eight event producers with hosted site tours Partnered with Greater Nevada Field to host the First Banana Ball Series in May 2025.	Partner with a Music Festival Producer to create a large-scale music festival (30K+ attendees) during FY26/27 year Build upon the event booking initiative for the REC through partnerships with existing festivals, with the goal of increasing awareness and attendance of these events Secure a Running Race Series for the Spring of 2026 Build upon the success of the Banana Ball Series by making it an annual event for the region	Established Annual Large Scale Music Festival showcasing Reno as music destination Create a citywide festival that offers arts & culture, curated food and beverage offerings, lifestyle and music spread across multiple downtown hotels and venues



#3 Visitor Access

Visitors have easy access to local attractions and venues throughout Reno Tahoe.

What Success Will Look Like:

- Maintained and enhanced air lift, with a focus on routes from regional hubs.
- Walkable spaces in heavily trafficked areas.
- Increased options for visitors to practice sustainable travel in the region.

Our Role:

Support partnerships in air service development with legacy carriers.

Advocate for increased shared transportation ridership, using our marketing reach.

Advocate for tourism infrastructure in high-traffic areas.

Key Partners

Several regional partners play pivotal roles in supporting Reno Tahoe's tourism infrastructure and visitor experience.

- The **Reno-Tahoe Airport Authority** serves as the primary lead on air service development, working to expand and optimize flight routes to better connect the region with key markets.
- The **Regional Transportation Commission (RTC)** is responsible for implementing walkability and transportation-related projects that improve accessibility for both visitors and residents, including enhancements to pedestrian corridors and transit systems.
- Washoe County plays a collaborative role in managing regional connectivity, linking lake communities and helping to bridge the visitor experience across jurisdictions.

FY26-28 Roadmap

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
Support air service development	Airlift is one of the Top 20 in the country for comparable size destinations Visit Reno Tahoe air service fund largely used for marketing support to preserve current routes Collaboration with RTAA, EDAWN, RASC, and stakeholders to identify routes of priority	Maintain air service fund, prioritizing sales, tourism, and media promotions Active outreach and engagement with airlines, including HQ visits with RTAA, EDAWN, and stakeholders Host RTX (FAMs) with EDAWN/RTAA	Maintain active partnership in air service development to support existing routes and create new air lift – Focus is improving frequency of routes Grow and cultivate relationships with legacy airlines
Enable sustainable access to and from the Lake	access to and		Increased ridership to Lake Tahoe to encourage sustainable travel Provide more options for public Lake transportation at a lower cost
Be the voice of the visitor in getting around the community	Limited walkability in the Convention Center District Downtown walkability experience is not seamless	Brand activations at airport to enhance sense of arrival Actively work with RTC to identify transportation project opportunities	Improved walkability in downtown, in around the convention center district, and urban areas Community partners are activated in support of infrastructure improvements surrounding the RSCC





#4 Organization Sustainability & Performance

Visit Reno Tahoe is known for operational excellence, transparency, and community leadership.

What Success Will Look Like:

- A cohesive team culture, avoiding overextension of staff.
- Team stays focused on core mission activities without distraction.
- Regional stakeholders are actively engaged and bought into the success of the region.
- Maintained fiscal stewardship of public funds.

Our Role:

Drive development, capabilities, and satisfaction of Visit Reno Tahoe staff.

Drive responsible financial programming.

Convene and engage regional stakeholders in contributing to the success of the region.

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
Support employee engagement	96% of employees feel happy to work at Visit Reno Tahoe New leadership in place to update employee policies and programs	Launch HR newsletter Enhance formal onboarding process Launch Intranet Expand rewards and recognition program	Maintain employee satisfaction benchmarks
Advance organizational capabilities	Leadership team in place at major facilities (NBS and REC) Talented individuals aligned with Visit Reno Tahoe's mission	Launch Learning Management System Conduct Antiharassment/ Management Skills & Employee Law / Workplace and Business Conduct / Ethics / etc. trainings Complete Succession Planning to identify future leaders Conduct cross-training and job shadowing program Enhance employee performance reviews	Proactive employee recruitment and development to get the right talent in the right positions

Performance Scorecard

KPI	FY25	FY26 TARGET	FY27 TARGET	FY28 TARGET
Cash Room Nights	2,860,127 (May)	3,138,287	3,232,435	3,329,408
Taxable Room Revenue	\$415,445,575 (May)	\$441,665,462	\$454,665,462	\$468,562,887
Average Daily Rate	\$145.25 (May)	\$140.43	\$144.64	\$148.98
Direct Visitor Spend (Calendar Year)	(2024)	+3%	+3%	+3%
Group Room Nights	284,563	282,523	290,999	299,729
Tourism Room Nights	696,699	687,223	700,967	714,986
Number of Events at Venues	405	415	430	449
Venues Client Satisfaction	91.7%	92%	92.5%	93%
Enhanced Engaged Website Sessions	707,436	733,080	755,072	777,724
Paid Media Engagement Rate	17.1%	10%	10%	10%
Earned Media Placements	275	215	225	235
Community Engagement Activities	48	30	35	40
Resident Favorability of Tourism	60%	63%	65%	67%
Training Completed	100%	100%	100%	100%
Employee Satisfaction Rate	96%	96%	96%	96%
Workplace Happiness Metrics Response Rate	75%	75%	80%	80%

Board Members

Hillary Schieve, Chair

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PROPOSED CHANGES TO SURVEY QUESTIONS-BOARD 2025

CEO MERIT BOARD SURVEY QUESTIONS

These questions were developed based upon the CEO Position Description. Each survey question, except #21, 22, and 23, allows for the responses "Agree," "Neither Agree nor Disagree," "Disagree," and has a box for written comments.

- 1. Mike Larragueta has effectively developed a Strategic Plan that aligns with the mission and vision of the RSCVA.
- 2. Mike Larragueta provides effective leadership to guide teams in executing strategic initiatives that position RenoTahoe as a world-class destination.
- 3. Mike Larragueta effectively represents the Authority in his engagement with local clients, government agencies, professional organizations, and key stakeholders.
- 4. Mike Larragueta ensures that long-range planning for destination resources and infrastructure are aligned with the organization's Strategic Plan and overall strategic direction.
- 5. Mike Larragueta manages the organization in alignment with the Strategic Plan by adapting to new information, changing conditions, and unforeseen challenges, while evaluating performance against key operational and financial targets.
- 6. Mike Larragueta communicates effectively with the Board and regional stakeholders to identify and pursue opportunities that enhance coordination and collaboration with the RSCVA.
- 7. Mike Larragueta ensures that the RSCVA consistently delivers high-quality service to its customers and takes meaningful action based on customer feedback
- 8. Mike Larragueta develops new strategic goals, initiatives, and business that support the long-term benefit of the organization.
- 9. Mike Larragueta advances the organization's vision and goals by prioritizing hotel room tax initiatives and driving the development of new room-night business.

ADDITIONAL QUESTIONS- OPTIONAL

- Mike Larragueta demonstrates a leadership style that promotes collaboration, accountability, and a clear vision for the organization.

- Mike Larragueta manages his time effectively, balancing strategic priorities with timely decision-making and follow-through
- Mike maintains consistent focus on organizational goals and avoids distractions that could hinder long-term progress.

COMMENT QUESTIONS:

- 10. In your view, how has Mike Larragueta made quality improvements and positively impacted the organization in his role as President/CEO of the RSCVA?
- 11. In your opinion, what areas of leadership or performance could Mike Larragueta focus on to enhance his effectiveness and impact within the organization?
- 12. Other comments, if any:

PROPOSED SURVEY QUESTIONS- STAFF- JULY 2025

STAFF SURVEY QUESTIONS

Each survey question, except # 20, 21, and 22, allows for the responses as "Agree," "Neither Agree nor Disagree," "Disagree," as well as a comment box.

- 1. Mike Larragueta consistently demonstrates effective leadership that supports the organization's mission and goals.
- 2. Mike Larragueta effectively guides the team in setting goals and expectations aligned with the Strategic Plan.
- 3. Mike Larragueta provides me with sufficient responsibility and the authority needed to effectively accomplish my work.
- 4. Mike Larragueta listens, communicates well and provides effective, timely communication.
- 5. Mike Larragueta builds respect and portrays the organization positively within various constituencies.
- 6. Mike Larragueta fosters motivation and provides positive reinforcement to support and uplift the RSCVA team.
- 7. Mike Larragueta maintains and utilizes a solid working knowledge of significant developments and trends within the industry.
- 8. Mike Larragueta establishes ambitious goals for organizational excellence and effectively initiates, maintains, and adapts programs that advance the organization's success.
- 9. Mike Larragueta adheres to RSCVA policies and procedures.
- 10. Mike Larragueta demonstrates sound analysis and judgment in evaluating organizational progress and opportunities and proactively recognizes when change is necessary.
- 11. Mike Larragueta recruits and retains diverse staff to address all the needs of the organization.
- 12. Mike Larragueta has implemented impactful quality improvements that have strengthened the organization's performance and outcomes.
- 13. Mike Larragueta has demonstrated effective leadership and skill in guiding departmental initiatives.

- 14. Mike Larragueta is available and accessible to all employees.
- 15. Mike Larragueta provides leadership development opportunities to his employees.
- 16. Mike Larragueta accepts constructive criticism and is open to new ideas and new approaches to solving problems.

Comment Questions

- I believe Mike Larragueta strong points as President/CEO of the RSCVA are:
- I believe Mike Larragueta could improve by:
- Other comments, if any:



P.O. Box 837 Reno, NV 89504 USA t: 775.827.7600 VisitRenoTahoe.com

Date: May 6, 2024

To: Executive & Legislative Committee From:

Mike Larragueta, President/CEO

Subject: Fiscal Year 2024/2025 Approved CEO Goals – Final Results

Strategic Goals	CEO Goal	FY 24/25 Target	Weighting	Process	Final Results
Goal #1: Group Room Night Goal	Increase produced group room nights 10% over FY 23/24 Group Room Nights	261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834.	20%	Bonus calculated on following scale: If 261,122 room nights produced, full bonus for this goal awarded. If 253,288 to 261,122 room nights produced, 90% bonus for this goal awarded. If 245,454 to 253,287 room nights produced, 80% bonus for this goal awarded. If 237,625 to 245,453 room nights produced 70% bonus for this goal awarded.	284,563 or 109% of Goal Bonus amount = \$6,300.00
Goal #2: Marketing	Paid Media engagement	Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24)	10%	Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for	Achieved 17.1% or 304% to goal. Bonus amount = \$3,150.00

				this goal would be	
				awarded.	
	Partner Referrals	Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24)	10%	Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded.	Achieved 0.141 or 100.1% to goal. Bonus amount = \$3,150.00
	Earned Media Placements	Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)	10%	Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.	Total Earned Media Placements = 275 or 127% of goal. Bonus amount = \$3,150.00
Goal #3: Leisure Room Night Goal	Produce 634,110 cash hotel room nights.	634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels.	15%	Bonus calculated on following scale: If 634,110 room nights produced, full bonus for this goal awarded. If 615,086 to 634,109 room nights produced, 90% bonus for this goal awarded. If 596,063 to 615,085 room nights produced, 80% bonus for this	Total Leisure Room Nights Achieved = 696,699 or 109% of goal. Bonus amount = \$4,725.00

Goal #4 Facility Revenues	Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC	Combination of revenues attained by the venue sales and events team, to include rent, audio visual, IT, parking, labor, equipment rental, facility fees and other ancillary revenues. • The Venue Sales team has an annual goal of \$2,445,523. • The RSLEC Sales and Events Manager has	15%	goal awarded. If 577,040 to 596,062 room nights produced 70% bonus for this goal awarded. Bonus calculated on following scale: If \$6,435,595 revenue produced, full bonus for this goal awarded. If \$6,242,527 to \$6,435,595 revenue produced, 90% bonus for this goal awarded. If \$6,049,459 to \$6,242,526 revenue produced, 80% bonus for this goal awarded. If \$5,856,391 to \$6,049,458 revenue produced 70% bonus for this	\$6,242,578 in total revenue achieved for the four venues, or 90% to goal. 90% of 15% Bonus amount= \$4,252.50
		Team has an annual goal of \$1,175,125. The REC/NBS Events Team has a goal of \$1,097,410. The Sponsorship and Sales Manager has an annual goal of \$400,000.			
Goal #5 Community Engagement	20 Activities per year	Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow	10%	Bonus given if goal achieved	Goal achieved, total of 47 activities competed in FY24/25. Bonus amount = \$3,150.00

		partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings.			
Goal #6 Staff Retainment	Improve full-time staff retainment (voluntary terminations/exits) by 5%.	Voluntary terminations are decreased by a minimum of 5%.	5%	Bonus given if goal achieved	4.12% reduction in voluntary terminations in FY 24/25. Bonus amount = \$0.00
Goal #7 Staff Survey's	Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity.	Staff survey executed and results summarized.	5%	Bonus given if goal achieved	Completed, employee survey was sent out and completed in February 2025. Bonus amount = \$1,575.00

Total Bonus Amount to be Paid out = \$29,452.50

Jul-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Shriners Parade	Mike	7/2/2024	
NHLA Luncheon Presentation	Mike	7/16/2024	
WIN Nevada	Mike	7/26/2024	
Capital Projects Surcharge Advisory Committee	Mike	7/30/2024	
Governors Dinner	Mike	7/24/2024	
5			

Aug-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Reno YPN	Mike	8/20/2025	
1			

Sep-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Moana Springs Pool Grand Opening	Mike	9/3/2024	
Indy Talks	Mike	9/4/2024	
Biggest Little Golf Classic	Mike	9/13/2024	
Q2 Stakeholder Meeting	Mike	9/25/2024	
Loop Road Ribbon Cutting	Mike	9/30/2024	
5			

Oct-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Economic Forum Presentation		10/16/2024	
City of Sparks Mayors Cup	Mike	10/11/2024	
Lions Club Presentation	Mike	10/17/2024	
Interview w/NV Sports Network	Mike	10/23/2024	
UNR Sports Management Presentation	Mike	10/9/202	
5			

Nov-24	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Alliance of Partners w/Gov Lombardo	Mike	11/13/2024	
DMO Presentation LTVA Board Members	Mike	11/14/2024	
2			

Dec-24	Community Engagement Tracking			
Organization/Event Name	Employee	Date	Notes	
Visit Carson City Presentation	Mike	12/9/2024		
1				

Jan-25	Community Engagement Tracking			
Organization/Event Name	Employee	Date	Notes	
HAN Event Press Conference	Mike	1/13/2025		
NBS 30th Anniversary Event	Mike	1/27/2025		
Development Community Lunch City Of Reno	Mike	1/30/2025		
3				

Feb-25	Community Engagement Tracking			
Organization/Event Name	Employee	Date	Notes	
City of Reno Wildfire Panel Discussion	Mike	2/6/2025		
Bobby Dolan Dinner	Mike	2/6/2025		
EDAWN State of the Economy Luncheon	Mike	2/13/2025		
Eye on travel with Peter Greenberg		2/13/2025		
Mayor Lawson's State of the City Address		2/24/2025		
Quarterly Stakeholder Meeting		2/26/2025		
6				

Mar-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
NHLA Luncheon	Mike	3/4/2025	
Capital Projects Surcharge Advisory Committee	Mike	3/4/2025	
Reno/Austin Kick-Off Flight	Mike	3/6/2025	
J Resorts Ribbon Cutting	Mike	3/6/2025	
UNR College of Business Presentation	Mike	3/12/2025	
HAN Foundation Dinner	Mike	3/14/2025	
PBA Championships	Mike	3/19/2025	
7			

Apr-25	Community Engagement Tracking		
Organization/Event Name	Employee	Date	Notes
Tourism Day at Legistlature	Mike	4/1/2025	
UNR Wolfpack Shadow Day	Mike	4/11/2025	
J Resorts Festival Grounds Ribbon Cutting	Mike	4/17/2025	
What Drives Reno Podcast with Phi MacDougal	Mike	4/28/2025	
Mayor's Dog Bowl Charity Bowling	Mike	4/29/2025	
5			

May-25	Community Engagement Tracking			
Organization/Event Name	Employee	Date	Notes	
Mendive Middle School Art Judging	Mike	5/7/2025		
McKinley Park Cleanup	Mike	5/9/2025		
Women in Achivement Lunch	Mike	5/22/2025		
3				

Jun-25	Community Engagement Tracking			
Organization/Event Name	Employee	Date	Notes	
Sparks City Council Presentation	Mike	6/9/2025		
Washoe County Presentation	Mike	6/10/2025		
Reno City Council Presentation	Mike	6/11/2025		
Stakeholders Meeting	Mike	6/25/2025		
4				

TOTALS for FY 24/25 47



P.O. Box 837 Reno, NV 89504 USA t: 775.827.7600 VisitRenoTahoe.com

Date: May 6, 2024

To: Executive & Legislative Committee From: Mike Larragueta, President/CEO

Subject: Fiscal Year 2024/25 Approved CEO Goals

Strategic Goals	CEO Goal	FY 24/25 Target	Weighting	Process
Goal #1:	Increase produced group room nights 10% over FY 23/24 Group Room Nights	261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834.	20%	Bonus calculated on following scale: If 261,122 room nights produced, full bonus for this goal awarded. If 253,288 to 261,122 room nights produced, 90% bonus for this goal awarded. If 245,454 to 253,287 room nights produced, 80% bonus for this goal awarded. If 237,625 to 245,453 room nights produced 70% bonus for this goal awarded.
Goal #2: Marketing	Paid Media engagement	Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24)	10%	Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for this goal would be awarded.
	Partner Referrals	Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24)	10%	Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded.

	Earned Media Placements	Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)	10%	Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.
Goal #3: Leisure Room Night Goal	Produce 634,110 cash hotel room nights.	634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels.	15%	Bonus calculated on following scale: If 634,110 room nights produced, full bonus for this goal awarded. If 615,086 to 634,109 room nights produced, 90% bonus for this goal awarded. If 596,063 to 615,085 room nights produced, 80% bonus for this goal awarded. If 577,040 to 596,062 room nights produced 70% bonus for this goal awarded.
Goal #4 Facility Revenues	Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC	Combination of revenues attained by the venue sales and events team, to include rent, audio visual, IT, parking, labor, equipment rental, facility fees and other ancillary revenues. • The Venue Sales team has an annual goal of \$2,445,523. • The RSLEC Sales and Events Manager has a goal of \$1,317,537. • The RSCC Events Team has an annual goal of \$1,175,125. • The REC/NBS Events Team has a goal of \$1,097,410. • The Sponsorship and Sales Manager has an annual goal of \$400,000.	15%	Bonus calculated on following scale: If \$6,435,595 revenue produced, full bonus for this goal awarded. If \$6,242,527 to \$6,435,595 revenue produced, 90% bonus for this goal awarded. If \$6,049,459 to \$6,242,526 revenue produced, 80% bonus for this goal awarded. If \$5,856,391 to \$6,049,458 revenue produced 70% bonus for this goal awarded.

Goal #5 Community Engagement	20 Activities per year	Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings.	10%	Bonus given if goal achieved
Goal #6 Staff Retainment	Irotainmont (Vollintary	Voluntary terminations are decreased by a minimum of 5%.	5%	Bonus given if goal achieved
Goal #7 Staff Survey's	inciliaina a component for	Staff survey executed and results summarized.	5%	Bonus given if goal achieved

Sales Group Room Nights

Goal #1: Increase produced group room nights 10% over FY 23/24

Criteria for the goal to be considered achieved: 261,122 Produced Group Room Nights for FY 24/25. Each regional Director has an annual group room night goal between 14,000 – 28,000 totaling 133,288. The Sports team has an annual group room night goal of 127,834.

Rational:

FY 23/24 group room night goal was 235,862. Forecasted group room night production is 307,629 (includes 74,000 USBC Open Championship for 2026). Net forecasted group room night production is 233,629.

Increased meetings and convention group room nights by territory are as follows:

Northeast – 10% increase Southeast – 05% increase Midwest – 05% increase Plain States – 05% increase S. California – 05% increase

N. California – 27% increase (7,502 group room nights from legacy / annual accounts)

Sports group room nights impacted as follows:

Indoor Track – increase of 20,000 room nights. Triple Crown – decrease of 8,500 room nights.

A measurable statistic is looking at group leads produced for pre-pandemic production in FY 19/20 versus FY 23/24. Total group leads for FY 23/24 represent 92% of group leads from FY 19/20.

Another measurable statistic is group room nights from leads for FY 23/24 versus group room nights from leads for FY 19/20. Total group room nights from leads in FY 19/20 and FY 23/24 are equal.

FY 23/24 group room night production is 81% if FY 19/20 room night production due to conversion.

FY 24/25 group room night goal of 261,112 is 90% of FY 19/20 group room night production based on the following:

- Stakeholder hotel mix strategy
- Inflation
- Presidential election
- Competition
- Inflated expenses

Marketing Goals

Goal #1: Achieve an average paid media engagement rate of 5.0% or higher by the end of the fiscal year. (Estimated 2.0% increase over FY24)

Criteria for the goal to be considered achieved: Engagement rate was at minimum 5.0% average at the end of the FY25. Engagement is defined as clicks on advertising, watching a video to completion, commenting on an ad, reacting to an ad (likes and saves) and sharing an ad. If an average paid media engagement rate of 3.75% is realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Based on what we have developed thus far for FY25, we will likely recommend an engagement rate around 5%. This is a healthy amount of engagement for our ads and is a 2% improvement from last year's baseline. The recommended engagement rate percentage accounts for traditional and non-traditional paid media opportunities like large-scale brand partnerships and OTA buys that will likely not drive traffic to VisitRenoTahoe.com.

One of the most important outcomes for our advertising efforts is commanding attention. When information is so abundant, the prospect's headspace is a finite resource. Inspiring future travel begins by engaging your prospect's interest and then increasing affinity via meaningful engagements. These meaningful engagements occupy the headspace for longer periods of time and increase recall when those prospects are ready to plan their travel decisions.

Engagements will be tracked through various means, including channels (i.e., Meta, Google), third-party ad serving (Google Campaign Manager) and where necessary, vendor reporting. We believe the most effective KPI is media engagement rate which takes the total media engagements as defined above and divides them by the number of times our ads were seen (impressions). Having a rate VS. specific metric numbers, works better for fluctuating budgets.

Goal #2: Achieve a partner referral per user of 0.14 or higher at the end of the fiscal year. (Estimated 20% increase over FY24)

Criteria for the goal to be considered achieved: Partner referral per user was at minimum 0.14 at the end of the FY25. Partner referral is defined as website clicks to lodging, events, and things to do. If a partner referral per user of 0.105 is realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Year over year partner referral growth is outpacing traffic as we're seeing more partner referrals per user. There are two bigger changes we need to account for in estimating next year's growth with the creation of a new website:

Restaurant detail pages are being eliminated on the new website, therefore decreasing restaurant partner referrals. Restaurant pages account for ~10% of partner referrals. We still will see some restaurant referrals via the main restaurant, category and itinerary pages, but it will be much smaller. Additionally, articles will also drive referrals and should be used to promote the food scene. Articles like "best places to eat in midtown", "best brunch spots", etc.

 The current media plan for next fiscal is proposing a shift in paid funds to larger-scale brand partnership and OTA buys that won't drive as much traffic to the website, therefore also decreasing partner referrals. Paid channels drive ~45% of partner referrals. The shift in funds would potentially take away 7-9% of total partner referrals.

Based on current pacing of Q1-Q3, we've estimated out the end of year totals - partner referral per user rate is around 0.11 to 0.12 for FY24. We mapped out realistic growth goals for next fiscal year and then removed the restaurants and paid media shift to determine realistic expectations. With the paid media shift, and new website, we expect to see users remain flat year over year, with partner referrals per user up 20% from FY24.

In terms of ranking and traffic, we're not anticipating a huge loss. We're expecting ~5% due to the restaurant pages being removed and the new site structure that will need to be crawled/indexed. But overall, our domain isn't changing, most URLs are not changing, metadata will be the same/improved across many pages, redirects will be in place, and site speed will be improved from the current site. Typically, we see and anticipate the impact to last for 3 months before seeing stabilization or even an upswing in these metrics.

Achieving this goal improves SEO. The more quality backlinks our website has, the better the site and content perform in organic and paid search. Referrals from high-quality and trustworthy websites show Google and other search engines that our site, too, is trustworthy. Therefor improving VisitRenoTahoe.com's domain authority and ranking better in search. Having a rate VS. specific metric numbers, works better for fluctuating budgets.

Goal #3: Secure 215 or more earned media placements by the end of the fiscal year. (Estimated 10% increase over FY 24)

Criteria for the goal to be considered achieved: Earned media placements are at minimum 215. Earned media placements are defined as each appearance, in individual media outlets and/or online publications, of a particular narrative generated from public relations activities and community engagement activities. If 161 Earned Media Placements are realized, a 75% bonus for this goal would be awarded.

RATIONAL:

Proposed goal of 215 Earned Media Placements represents a projected increase of 7-10% year-over-year.

When compared to the average number of Earned Media Placements from Fiscal Year 2017-2018 to Fiscal Year 2023-2024 (~179.6 stories placed), proposed goal of 215 Earned Media Placements represents an increase of ~19.7%.

As quality of placements is emphasized and coverage is never guaranteed for PR efforts, Earned Media Placements can fluctuate from year-to-year. The median Earned Media Placements from Fiscal Year 2017-2018 to Fiscal Year 2023-2024 is 156. The proposed goal would show a 37.8% increase over the median result from this time period.

Reno Tahoe Fiscal Year Total Stories:

2017-2018: 156 - Median

2018-2019: 148 2019-2020: 309 2020-2021: 104 2021-2022: 202 2022-2023: 138

2023-2024 (to date): 172 (projecting <200)

With more of an emphasis on local PR and community engagement, the increased goal is attainable. Local media coverage will now be counted toward the goal, which has not been the case in the past.

Tourism Sales Room Nights

Goal #1:

Produce 634,110 cash hotel room nights.

Criteria for the goal to be considered achieved:

634,110 cash hotel room nights will be recorded by 11 hotel properties via tourism sales third-party channels to include:

- Online Travel Agencies (OTA's)
- Retail Travel Agencies via Global Distribution Systems (GDS)
 - Includes all Washoe County Properties
- Tour Operators
- Receptive Operators
- Wholesalers
- Motor Coach Operators
- Retail Golf and Ski

Reporting Properties

- Atlantis Casino Resort Spa
- Circus Circus Hotel and Casino
- Eldorado Reno Resort Casino
- Grand Sierra Resort and Casino
- Hyatt Regency Lake Tahoe Resort Spa and Casino
- J Resort
- Nugget Casino Resort
- Peppermill Hotel Resort
- Renaissance Reno Downtown Hotel and Spa
- Silver Legacy Resort Casino
- Whitney Peak Hotel

Rationale:

- FY24 projected room nights
 - o 621,677 or 25% of cash hotel room nights.
 - Historically tourism sales room nights represent 25%-26% of hotel cash room nights.
- FY25 goal of **634,110** RNs based on 2% increase from FY24 projected final room nights.
- During downturns hotels tend to rely on the third-party channels to mitigate FIT/group declines therefore, increasing access to room inventory and favorable room rates.

Justifications:

- Discussions with:
 - Third-party channel companies
 - Hotel Directors of Sales
- No bowling visitors in FY25
- Looming recession, election year, inflation, high gas prices
- 2024 performance is not on par with last two "revenge travel" "unicorn years"
- Slow down for domestic travel
- OTA decline compared to 2022-2023 Slowdown for Reno OTA search
- FIT general slow down
- Increased international outbound travel
- Cruise/Europe and Mexico in high demand all-inclusive options
 - o Travelers wary about booking more than one vacation
 - o Cruise lines having record trip deposits and ordering new ships

Facility Revenues

Goal #1:

Achieve \$6,435,595 in total revenue for RSCC, NBS, REC, RSLEC

Criteria for the goal to be considered achieved:

Combination of revenues attained by the venue sales and events team, to include rent, audio visual, IT, parking, labor, equipment rental, facility fees and other ancillary revenues.

- The Venue Sales team has an annual goal of \$2,445,523.
- The RSLEC Sales and Events Manager has a goal of \$1,317,537.
- The RSCC Events Team has an annual goal of \$1,175,125.
- The REC/NBS Events Team has a goal of \$1,097,410.
- The Sponsorship and Sales Manager has an annual goal of \$400,000.

Rational:

FY 2025	Budget
	Total Facilities Revenues
RSCC	\$2,982,713
RSLEC	\$1,392,537
REC	\$1,782,570
NBS	\$277,775
	\$6,435,595

FY 2024 Budget (Revised/Projections)	
Total Facilities Revenues	
\$3,172,534	
\$1,349,525	
\$1,566,202	
\$618,489	
\$6,706,750	

Difference	
Total	Total
Facilities	Facilities
Revenues	Percentage
\$189,821	-5.98%
\$43,012	3.19%
\$216,368	13.81%
\$340,714	-55.09%
\$271,155	-4.04%

Budgeted Revenue Explanations:

RSCC:

40% of the convention center's revenues come from group room night conventions and sporting events (group room night events).

In FY 23/24 we had a total of 18 group room night events.

In FY 24/25 we have 16 group room night events, with 13 definite.

The addition of the Sponsorship Sales Manager will bring in \$125,000 in new revenue.

The Venue Sales and Events team will sell 12 months and in to make up some of this deficit.

Room night convention bookings are budgeted based on the following criteria:

- Stakeholder hotel mix strategy
- Inflation
- Presidential Election
- Competition
- Inflated Expenses

RSLEC:

The RSLEC is booked at capacity with 48 out of 52 weeks sold each year.

In FY 23/24 we will have 69 events at the RSLEC.

In FY 24/25 we are forecasting to have 69 events.

The addition of the Sponsorship Sales Manager will bring in \$75,000 in a mix of cash and trade.

REC:

There is opportunity at the REC.

In FY 23/24 we will have 41 events.

In FY 24/25 we are forecasting 43 events.

The addition of the Sponsorship Sales Manager will bring in \$125,000 in new revenue.

NBS:

USBC will not be holding a tournament in FY 24/25.

FY 23/24 USBC is responsible for 70% of the revenues.

FY 24/25 we are forecasting a decrease in revenue by 55%.

The addition of the Sponsorship Sales Manager will add \$75,000 in a mix of cash and trade.

Community Engagement

Goal #1: 20 community activities per year

Criteria for the goal to be considered achieved: Twenty (20) community activities per year, including but not limited to public service, speaking engagements, charitable in-kind contributions, tradeshow partnerships with charitable organizations and participation in quarterly stakeholder and community leadership meetings.

Rational: Community engagement and improved communication is a pilar of the President and CEO's priorities in their first year of leadership. Educating and being visible in the local community is paramount to the RSCVA's continued success.

Staff Retainment

Goal #1:

Improve full-time staff retainment (voluntary terminations/exits) by 5%.

Criteria for the goal to be considered achieved:

Voluntary terminations are decreased by a minimum of 5%.

Background:

Decreasing voluntary terminations is important for RSCVA as this directly impacts our ability to maintain a cohesive and high-performing team dedicated to promoting our region.

High turnover rates strain our resources, both in terms of finances and time, given the costs to recruit and train new staff. Higher staff retainment enhances allows us to provide higher quality to our clients and visitors.

Further, reducing voluntary terminations is essential for improving employee morale and boosting our reputation as an employer of choice in our region. It's important to retain long-term team members to foster trust and commitment within our team while also enhancing our image in the eyes of clients and stakeholders.

Staff Survey

Goal #1:

Oversee the implementation of a staff satisfaction survey, including a component for CEO feedback, to enhance workplace culture and productivity.

Criteria for the goal to be considered achieved:

Staff survey executed and results summarized.

Background:

Conducting a staff satisfaction survey, including a component for CEO feedback, is an important goal for the CEO and for the RSCVA as a whole.

This survey will provide insights into employee satisfaction and engagement levels. By understanding these sentiments, we can identify areas for improvement and implement strategies to enhance employee morale and retention.

Further, by obtaining feedback from employees, we can identify inefficiencies and obstacles hindering productivity for the RSCVA. This will allow us to implement and enhance initiatives to allocate resources effectively.

Lastly, given RSCVA's transition back to in-house facilities operations, conducting this staff survey will serve as a baseline measurement to track progress and identify trends over time.